

**EUROPEAN SOCIAL FUND
2007 - 2013**

LOCAL SPECIFICATION

NORTH WEST

CUMBRIA & LANCASHIRE DISTRICT

REF NO: NW02

TITLE: RANGE OF PROJECTS



European Union
European Social Fund
Investing in jobs and skills

DWP Department for
Work and Pensions

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1. Introduction

The North West Customer Journey

To ensure that DWP ESF provision adds value to existing mainstream provision and other programmes in the North West region, a 'Customer Journey' has been produced to clearly highlight the interventions and activities currently delivered by Jobcentre Plus and partners to progress customers from welfare into work.

This journey has enabled us to identify the following potential areas for 'value added' activities and each Jobcentre Plus district has identified their requirements within some or all of the stages of the Customer Journey. In table form, these stages of the journey are in the Annex

Cumbria & Lancashire District

Jobcentre Plus is looking to award a **single Prime Contract** for this specification to cover the entire Cumbria & Lancashire District. The Jobcentre Plus Districts of Cumbria and Lancashire have merged to become a super district. Bidders need to note the geographical coverage of this "super district," and a breakdown of the combined areas is provided under the Local Information of this document.

A District profile is attached at **Annex 1**.

The North West Customer Journey

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This journey has enabled us to identify the following potential areas for 'value added' activities and each Jobcentre Plus district has identified their requirements within some or all of the stages of the Customer Journey. In table form, these stages of the journey are shown in **Annex 1**.

Cumbria and Lancashire District has decided upon four separate interventions. Each intervention is aimed at a specific customer group and covers one or more particular aspects of the customer journey. Unless specified it is not intended for participants to progress from one intervention to another.

Caseworker support

A fundamental part of the 'customer journey' is the continuous support offered through a caseworker. The caseworker will deliver one-to-one mentoring to

ensure that the customer progression from engagement through to entry into sustainable employment is maximised.

Within each of the North West Districts (exc Merseyside), DWP require Providers to deliver mentoring support through a caseworker as an integral part of the ESF programme.

Mentoring will not focus on advice and guidance regarding training or employment, as this is already delivered through mainstream contracts. Instead, it will deliver a support mechanism which addresses multiple barriers to work, such as debt, housing, disability, offending background, alcohol and drug misuse. This will be achieved by effectively introducing customers to appropriate agencies, facilitating an effective 'hand-off', before collecting the customer once more to continue on the customer journey towards sustainable employment.

Providers will need to demonstrate an understanding of the diverse needs of each customer group in delivering this support and describe how the mentor will engage and support them through the 'customer journey'.

Caseworker support can be accessed at any stage of the 'customer journey', with referrals originating from a variety of sources, including Jobcentre Plus staff based in local prisons and engagement activity undertaken by the caseworker themselves. It is expected that the caseworker will make referrals to ESF and mainstream employment and skills provision as well as specialist support to address barriers to work.

Bidders will need to show how caseworker support will operate, including how often the mentor will engage with different customer groups eg Lone Parents, offenders? An agreed action plan would be required for each customer which would be updated following each intervention. Mentoring could take place at any venue suitable to both the customer and the Provider. On occasions it is expected that the Provider may be required to accompany the customer to interviews with either other key organisations or employers.

2. Aim of Provision

The aim of this provision is to provide the interventions linked to the Customer Journey that we have identified as necessary for our Customer groups. These will be available dependant on participant needs and eligibility, in named locations.

This provision will address the needs of participants within our Priority Groups by providing a range of four interventions (*Engagement, Community Projects, Construction Pathways, Cumbria Employability Skills & Training*) which will:

- Identify and engage with participants and address the needs of those facing barriers to work and those furthest removed from local labour markets.

and/or

- Provide real work experience and a routeway into employment.
- Provide jobsearch and community projects within a supportive environment.

These four interventions must provide the skills and support to move the individual into or closer to, sustainable employment. They must also provide access to Caseworker support described above.

