

1.4.1 Delivery Proposal – Content & Method

1.4.1.1 – Please provide a detailed/structured account and breakdown of your proposed content and method of delivery for the Fast Lane and Route Finder Provision as detailed in the Specification. Your response should include:

(a) For Key Paths 1 & 2 – Fast Lane and Fast Lane Plus

- Activities designed to stimulate learning, confidence and motivation;
- Contents of courses and delivery proposal timetables;
- Details of how claimants will be job matched to employment opportunities;
- Local Employer engagement.

(b) Rationale for your delivery approach which details how your proposal will help achieve the performance requirements for the service.

Response (a) + (b) limited to 2 sides of A4

Insert your response in the pre-set space. Your response Must be limited to 2 sides of A4. (On completion, please upload onto Bravo).

Rationale and delivery style: We envisage that Fast Lane and Fast Lane Plus participants will already possess the essential motivation and basic foundations for job seeking, but require help to: expand and refine their skills and techniques for a variety of application and interview formats; broaden the scope of their job interests; and find and focus upon specific opportunities. Our course structure for both paths follows a logical sequence of: finding, exploring and understanding the opportunities available in the labour market; managing different application formats; and successful presentation to potential employers.

Digital channels will be emphasised throughout the course, which will involve participants using tablets/laptops for practical sessions. We will draw on our experience delivering group sessions to local claimants on behalf of JCP including: registering and using Universal JobMatch, the National Careers Service app and other job support apps; email and online approaches to employers; effective use of job sites; creating/updating digital CVs; social media, the power of ‘personal branding’ and the importance of managing online profiles. Short video clips will be incorporated to reinforce key messages, challenge myths and provide motivation e.g. employers discussing key qualities, or inspirational role models. Delivery will be engaging, using a variety of methods e.g. video, slides, discussion and practical, hands-on exercises, with frequent shifts in activity in order to sustain interest and momentum and cater to individual preferences. Fast Lane Plus will provide greater scope for participants who need individual support to discuss and practice their learning.

Outline and content: Both Fast Lane and Fast Lane Plus courses will share all of the specified key elements, with the additional days on Fast Lane Plus used to cover each of these in greater detail, allow participants to spend longer on practical activities and exercises and to focus more on individual job search (with at least 3 hours of 1-1 support). In effect, Fast Lane will provide relatively brief but intensive and high-impact training which participants will be able to apply for themselves following the programme, while Fast Lane Plus will include the additional practical support to implement learning as part of the programme delivery. Fast Lane Plus participants will not only learn about effectively tailoring CVs, for example, but will be supported to produce different versions of their CV during the programme to target specific opportunities identified through job search activity. The additional activities in Fast Lane Plus are presented *in italics* in the programme table below. We know from experience that dealing effectively and confidently with interviews is often the topic of greatest concern for job seekers, and also that delivering this element successfully can require significant time and practical input. Therefore, in both Fast Lane and Fast Lane Plus, this will be an extended element of the programme.

Courses will run over consecutive days, 10.00 -16.00. Each day will consist of a number of structured activity sessions, with short refreshment breaks mid morning and mid afternoon and a 45 minute lunch break. To maintain interest, focus and tempo, trainers may negotiate shorter breaks and earlier finish times, while maintaining a six hour day.

FAST LANE DAY 1	
<p>Brief introductions; safety and domestics; aims of the course; expectations of the course and one another.</p> <p>What’s out there? Local and regional labour markets; growing sectors; key employers; who’s hiring; myths and misconceptions; where could you fit?</p> <p>How to find it. Online and offline search channels; local recruitment agencies;</p>	<p>What’s really needed? Decoding job advertisements, job descriptions and person specifications; key transferable skills and qualities sought by employers.</p> <p>Making your approach. Tailoring your CV; On-line and offline applications; examples, tips and typical pitfalls to avoid; Psychometric assessments and aptitude tests.</p>

registering and making best use.

FAST LANE DAY 2

Presenting your message: Personal branding and social media, Interview preparation: covering off the elements you can control, Interviews – 1-1 and panel, telephone and video, different approaches for different formats

Interview skills and confidence continued.
Finding more help: local career advice and employment support services

FAST LANE PLUS DAY 1

Brief introductions; safety and domestics; aims of the course; expectations of the course and one another.

What's out there? Local and regional labour markets; growing sectors; key employers; who's hiring; myths and misconceptions; where could you fit?

How to find it. Online and offline search channels; local recruitment agencies; registering and making best use. *Practical: setting up accounts and searches with a variety of job search websites and apps including commercial providers and Universal Jobmatch. Comparison of digital and traditional job search tools, reflection on earlier learning about the local labour market in light of search results.*

FAST LANE PLUS DAY 2

What's really needed? Decoding job advertisements, job descriptions and person specifications; key transferable skills and qualities sought by employers. *Practical using real examples from searches conducted on day 1.*

Making your approach. Tailoring your CV; On-line and offline applications; examples, tips and typical pitfalls to avoid; Psychometric assessments and aptitude tests. *Practice examples of tests.*

FAST LANE PLUS DAY 3

Practical Tailoring CVs using real examples from job search.