Bidders must be able to demonstrate that their organisation and/or sub-contracted organisations have sufficient knowledge, expertise and capability to deliver **all** aspects of this Annex i.e. the four interventions, including any specialist requirements of the stated target groups.

The links which bidders have or will make in order to meet the successful delivery of the Specification will need to be clearly shown.

3. Design and Content:

The four interventions we have identified are:

1. Engagement through to Access Employment/Skills Support
2. Community Projects
3. Construction Pathways
4. Cumbria Employability Skills & Training

The indicative funding available from June 08 to May 2011 for provision in Cumbria and Lancashire is expected to be between £7.5m and £9.5m.

The anticipated **contract commencement date will be in June 2008 and will end in May 2011**, with the *possibility* of an extension to 2013. The value of the extension will be up to 50% of the contract value.

Indicative volumes - Minimum number of participants

Intervention 1: Customer Journey Stages 1, 2 and 3 Engagement

The outcome of this project will be to ensure that a minimum of 1500 participants are fully engaged on a Jobcentre Plus Adviser caseload or engaged with and actively participating on an initiative deemed by Jobcentre Plus to be suitable. Jobcentre Plus will provide the successful provider with details of what constitutes a 'suitable' initiative.

The expectation is that over the 3 year period a minimum of 1,500 participants will achieve the required outcome within 6 weeks of leaving the provision.

In year one, the period up to May 2009, a minimum of 500 participants will achieve the required outcome. Indicative year 1 volumes of expected outcomes across the geographic locations are broken down into the following:

180 Cumbria	(36%)
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320 Lancashire	(64%)
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Additionally the expectation is that a minimum of 25% of leavers from the intervention should enter employment within 6 week of leaving provision.

**Intervention 2: Customer Journey Stages 2 + 3
Community Projects**

The expectation is that a minimum of 800 Participants will be engaged during the 3 year period up to May 2011. Indicative participants for Year 1 will be 266 broken down into the following:

95 Cumbria	(36%)
171 Lancashire	(64%)

The success of this provision will be primarily measured by the number of participants who start work. The expectation is that a minimum 35% of leavers should enter employment within 6 week of leaving provision.

**Intervention 3: Customer Journey Stages 2 – 4
Cumbria Employability Skills & Training**

The project is for a minimum of 145 Participants per year; a minimum of 435 in total for the 3 year period.

Recruitment of Participants for Year 1 should be in the following percentages across the district locations, with preference given to disadvantaged wards.

Location Cumbria only	Percentage of Starts
Barrow	30%
Carlisle	25%
Kendal	10%
Whitehaven\ Workington	35%

The success of this provision will be primarily measured by the number of participants who start jobs. The expectation is that a minimum 45% of leavers should enter employment within 6 weeks of leaving provision.

**Intervention 4: Customer Journey Stages 3 + 4
Construction Pathways**

The expectation is that a minimum of 288 participants will be engaged during the three year period up to May 2011. Two intakes annually of eight participants at each of the six locations for a 20 week project of 16hrs per week. Indicative volumes for year 1 are 96 broken down into the following:

Barrow – 16	Carlisle – 16	Whitehaven – 16
Burnley – 16	Lancaster – 16	Preston – 16

The success of this provision will be primarily measured by the number of participants who start work. The expectation is that a minimum 45% of leavers should enter employment within 6 weeks of leaving provision.

If the spec involves independent delivery elements within the contract provide separate numbers for each

4. Definition of activity requirements:

Intervention 1: Customer Journey Stages 1, 2 and 3 **Engagement**

The requirement is for a service that will attract, encourage and work with participants who are not currently engaged with Jobcentre Plus on a current initiative or caseload - working in the communities, developing links with individuals who are not working and introducing them to the advantages of participating in Jobcentre Plus and Partners initiatives.

The aim of this provision is to engage with individuals and encourage people to realise that a life on benefits should no longer be considered the norm. The service will help participants realise the personal need for and the benefit of work. Working with the participant groups the provision may need to adapt and evolve according to the differing needs, barriers and peer groups.