Presenting your message: Interviews- 1-1 and panel, telephone and video, different approaches for different formats. *Discussion experiences/ concerns/techniques.*

FAST LANE PLUS DAY 4

Interview skills and confidence continued.

Practical mock interviews including video analysis and supportive feedback.

FAST LANE PLUS DAY 5

Presenting your message: Personal branding and social media.

Practical, 1-1 reflection on goals and learning, progression planning and exit reports.

1.4.1 Delivery Proposal – Content & Method - continued

1.4.1.1 – Please provide a detailed/structured account and breakdown of your proposed content and method of delivery for the Fast Lane and Route Finder Provision as detailed in the Specification. Your response should include:

(c) For Key Paths 3 & 4 – Route Finder and Route Finder Plus

- Intended process following referral from Jobcentre Plus;
- Diagnostic interview;
- Activities designed to stimulate learning, participation, confidence and motivation;
- Courses content and delivery proposal timetables;
- Post Work/Volunteering Experience Placement Support;
- Post Programme/In Work Support;
- Local Employer engagement.

(d) Rationale for your delivery approach which details how your proposal will help achieve the performance requirements for the service.

Response (c) + (d) limited to 4 sides of A4

Insert your response in the pre-set space. Your response Must be limited to 4 sides of A4. (On completion, please upload onto Bravo).

Referral: We have developed a bespoke booking system for our current DWP Jobtrain provision. JCP Advisers will be able to refer claimants via this live, central booking facility (accessed through a dedicated telephone number) in order to make an immediate booking for diagnostic interview. On receipt of a referral, we will register all relevant participant details and provide confirmation of an individual interview slot, together with course venue and dates to both the participant and their Adviser.

Diagnostic Interview: Individual interviews will explore participants' current situation (including: any previous work history, qualifications, family commitments, job-seeking experience and barriers encountered) and their course and job-seeking goals. As part of the interview process, participants will complete a psychometric assessment, which Inspira is experienced in using with adult clients. This provides a development report analysing how well prepared a participant is for the workplace, covering key personal competencies and qualities. This will help participants to identify course goals and track their progress. For Route Finder Plus participants, initial thoughts on potential voluntary/work placements will be discussed at the diagnostic stage and these ideas will be refined once the programme begins and we work to source placements. Diagnostic interviews will be scheduled at least five days before courses start and will include opportunity to discuss arrangements for the course, concerns and practical considerations e.g. journey times and expenses.

Rationale and delivery style: We recognise that participants on Route Finder and Route Finder Plus programmes will sometimes have challenging backgrounds. They may have low motivation and be coping with personal, family, financial and health issues that compound the barriers they face. Typically, they may have experienced repeated setbacks through existing provision. Our programmes are therefore designed to be powerfully different to standard employability workshops – energetic, engaging and enjoyable. We provide varied and challenging programmes with a high degree of participation. Our delivery style is purposefully fast-paced, with emphasis on active learning – each session is structured to follow an approximate mix of RED activity, RED reflective discussion and no more than RED listening to speakers. Our course provides challenging and rewarding development experiences in a supportive environment.

Our approach is essentially activity-based (experiential learning, or 'learning by doing'), allowing participants to practice critical workplace competencies and qualities. We know that dry delivery styles that focus on passive listening are unlikely to engage this client group. Venues will be clearly and brightly signed, participants greeted at the front door by staff in branded clothing and the course will start quickly with dynamic activities. We recognise that some participants may feel reluctant or uncertain and our delivery is designed to ensure that all are engaged and made to feel welcome and safe from the start. All participants will be involved in a structured series of activities that involve key behaviours such as planning, communication, leadership, working to common goals under pressure and responding positively to setbacks. Participants take on different roles within activities, including giving and receiving feedback. The stages of this programme broadly follow the notion of 'the Hero's Journey' (based on the works of Joseph Campbell), becoming progressively difficult, time-bound and multi-layered, and culminating in a final challenge. We know that participants engage more meaningfully in activities when they feel a sense of genuine personal and collective challenge. As the course progresses, each participant 'applies' for a role in the final challenge, setting out what they can bring to the

role, using awareness of their own strengths, alongside growing confidence and assertiveness to earn their a place. Our approach also highlights the importance of 'learning to learn from challenge', regardless of success or failure. The Final Challenge is a set of sequential tasks drawing together all of the skills and qualities covered on the course, requiring participants to plan and work together against the clock. It is not the group's success or failure that counts but the skills demonstrated in the process - they will be guided to capture their learning and celebrate their commitment.

These activities provide a coherent framework around which we deliver other practical and awareness-raising content, helping participants improve their job search techniques and knowledge of opportunities and resources as they develop personally. While working to a standard course design, some content may be tailored in response to specific needs e.g. addressing common issues identified at the diagnostic stage.

As with Fast Lane programmes, delivery will incorporate a variety of methods e.g. video, slides, discussion and practical, hands-on exercises, with frequent shifts in delivery activity in order to sustain interest and momentum and cater to individual preferences. Digital channels will be emphasised and will involve participants using tablets/laptops for practical sessions. We will draw on our experience delivering group sessions to local claimants on behalf of JCP including: registering and using Universal JobMatch, the National Careers Service app and other job support apps; email and online approaches to employers; effective use of job sites; creating/updating digital CVs; social media and the importance of managing online profiles.

Outline and Content: Our expertise lies in combining personal development with career management skills. This combination forms the core of our programmes - a structured series of team and individual challenges that allow participants to develop confidence and practice key workplace behaviours, combined with practical 1-1 coaching focusing on improved job-seeking strategies: effective use of online resources, confident self-presentation, applications and interviews and an improved CV. Personal development activities will build to a final team challenge, providing a memorable and motivational climax to the programme. Around these activities we will deliver:

- **Labour market awareness:** Identifying key local sectors and opportunities, anticipated future growth trends, direct input from at least one local employer per course on key expectations and requirements in job-seekers, regardless of the specific job or sector. We will incorporate local LEP plans and priorities into these sessions, drawing on employer links and partnerships with Chambers of Commerce and other local employer groups.
- **Financial awareness:** We will work in partnership with the Money Advice Service to provide an awareness session in each course, with flexible content focusing on how to prepare financially for moving into work and the offer of free individual advice sessions to follow.
- **Lifestyle awareness:** We will explore the links between healthy lifestyles and economic wellbeing, introducing basic techniques for managing stress and balancing the demands of family and work with personal wellbeing. These sessions will highlight local resources (including community leisure and other facilities) and support services, e.g. referral to local drug and alcohol services, mental health support etc where appropriate.

Route Finder courses will run over three weeks on two consecutive days per week, 10.00 - 15.00. Each day will combine group activity sessions with individual guided reflection. As the group practices team challenges, individual participants will take turns to withdraw for

focused 1-1 reflection. Short refreshment breaks will be provided and a 45 minute lunch break. To maintain interest, focus and tempo, trainers may negotiate shorter breaks and earlier finish times, maintaining a five hour day. The precise content and timetable will be altered in response to needs within each group. A typical schedule is outlined below:

DAY 1
<p>Big welcome, fast start: Brief introductions, safety and domestics, energetic warm-up including engaging, physical group activities. Ground rules, course aims and content outlined, discussion on personal goals, linked to psychometric assessment. Teamworking challenges begun and the Final Challenge introduced.</p>
DAY 2
<p>Teamworking challenges continued e.g. Magic Carpet, Through the Hoop, Jenga Reach. Confidence: exploration of confidence - where does it come from? How to build it. Personal comfort, stretch and panic zones. The Magical Transformation exercise – the difference self-belief can make.</p> <p>Exploring opportunities: making best use of key online resources inc. UJM, National Careers Service, Indeed, Monster, CV Library etc. etc.</p>
DAY 3
<p>Employer input: what are the key skills and qualities local employers are seeking? How do employers get to know what <i>you</i> offer?: Online applications; aptitude tests; ‘personal branding’ and social media; interviews and other opportunities.</p> <p>Teamworking challenges continued e.g. Zombie, Lateral Thinking, Decision Time.</p>
DAY 4
<p>Reviewing your strengths: participants consider how they can convey their skills and qualities, drawing on their psychometric assessment, course performance so far, work history, family and personal achievements etc.</p> <p>CV update/refresh/refinement – each participant completes improved digital CV.</p> <p>Participants pitch for the Final Challenge: What can you offer the team?</p>
DAY 5
<p>Preparing for work (Money Advice Service): Better off calculations, benefit implications, bank accounts, salaries and deductions, child-care, debt, budgeting, web tools. 1-1 money advice sessions.</p> <p>Wellbeing and Healthy Lifestyles: Linking health, lifestyle and work. Introducing Mindfulness techniques: managing stress, anxiety, focusing on positives. Balancing busy lives. 10 practical lifestyle challenges. Local resources and opportunities.</p> <p>Preparation and practice for the Final Challenge.</p>
DAY 6
<p>The Final Challenge.</p> <p>De-brief: What did each person contribute and what could be improved? WHAT NOW? How to apply the learning.</p> <p>Personal and course evaluations, exit reports including next steps. Celebrate personal successes.</p>

The first element of **Route Finder Plus** courses will follow the same content and run over four weeks on two consecutive days per week, 10.00 -15.00. The additional 10 hours in the delivery schedule will allow for extra time to be spent on team challenge activities and on identifying and carrying out practical planning for work/voluntary placement. This will include group discussion after each activity about the relevance of the skills they have been practising to their work placement, and detailed individual reflection on how each participant will apply their personal learning from the programme on placement. The closing session at the end of day eight, following the Final Challenge activity, will be focused on encouraging participants to carry forward the motivation, confidence and interpersonal skills they have demonstrated on the programme into their placements.