One of the fundamental principles of the provision will be the search and the first contact with the participant. It will not be sufficient to offer the service to participants who volunteer— there must be a proactive approach to stimulate interest, enthusiasm and action within the communities. In order to achieve the required outcomes the provider must use their awareness of the customer group to decide the appropriate number of participants who should start the project.

The project will provide a link and signposting services for participants to engage and work with Jobcentre Plus Advisers.

The outcome of this project will be to ensure that participants are fully engaged on a Jobcentre Plus Adviser Caseload or actively engaged and participating on an appropriate initiative deemed by Jobcentre Plus to be suitable. Jobcentre Plus will provide the successful provider with details of what constitutes a 'suitable' initiative.

The District is keen to receive innovative proposals detailing how bidders would seek to achieve this through a variety of engagement strategies, adapted to suit the varying needs of customer groups and locations.

The activity requirements are to include the following:-

- Enable the unemployed **and** inactive participants to engage with Jobcentre Plus, encouraging and supporting them to make the mind shift from worklessness to work. Caseload contact must be maintained

for all participants, tracking progress and offering encouragement and support as required.

- Participant contact must be available each week for a maximum of 26 weeks per participant.
- An Initial one to one intervention and 'Plan of Action' to be developed with the individual with subsequent weekly interventions.
- The delivery style and focus of the project will vary throughout the District in response to the differing needs of the participants and communities
- Through a range of activities, develop and build networks to target and access participants who are not presently engaged with Jobcentre Plus
- Introduce the participant to new and challenging concepts relating to the benefits of employment`.
- Inspire and empower the participant to make positive steps towards achieving their potential.
- It is expected that providers will need to have a robust approach to their participant marketing and engagement to ensure that the required volume of target outcomes are achieved.

Delivery should be flexible, delivered as a minimum in the areas specified including community venues in order to meet the needs of the individual.

Providers will need to evidence existing links with relevant organisations in the target localities and be able to supply details of previous experience of delivering similar activities. If your organisation does not have any such experience then you will need to provide detailed proposals of how you will address this gap.

The provider will need to establish successful links with the full range of relevant Jobcentre Plus providers, including mainstream and other relevant providers e.g. LSC funded programmes, have a good knowledge of the local labour market and the wide range of opportunities that are available, including those offered through Local Employer Partnership arrangements.

Intervention 2: Customer Journey Stages 2 + 3 Community Projects

A Programme to support unemployed participants residing in Cumbria and Lancashire to help to move closer to the labour market and find work. Each Programme will operate for 13week period, with part time hours of attendance a minimum of 12 hours per week, up to a maximum of 30 hours per week. It is expected that the length of hours will increase gradually to 30 hours as participants' progress on the programme.

The aim of this provision is to help the participant groups to develop employability skills, attitudes and behaviours appropriate to facilitate moving closer to the labour market and sustained employment;

The key objectives of this project are:

- to increase participants employability so that they can find work;
- to build on help already given to participants to move them into work;
- to offer help and support in developing soft and basic skills;
- to provide recent meaningful and relevant experience of the workplace;
- to provide participants with a recent work reference; and
- to breakdown any other barriers that prevent them from gaining employment.

Effective provision will help the individual move closer to the job goals they have chosen. It should be an intensive developmental programme where participants have the opportunity to explore alternative lifestyles, aptitudes, interests and career paths. It should accelerate their engagement with work by increasing each individual's motivation, confidence and problem solving skills. Importantly the provision will be work focussed, drawing directly on the expertise and resource of employers.

The opportunities provided will involve minimum participation of 12 hours per week for up to 13 weeks. The expected average length of stay would be 7-8 weeks.

Starts can be in block at certain times of the year depending on events happening in the local area.