Post work/volunteering experience placement support: Following completion of their three week (minimum 16 hours per week) placement, participants on the Route Finder Plus path will reconvene, initially as a group, for up to ten hours of de-brief and exit planning sessions with their Skills Advisers. This will combine group feedback and discussion about successes and challenges with in-depth individual progression planning. For participants who have successfully secured employment, exit plans will focus on appropriate steps they will need to take to prepare for moving into work (including, for example, reviewing financial plans, childcare arrangements, transport or other practical issues), alongside identifying the key workplace skills and attitudes that have brought them success and which they will need to sustain. For participants who have yet to secure employment, exit planning will concentrate on working to identify specific opportunities and providing support for applications, together with identifying any specific further development needs and how these will be addressed.

Arrangements for ongoing support will be clarified and detailed in exit reports for all participants.

Post programme/in work support: Following completion of the programme, all Route Finder and Route Finder Plus participants will be able to access up to two hours ongoing support per week over a 13 week period. This will be delivered face-to-face at our main delivery centres (detailed in question 1.5.3.1) or remotely via telephone if this is more convenient for the participant. In order to make this support as accessible as possible, we will draw upon our wider staff teams to supplement the personnel described at question 1.6.4.1 and 1.6.4.2. This means that a pool of other advisers will be able to offer support when participants need it if their original Course Leader is unavailable.

Delivery Schedule: We have developed a provisional delivery schedule for each path and each JCP district within the contract package area. This provides a realistic framework for delivering the anticipated area volumes to the required specification. Our provisional delivery schedule has been planned to reduce overlap of courses as much as possible to make optimum use of staff time, taking into account requirements for diagnostics in advance of courses and post programme support. We recognise that actual referral volumes may fluctuate and we will work with District teams to agree a final schedule and maintain flexibility in response to demand.

1.4.1 Delivery Proposal – Content & Method - continued

1.4.1.2 – An outline of your organisations existing partner relationships and how you will build upon these to ensure an appropriate range of support and opportunities are available to claimants on each of the Four Key Paths.

1.4.1.3 – An outline description of the systems your organisation will use to administer the provision effectively (e.g keep accurate and auditable records on customers, outcomes, claims etc.) **and** the gathering of information on claimant feedback to improve delivery or address claimant concerns.

Insert your response in the pre-set space. Your response Must be limited to 1 side of A4. (On completion, please upload onto Bravo).

Total page response for 1.4.1 - Delivery proposal – content & method = 7 pages.

a & b = 2 pages in total

c & d = 4 pages in total

1.4.1.2 & 1.4.1.3 = 1 page in total

PLEASE NOTE THE SCORE ATTAINED IN THIS SECTION (1.4.1.1 a-d + 1.4.1.2 + 2.4.1.3) MAY ALSO BE USED IN A TIE-BREAK SITUATION WHERE APPROPRIATE.

Relationships: Together with our delivery partners, Inspira enjoys established relationships with a rich and varied network of providers, stakeholders and services across the contract package area. We have **strategic level relationships** and connections with employer and business groups such as Cumbria Chamber of Commerce, alongside commissioning bodies such as Lancashire and Cumbria LEPs, local and regional DWP, SFA, Cumbria and Lancashire County Councils and other key partnership groups. Examples include: Britain's Energy Coast Business Cluster and local economy and skills development partnerships in West Cumbria and Barrow; Membership of Local Strategic Partnerships across the region like the Prosperous Group for Blackburn with Darwen; Carlisle City Partnership; the Employment and Skills Commission of Cumbria LEP; and the Workforce Team of the 'Employment Task Force' in Preston, Chorley and South Ribble. These and other strategic relationships will help us to align the contract with other local employment and skills initiatives, ensuring that the provision is delivered coherently within wider strategies. At a **direct delivery level**, our staff teams collaborate on a day-to-day basis within networks of local voluntary, community and third sector organisations, opportunity providers, public services and support groups. For example, providing National Careers Service throughout Cumbria, Lancaster and Morecambe (experience we share with our sub-contracted delivery partners elsewhere in Lancashire), and a range of employability and NEET reduction programmes, we have close links with the full range of informal and accredited learning and training providers and local employers in the region. Our delivery partners have established employer-facing business units, working with their local employer base to secure Apprenticeships and other work placements. As the regional prime contractor for the Government's National Citizen Service throughout Lancashire, Cumbria, Blackburn with Darwen and Blackpool, Inspira works with an extensive range of voluntary and community groups across the region. This includes, for instance: mental health, weight, community leisure, and specialist drug and alcohol support services; social landlords such as Your Housing, Impact, Riverside, and FYMCA, alongside housing support services like Shelter, Stonham and local authorities; local food banks; district credit unions and the Money Advice Service; These and other relationships help us to connect participants to opportunities, both for work/voluntary placements and for referral to services e.g. for health and wellbeing, financial advice, training and work opportunities, ensuring that a responsive curriculum in line with the needs of the local economy.

Administrative systems: Records including daily attendance will be entered on our fully auditable CRM system. We have experience administering records on many thousands of adult and teenage clients annually on behalf of agencies such as DfE, DWP, SFA, NCS Trust and both Cumbria and Lancashire County Councils. Our staff are experienced in tracking customer outcomes, including gathering and recording evidence for job and learning outcomes, and keeping comprehensive attendance and expenses records to support payments. We operate to detailed, regularly compliance-checked procedures for quality of record keeping and financial processes. We use the Pegasus Opera 2 system for accounts management and receive regular external financial audit. Skills Advisers will gather daily feedback from participants on what has gone well and what could be improved, together with any concerns. Feedback will help inform day-to-day planning. At the close of each course, participants will complete a personal evaluation (identifying what they have covered, how they have developed and their planned next steps) and commenting on each element of the course, venue and the effectiveness of staff etc. Alongside psychometric assessments and direct observation, this will be used to inform the Exit Report produced for participants and returned to referring JCP Advisers. Attendance records, evaluations and feedback will be used to monitor performance and review delivery with the DWP.

1.4.2 Delivery Proposal - Work Placements

1.4.2.1 Please describe how you will ensure there will be sufficient/suitable Work Placements throughout the duration of the Route Finder Plus Course. Your response should include the types of placements available, e.g. shop, warehouse, office/administration, etc.

Insert your response in the pre-set space. Your response must be limited to 1 side of A4.

1.4.2.2 To support your response please complete the table below (annex a) which summaries the position; and includes the undertaking/commitment, as shown below the table, from each employer/retailer that you intend to use. The undertaking/commitment from employers should be scanned and embedded in the table. There are no space limitations to this supporting information.

On completion, please upload onto Bravo as one attachment.

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

We have received firm commitments from employers in relevant sectors in each of the districts where Route Finder Plus programmes will run to support the programme with the offer of work placements. For example, Blackpool Pleasure Beach, Fylde Coast YMCA and Your Housing Group across Preston and Burnley have indicated that they will offer placements including administration, customer care, hospitality and leisure. Our college delivery partners have developed strong employer partnerships e.g. through delivering Sector-based Work Academies with national retail companies such as Waitrose, Holiday Inn Express, Morrison's, Dr Oetker, HGS Preston. Equally, we are confident of being able to extend the placement offer to include wider and, in some cases, perhaps less mainstream sectors. For example, Inspira has an existing sub-contracting relationship with the community arms of Blackpool, Blackburn Rovers, Preston North End, Accrington Stanley and Burnley Football Clubs, and we are exploring the possibility of hosting voluntary work placements in these settings.

Rather than attempting to secure commitments to fulfil all of the 132 required placements prior to contract award, we feel that the sourcing and management of placements would best be achieved as an ongoing process as courses are planned and delivered over the contract period. We believe that this offers the best method of responding directly to:

- **Labour market conditions at the time of delivery** – some of the placements will be required over a year into the future and we expect that the capacity of employers to offer placements will vary over time, for example according to changing success or seasonal demand. We note the intention in the specification for placements to be sourced with employers who are likely to be able to offer real employment opportunities after the placement is completed. Experience tells us that this will be most likely if placements are planned on an ongoing basis in response to changing conditions and vacancies. Feedback tells us that employers are supportive of the aims of the programme and keen to be involved, but often unable or unwilling to commit to a set volume of placements and specific job types so far in advance.
- **The individual job and sector interests of participants** – we note that the specification calls for bespoke placements, reflecting individual participants' preferred employment sectors, and that this is to be identified as part of the diagnostic element following referral, reflecting the practical circumstances of individual participants.
- **Referral volumes** – we note that the anticipated referrals are to be treated as indicative only and that actual volumes of participants may fluctuate between districts. Again, we feel that as part of a flexible and responsive approach, arrangements for placements are best made in answer to actual demand at a local level.

With these requirements in mind, Placement Coordinators within each of the local providers will lead this work, responding to realistic goals identified in diagnostic action plans, building upon local experience, strong existing industry relationships and established arrangements for sourcing and managing work placements. This work will be supplemented where required through our existing strategic links with Via Training and through access to the REDA strong employer placement database. Inspira also employs an Employer Liaison Manager who will be available to support local provider staff to engage key regional employers. We are confident that this approach offers the best method of ensuring a sufficient number of high quality bespoke placements, matched to the individual needs and preferences of referred participants, based on local employer needs at any time.

1.5.3: Premises

Please provide details of the premises from which you propose to deliver the Fast Lane and Route Finder Provision.

Your response should:

- 1.5.3.1** Include full address details, including postcode, together with supporting rationale for choosing the premises, i.e. why do you consider them suitable;
- 1.5.3.2** Details of the resources / facilities available to participants at your proposed delivery premises;
- 1.5.3.3** If you intend to use existing premises for elements of this provision, please explain how this would fit with their current use and confirm there will be no adverse affect on provision currently being delivered.

Alternatively, where new premises are proposed, please give an indication of timescales required to secure these premises and confirmation they will be available for the start of the programme.

Insert your response in the pre-set, shaded space of the following pages. Your response **MUST** be limited to 2 sides of A4. (On completion, please upload onto Bravo).