Participants who take part in the project may lack the soft skills and personal qualities usually demonstrated by recent work experience. These skills and attributes include timekeeping; familiarity with work routines; time-management; teamwork; communication skills; motivation and self-confidence. Many of the participants will need recent work experience to be able to demonstrate to prospective employers that they are able to hold down a job.

This ESF project must provide participants with the opportunity to develop or refresh soft skills and attributes; update their CV; gain a recent work reference and provide job search support.

Many participants do not hold satisfactory documentation that enables employers to complete identification checks prior to employment, as currently required by legislation. The project will help, assist and mentor the participant to put together a portfolio of evidence of personal identification to meet employment recruitment checks. In addition a Portfolio will also be required for participants to keep work related references, testimonials and any certifications they have obtained. The project will fund the search and production of these documents. The project should be linked where possible to the participant's job goals.

Participants joining the project will not typically be job-ready, and will require, at least initially, a more protected environment with a significant amount of input, support and supervision if they are to benefit fully and overcome the barriers they face to finding jobs. This means that projects will be in the environmental, voluntary or community sectors.

Jobcentre Plus is therefore looking for a wide range of projects to meet the needs of participants and employers within the local labour market.

It is expected that the bid will include details of at least 2 potential projects that the provider would deliver. This menu of projects will continue to be developed and maintained during the life of the contract to reflect the changing and differing needs of the participant group.

Principles of delivery

Providers delivering this ESF project will be required to:

- offer a range of opportunities, thus providing an element of choice for participants;
- be able to develop innovative projects to respond to local needs e.g. a research project or planning and hosting a local event;
- deliver in ways which meet participants' and the local labour markets needs, including reflecting the range of different levels of skill and different attributes of participants;
- identify and respond to emerging needs of participants during their time on projects;
- include monthly reviews of progress and respond to issues identified in those reviews;
- involve levels of activity which reflect the requirements of a real work environment;
- enable participants to see the benefit of attending; that their skills are being used appropriately; and that they can see how they are developing skills and attributes which will help them to find work;
- equip participants with skills and attributes including, but not limited to: timekeeping; familiarity with work routines; time-management; teamwork; communication skills; motivation; self confidence;
- equip participants with any other skills and attributes appropriate to their particular work environment;
- include supported job search as an integral element of provision. This must be delivered flexibly according to the needs of each participant at relevant points in the provision depending on the individual's progress.

Provision will be based on individual need and should include:

- A CV service and job search facilities.
- Work placements/tasters should be available for a 2 week period.
- Post employment support for the first 13 weeks of employment should be available to ensure that participants remain in work, re-engaging with them if they drop out, to move into alternative work. This should be a minimum of once per week contact via telephone, e-mail or personal visit.

Bidders must demonstrate how they will contribute and add value to the local partnership structure to maximise funding opportunities and avoid duplication of both funding and provision.

Intervention 3: Customer Journey Stages 2 – 4 **Cumbria Employability Skills & Training**

The purpose of this European Social Fund (ESF) provision is to assist those participants in receipt of working age benefits, who are lacking the required occupational, key or soft skills to compete effectively in the labour market.

The provision will offer targeted support to participants covering the transition from worklessness to employment. Including, but not limited to, motivation and confidence building, self – esteem, with measurable progression, short certificated occupational training relevant to local job opportunities. Employer commitment to provide job opportunities is essential.

The programme delivery to be for a minimum duration of 6 hours on 1day per week for 13 weeks, however participants must have the opportunity to also use the facilities for up to 30hrs, as a 'drop in' and resource centre, where job search assistance is provided and supported by appropriately experienced/qualified staff. Delivery is to be in a group environment. However, the Provider will still be required to give one to one support to participants, where the need is identified. Because these customer groups are those, which do not, historically, engage with Jobcentre Plus, we require this programme to be *delivered separately from any Jobcentre Plus non-ESF provision* with which the provider may be involved

The programme should consist of the following delivery:

- The provision should provide employer demand-led training to meet recruitment needs. The provider will be expected to develop and maintain links with employers to market the skills and benefits of employing the priority groups
- Provision will incorporate 'pace and purpose' in the participant journey and a commitment to gain work will be required by the participant prior to attending the provision.
- Detailed Initial Assessment – to identify Participants needs/barriers/aims/ strengths/weaknesses/employment objectives and commitment to gaining employment.
- Individually tailored training/action plan to identify how the objectives detailed at the Initial Assessment will be achieved, provision content and how barriers to employment will be addressed. Action plan to be reviewed with customer monthly.
- Matrix accredited Information, Advice and Guidance should be an integral part of the programme.
- Jobsearch – including interviewing techniques, overcoming hurdles to employment, skills/strengths/experience, Labour Market intelligence, CV's, job leads, telephone techniques, mock interviews, time management etc
- 2 day motivational course to improve soft skills – including motivational, confidence building, overcoming barriers to work, life skills, personal appearance, work ethic, working with colleagues etc to address barriers to their retention in sustainable employment
- Work tasters – suitable to the customer's employment aims.

- Participants will undertake and complete a two week work placement from week 11 onwards. Placement to be arranged before the participant reaches week 7 so that the participant is supported and prepared for this intervention.
- Access to short certificated qualifications such as CSCS, Health & Safety, Food Hygiene, First Aid etc
- Access to child care and care for dependant persons, where caring responsibilities are a barrier to labour market participation
- Short term demand led sector training, such as business administration, call centre training, retail, Fork Lift Truck, social care, manufacturing etc.
- The length of training should be flexible and tailored to employers needs i.e. between 3 days and up to 6 weeks. The District is not seeking a pre determined package but tenders should specify how they will respond to and meet individual employer requirements.
- A package of post employment support for both employer and employee for up to 6 months.
- Tenders should demonstrate linkages to Train to Gain to offer workforce development opportunities to the employee.

Provision should recognise the more complex needs of persistent returners to JSA and the harder to help customer groups. The programme needs to recognise that these customer groups will have major barriers to work and a number of individuals may have mild learning difficulties. Additional activities will include:

- Innovative models of delivery
- One to one support
- Mentoring

Providers will need to provide evidence to demonstrate that they have existing links with relevant organisations in the target localities and be able to supply details of previous experience of delivering similar activities in the District. If your organisation does not have any such experience then you will need to provide details of how you will address this gap.

The provider will have a good knowledge of the local labour market and the wide range of opportunities that are available, including those offered through Local Employer Partnership arrangements. The Provider must also show evidence of the employers they are going to engage with to help move Participants into sustained employment. Employers should be encouraged to participate in the programme, for example offering work tasters, guaranteed interviews or attending the programme to offer encouragement and advice

Intervention 4: Customer Journey Stages 3 + 4 Construction Pathways

Traditionally the construction industry has recruited through informal networks and the apprenticeship scheme, which has effectively bypassed the adult unemployed. This European Social Fund project has been designed to

combat and prevent unemployment by offering high quality training in a recognised construction trade for the over 18's.

Research undertaken with employers in the construction industry has identified a demand for a multi skilled General Building Operative role. This provision will create access to the construction industry for those participants who are not yet working at NVQ Level 2.

The project will provide people with an introduction and overview of the four main trades within the industry and a routeway into work in the Construction sector and training to level 1 in the trades below:

- Carpentry & Joinery
- Painting & Decorating
- Plastering
- Bricklaying.

The project aims to combine the needs of the industry with the needs of our participants. It will require the delivery of a unique combination of training and work experience at NVQ Level 1 with the prospect of sustained employment.

The project will need to be designed and delivered to overcome the perceived or real barriers participants may have, including stereotypical or negative images of Construction. The barriers faced by the target groups include a lack of real work experience, qualifications and self-confidence, plus the image of the construction industry as "hard work outdoors in cold weather and dangerous conditions." The project will provide job search, real work experience and employer involvement. All these will contribute to the success of the project and help to improve perceptions of the industry.