In **Barrow, Workington and Carlisle** areas, we intend to base delivery in existing Inspira Advice centres at:

- 237-241 Dalton Road, Barrow in Furness, Cumbria LA14 1PQ (central Barrow for public transport links, within a 5 minute walk of Barrow JCP)
- 213 Vulcans Lane, Workington, Cumbria, CA14 2BT (central Workington for public transport links, within a 1 minute walk of Workington JCP)
- 28 Lowther Street, Carlisle, Cumbria, CA3 8DH (Central Carlisle for public transport links, adjacent to Carlisle JCP)

Facilities and Suitability: Inspira Advice Centres are easily accessible, established town centre venues through which we currently deliver services to local communities, including claimants and other adult service users. Inspira staff at each one of these centres currently provide information and advice on career management and learning opportunities to around **FREE** adult services users in a typical month. All centres have disabled access and are located close to town centre rail and bus services. Each Advice Centre has a staffed reception and waiting area, a number of private individual interview rooms, group and training rooms, a resource area and secure, private office space separate from service delivery areas. Wifi and digital equipment (tablets/laptops, projectors and screen) for use in the delivery of the psychometric assessment and course are available in all centres. Each of our centres offers adult clients access to CV writing software, career matching programs, and online tools.

In each of these areas, the provision would complement existing services delivered from these bases, with no adverse affect on existing delivery. Local JCP Advisers already refer claimants directly to Inspira Advice Centres. Inspira teams based in our centres are able to offer advice on a range of personal and lifestyle issues, together with local work and learning opportunities, making direct referrals to local learning providers, statutory and voluntary support services, including housing, drug and alcohol, finance and mental health support, FE Colleges, Apprenticeship and other training providers. A number of support agencies currently deliver services from our centres. Refreshments are available for course participants in all centres, with immediate access to town centre facilities during lunch breaks. With established bases and relationships with other providers in each community, we are able where necessary to expand delivery by working with local partners. In Barrow, for example, we are able to make use of additional overspill group space in a partner building immediately opposite our Advice Centre. In Workington, we regularly run employability programmes for groups of claimants in a nearby town centre conference venue. This additional capacity means that we can maintain flexibility in our delivery schedule in order to respond to fluctuating demand.

Each of the centres has an appropriate risk-assessment and risk management audits are conducted at all centres to a regular schedule.

In **Lancaster**, delivery will take place at Fleet Square, Lancaster, Lancashire LA1 1EZ (within a 3 minute walk from Lancaster JCP, located next door to Lancaster bus station).

Facilities and Suitability: We currently deliver DWP employability programmes at this venue, which offers large and attractive training rooms, confidential rooms for individual interviews and secure, private office space separate from course delivery areas for Skills Advisers to carry out administrative tasks. There is full disabled access, a staffed reception area, on-site catering facilities, allowing easy access to refreshments during courses. A Cafe is available on site for lunch breaks and participants also have immediate access to city centre facilities. Wifi is available and the venue offers a number

of opportunities for linking to complementary provision. For example, there are on-site leisure facilities available and we have the option, where appropriate, of arranging course inputs on health and fitness, weight management and subsidised community leisure. A full risk-assessment is available and our delivery staff are fully briefed so that they can provide brief health and safety inductions at the start of courses. We have confirmed availability and provisional bookings and are able to confirm that delivery of the provision would have no adverse affect on existing services at this venue.

In the **Preston, Blackburn, Skelmersdale, Blackpool and Burnley** areas, delivery will be based at

- The City Business Centre, 13 Winckley Street, Preston PR1 2AA (city centre location, five minutes walk from Preston JCP, close to main rail and bus stations) and at Preston's College, St Vincents Road PR2 8UR (a short bus journey from Preston city centre)
- Blackburn College, Feilden Street BB2 1LH (with a dedicated campus bus stop and within a 10 minute walk from Blackburn JCP and rail station) and at the Saturn Centre, Challenge Way, BB1 5QB (one mile from Blackburn centre)
- West Lancashire College, Skelmersdale Campus, College Way, WN8 6DX (10 minute walk or a short bus journey from Skelmersdale concourse bus station and centre)
- Blackpool and the Fylde College, Ashfield Rd, Blackpool FY2 0HB (3.5 miles from Blackpool centre, JCP and public transport links, with dedicated campus services)
- Burnley College, Princess Way, Burnley, BB12 0AN (central Burnley for public transport links, less than 10 minutes walk form Burnley JCP)

Facilities and Suitability: All of these college venues are familiar among local communities and can offer offer modern, high quality and well-resourced learning environments. The full range of audio/visual presentation aids and I.T. facilities area available, including wifi, and there are purpose-designed group training rooms and private interview spaces for confidential 1-1 work. All venues have disabled access and are located close to town centre rail and bus services. There are catering facilities on all sites, with easy access to town centre facilities. College sites offer a range of complementary provision, with participants able to access support services including skilled information, advice and guidance staff and learning support resources. Each of the venues is appropriately risk-assessed, with risk management audits conducted to a regular schedule.

In each of these venues, the provision would complement existing services delivered, with no adverse affect on existing delivery. College venues provide the added value of a range of vocational training facilities on site to enhance learning about various industry sectors. For participants who have especially complex support needs, college facilities could offer the option for sheltered placement experiences.

1.6.4: Human Resource

Please provide details of your staffing resource, including that of any sub-contractors you propose to employ, in order to deliver and manage all Four Keypaths of the Fast Lane and Route Finder Provision.

Your response should include:

- 1.6.4.1** Full time equivalent (FTE) staff numbers, of staff (delivery staff, admin, management) involved in the delivery of the programme together with supporting rationale for your deciding on these numbers (Please express a full time member of staff as 1:0, with others detailed as 0:5 or 0:25);
- 1.6.4.2** An outline of the roles and responsibilities for all staff listed / involved (delivery, admin and management) in the Fast Lane and Route Finder provision;
- 1.6.4.3** An indication of how your proposals fit within your organisations' overall management structure.

Insert your response in the pre-set, shaded space of the following pages. Your response MUST be limited to 2 side2 of A4. (On completion, please upload onto Bravo).

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

Skills Advisers (9 FTEs) will carry out all direct delivery of courses (including post placement elements on Route Finder Plus courses), individual diagnostic interviews and some post programme/in-work support. Skills Advisers will be responsible for the delivery of all four of the key paths, supporting participants through activities and leading them in guided reflection to personalise and embed learning points. They will ensure that all participants are fully engaged, gathering daily feedback and addressing any concerns, and will work with partners such as the Money Advice Service, local employers and business organisations to include guest inputs to courses. Skills Advisers will ensure that relevant local content is built into each course, reflecting local labour market opportunities, providers, community support and specialist routes of referral, and that course content takes into account the personal circumstances, barriers and goals of participants identified in their diagnostic interviews. They will ensure that attendance on the course, as well as completion or non-completion, is accurately recorded and fed back to DWP. At the end of each course, they will work with participants to identify their next steps and continuing development goals, and ensure that this is incorporated into each participant's Exit Report. Skills Advisers will be responsible for ensuring that Exit Reports for all participants are returned to DWP as required.

Each course will be delivered by two Skills Advisers, maintaining a 1:6 ratio between delivery staff and participants. Based on a provisional delivery schedule of the required volume of courses in each area, we have calculated the optimum number of Skills Advisers required, allowing for non-delivery time (including travel, producing Exit Reports, liaison with local providers etc.) and realistic cover arrangements. The figure of 9 FTEs will be shared between a number of postholders, some of whom will in fact work part time on this contract. Relationships between participants and Skills Advisers will be critical to the success of the programme. Skills Advisers need to convey authority, empathy, energy, enthusiasm and supportiveness. We will select staff on their ability to fulfil this specific role rather than a fixed qualification or background, although we expect Skills Advisers will typically be qualified to NVQ 4/QCF Level 6 with experience of delivering programmes to the client group. Current Inspira Skills Advisers are experienced in delivering personal development and employability programmes and are drawn from a range of professional backgrounds including training and education, youth and community, and career guidance. All Skills Advisers delivering Route Finder and Route Finder Plus programmes will receive an additional 35 hour tailored training package from specialist trainers PDP, an organisation at the forefront of personal development training in the UK, with whom we share a long-standing workforce development relationship.

Skills Advisers will conduct individual diagnostic interviews with claimants for both Route Finder paths, in line with the national MATRIX quality standard for advice and guidance, including: reviewing their current situation, qualifications, training background and work history; experience of job-seeking and any identified barriers; family or other caring commitments; health; and supporting claimants to complete the psychometric assessment. They will also help claimants to identify work goals and discuss how the course will be able to help meet their needs, including addressing any concerns or practical issues about attendance. Our provisional delivery schedule for conducting the required number of interviews in each area is based on the equivalent of up to 2.5 days of diagnostic interviews per course, allowing 1.5 hours per interview. This allows us to calculate the optimum number of delivery hours required, allowing realistic margins for non-delivery time (e.g. pre- and follow-up administrative work, travel, supervision). Our resource allocations for the diagnostic interviews draw on our experience as a MATRIX accredited career management organisation managing delivery of high quality advice services. Skills Advisers will work with our Business and Contract Support staff to track and gather evidence of participant outcomes.

Note: Inspira is Investor in People and ISO9001 accredited. All staff access a workforce development programme and receive regular line manager supervision. All face-to-face delivery staff take part in a programme of regular direct observation, the results of which inform supervision, annual performance appraisal and training needs analysis. Full enhanced DBS clearance, regularly renewed, is required for all Company employees. The same requirements are applied to our sub-contracted delivery partners. As both Inspira and our sub-contacted delivery partners provide MATRIX-accredited information, advice and guidance services, we will be able to supplement our Course Leader resource from our existing teams to provide post-programme/in-work support. This allows us to offer support at times convenient to participants, even if their original Course Leader is unavailable.

Placement Coordinators (1 FTE) will work in the four areas providing Route Finder Plus courses to source and arrange voluntary and work placements, responding to identified goals agreed in diagnostic action plans. These coordinators have established contacts in the local labour market and experience identifying and setting up placements e.g. for Sector-based Work Academies and Apprenticeships. They will have the additional support of Inspira's Employer Liaison Manager as required. The figure of 1 FTE will be shared between a number of postholders.