The activity requirements should include the following:-

- The participant will be required to attend a half day assessment prior to commencing the project that includes basic skills screening followed by a one to one interview with the provider. The purpose of the one to one interview is to assess the participants' ability and commitment to the Project and feedback from the Basic Skills Test. Thereafter, the participant will be given the opportunity to undertake taster sessions lasting up to one day in all four construction trades (carpentry & joinery, painting & decorating, plastering and bricklaying).
- Once accepted on the programme, they will undertake a 20 week training project for General Building Operatives delivered as 16 hours per week in specialist workshops and via work placements with employers.
- The provider will need to research, source and arrange suitable placements throughout the District for each participant. Facilities at work placement locations will need to be pre vetted and fully assessed to ensure the safety of all participants at all times.
- The provider must ensure all necessary resources and tools will be provided, with stationery, protective work and footwear supplied for

both on and off site environments. Participants will be issued with a tool kit at the beginning of the work placement, which they will keep if they go into employment at the end of the programme.

- Advice, guidance and training which develops awareness of the construction sector and the range of opportunities available, including appropriate progression routes, whilst working to overcome negative perceptions of the industry as 'hard work outdoors in cold wet and dangerous conditions'.
- All participants will learn about communication skills, timekeeping, appropriate behaviour, working with others, how to identify and build on the skills and experience the participant already has in order to transfer all of these skills into the workplace. A high level of support, both academic and pastoral, will also need to be provided.
- Certificated training (in addition to NVQ Level 1), which allows participants to achieve transferable skills as a minimum, Health and Safety, Manual Handling and First Aid at Work.
- It is expected that participants will achieve NVQ level 1 (or equivalent) by the end of their time on the provision.
- To ensure that participants have a real chance of a sustainable job outcome in a related occupational area a job subsidy may be offered to employers who take on the participant within the first 6 weeks of them leaving the course.
- To provide a job matching service for participants.

5. Target Groups

Intervention 1: Customer Journey Stages 1, 2 and 3 Engagement

The provision is to help participants who reside in the newly formed Cumbria and Lancashire District and are not already engaged with or participating in a Jobcentre Plus initiative.

People aged 18+ from the DWP Priority Groups 1 and 2

- People on incapacity benefits – particularly those with children
- Lone parents – including support for those with health problems and those lacking job search skills, especially in preparation for increased conditionality.

Intervention 2: Customer Journey Stages 2 + 3 Community Projects

People aged 18+ from the DWP Priority Groups 1 – 7:

- People on Incapacity Benefits – particularly those with children.
- Lone Parents – including support for those with health problems and those with out job search skills, especially in preparation for increased conditionality
- Other People With Children – including those not on benefits.
- The Most Disadvantaged – minority ethnic groups, ex-offenders, those with

- histories of drug and alcohol misuse, the homeless, refugees and those who persistently return to claim JSA
- City Strategy Provision – work-focused provision to support the activities of Cities consortia
- Basic Skills – those customers with basic skills needs
- Jobseeker’s Allowance Customers

**Intervention 3: Customer Journey Stages 2 – 4
Cumbria Employability Skills & Training**

It is expected that priority is given to non JSA customers, then people from the DWP Priority Groups 1 to 7 as listed above, who are not eligible for mainstream provision, with an emphasis on,

- People on incapacity benefits – particularly those with children
- Long-term IB participants not targeted or caseloaded by existing Pathways Provision.
- Lone parents – and other economically inactive participants with children.