Business and Contract Support (BCS) staff (2 FTEs) will provide a named central point of contact at all times between delivery staff and JCP Advisers and carry out the day-to-day 'back office' tasks involved in supporting the provision. This includes: administering referral and bookings; collating records and generating management information reports e.g. relating to attendance, completion and evaluation; processing claims and invoices; monitoring and maintaining accurate, auditable records e.g. relating to expenses; providing performance monitoring data. BCS staff will work with Skills Advisers to track and gather evidence of participant outcomes. We envisage that for practical purposes, including cover arrangements, the figure of 2 FTEs will be shared between a number of members of staff, supplemented by support from within our human resources and finance teams, together with general administration at delivery venues. BCS staff are qualified to QCF Level 3 and experienced in a range of systems which may be relevant to the provision e.g.: all standard office systems; Inspira's client record and management information systems; specialist software (e.g. Pegasus Opera and Select HR); and basic browser-based web applications such as Wufoo, Eventbrite and Teamwork. They are experienced in tracking and gathering evidence of job and learning outcomes of participants in National Careers Service and DWP employability programmes.

A Contract Manager (0.5 FTE) will be responsible for coordination and performance, including: deploying and coordinating staff and other resources to deliver the agreed delivery schedule; liaison and reporting to DWP; managing relations with key stakeholders including sub-contractors, local JCP staff and managers, employers and business organisations; developing and reviewing contract systems and processes; and ensuring operational, performance management and quality improvement requirements are fulfilled according to the specification. We have compared the resources required by contracts we have managed of a similar scale and value to arrive at a proportionate allocation. We estimate that, once systems and delivery schedules are established, direct management of the provision will be equivalent to approximately 2.5 days per week, supplemented by specialist functions within the Inspira management team including quality, HR, finance and ICT. The Contract Manager will have a background managing local DWP contracts and National Careers Service provision and strong working relationships with JCP managers, relevant provider networks, support organisations and employer bodies. Their understanding of the client group, relevant provision and local networks, will help ensure contract-readiness, reducing time and resource necessary for the preliminary set-up phase.

1.7.5: Previous Experience

Please provide a detailed example which demonstrates your experience of:-

1.7.5.1 successfully delivering this type of provision (or similar);

1.7.5.2 working with the claimant group as described in the specification;

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

Insert your response in the pre-set, shaded space of the following pages. Your response **MUST** be limited to 1 side of A4. (On completion, please upload onto Bravo).

Building on a successful record delivering National Careers Service, Youth Contract and other high volume contracts with priority clients, Inspira has been commissioned by Sellafield Ltd to design and deliver a series of bespoke employability programmes, *Ready for Work*, for long-term unemployed and under-employed claimants in Whitehaven and Workington. These programmes have improved participants' work-readiness, concentrating particularly on developing confidence, motivation, effectiveness in applications, and ability to demonstrate the qualities and behaviours sought by employers. We worked with local employers and DWP colleagues to generate and manage referrals and deliver the programme, which was accorded Sector-based Work Academy status. The majority of participants have been claimants aged between 18 and 30, with limited work history and relatively low qualifications, although groups have also included older returners to work (up to age 55), recently redundant new claimants and a small number of highly qualified long-term unemployed with a track-record of unsuccessful applications.

The programmes have included:

- A diagnostic interview identifying skills, qualification levels and work history, goals and barriers, including a psychometric assessment. This also served as an opportunity to gauge applicants' commitment to taking part in an intensive, challenging and inter-active programme.
- 5 full day group sessions with an emphasis on building confidence and helping participants to understand and demonstrate core behaviours and qualities for the workplace. These were agreed with Sellafield and other local employers. The programme also included: employer input (outlining current and future opportunities and expectations on employees); CV improvement; effective job search (focusing particularly on web search and online application); and interview technique (including practice and video analysis). Participants developed experience and confidence by practicing online applications and aptitude tests, reviewing and refining a digital CV and considering how social media could enhance (or hinder) job prospects.
- Placing into work experience with local employers with ongoing individual support. This included signposting and brokering specialist support where necessary. For participants lacking either literacy or numeracy at Level 2, we also arranged discrete college provision to gain these qualifications as part of the programme.

After our first course, more than **REDA** of participants moved into work either immediately or within three months of completion. As a result of this success, the programme was re-commissioned by Sellafield Ltd and we have gone on to use this high impact model of combined personal development and career management training in our delivery of DWP Jobtrain programmes in Workington, Whitehaven, Barrow, Lancaster & Morecambe, Fleetwood and Blackpool. Participants, who are typically long-term claimants with complex needs, have given us overwhelmingly positive feedback about this programme. They tell us that the course has helped them develop confidence and self-esteem and that they have discovered qualities and skills for the workplace they didn't know they possessed. Not least, they frequently comment on how *different and inter-active* they found the course compared to other employability programmes, and how they have left with a sense of determination and positive hopes for the future. Some recent feedback: "*I didn't expect it would be so much fun or so interesting. I learned a lot about teamwork and gained more communication skills*". "*Found everything on the course positive. Determined to be better at leadership skills, look outside the box, get out my comfort zone*". "*I will change the way I search for employment and re-think my strategy, getting out of the rut I have found myself in*".