**Intervention 4: Customer Journey Stages 3 + 4
Construction Pathways**

People aged 18+ from the DWP Priority Groups 1 – 7:

- People on Incapacity Benefits – particularly those with children.
- Lone Parents – including support for those with health problems and those with out job search skills, especially in preparation for increased conditionality
- Other People With Children – including those not on benefits.
- The Most Disadvantaged – minority ethnic groups, ex-offenders, those with histories of drug and alcohol misuse, the homeless, refugees and those who persistently return to claim JSA
- City Strategy Provision – work-focused provision to support the activities of Cities consortia
- Basic Skills – those customers with basic skills needs
- Jobseeker’s Allowance Customers

6. Geographical Coverage

**Intervention 1: Customer Journey Stages 1, 2 and 3
Engagement**

The programme is to be available throughout the newly formed Cumbria and Lancashire District, delivered as a minimum in Accrington, Burnley, Chorley, Fleetwood, Skelmersdale, Barrow, Carlisle, Kendal, Whitehaven and Workington.

**Intervention 2: Customer Journey Stages 2 + 3
Community Projects**

The locations in Cumbria and Lancashire in which each project will be delivered will vary depending on events or activities that are taking place in the local community at any one time. The projects must be delivered in the communities and be easily accessible to participants.

The organisation must ensure each project does not conflict with existing provision that is centrally funded.

Intervention 3: Customer Journey Stages 2 – 4 **Cumbria Employability Skills & Training**

Delivery should be flexible and ideally include the ability to cover the whole of Cumbria by utilising outreach community venues in order to meet the needs of the individual and encourage full beneficiary participation.

As a minimum the programme should encompass, Barrow, Carlisle, Kendal, Whitehaven / Workington.

Intervention 4: Customer Journey Stages 3 + 4 **Construction Pathways**

It is expected that the project will be delivered in block intakes, with two annual intakes of eight participants at six main locations: Barrow, Burnley, Carlisle, Lancaster, Preston and Whitehaven

As per PQQ specs. Should any reference be made to changing the specified coverage please specify the process of agreement to do this. (ie as OPU's will be contract managing they would also need to be included in any proposal to change)

7. Eligibility

ESF Priority 1 eligibility:

- Unemployed and economically inactive

Disadvantaged groups:

- People with disabilities;
- Those with health conditions;
- Lone parents;
- Older workers;
- BME communities;
- People with low skills;
- Those living in deprived communities;
- Excluded people

8. Referrals

It is anticipated that participants will be recruited from non Jobcentre Plus sources. Jobcentre Plus advisers may make some referrals to join the project but these will be the exception rather than the rule and the Provider cannot

rely on these to achieve their target - the majority will be self referrals by the Provider.

9. Coherence and context with other provision

The four interventions are independent of each other and are not intended to provide a progression route for a participant. Participants are able to access any number of the interventions but must complete one intervention before commencing on a subsequent one. Each intervention can be related directly to a stage in the customer journey.

10. Networking /Links

Intervention 1: Customer Journey Stages 1, 2 and 3 Engagement

Bidders will need to:

- Demonstrate a good understanding of the barriers faced by the target groups
- Have the personnel capable of inspiring and engaging with the target groups to achieve progression onto a Jobcentre Plus Adviser caseload or volunteer to participate in an appropriate initiative
- Establish successful links with the full range of appropriate stakeholders within the localities covered by this specification

Intervention 2: Customer Journey Stages 2 + 3 Community Projects

The successful provider will need to demonstrate a proven track record of working closely with charities, the community and the voluntary sector in the district or a similar district. They should clearly demonstrate sound-working relationships with any partners mentioned in the bid and be able to provide robust evidence/references to support this. If your organisation does not have any such experience or links then you will need to provide details of how you propose to address these gaps.

The Provider must also show evidence of the employers they are going to engage with to help move participants into sustained employment. Employers should be encouraged to participate in the programme, for example offering work tasters, guaranteed interviews or attending the programme to offer encouragement and advice. If your organisation does not have any such experience then you will need to provide details of how you will address this gap.

Intervention 3: Customer Journey Stages 2 – 4 Cumbria Employability Skills & Training

Bidders who are successful at the PQQ stage and are taken forward to the second stage will be required to demonstrate:

- How they will job match participants and employers.
- If they have already established or are able to establish an effective network of employers in the District, with the potential to have vacancies over the next 12- 18 months.
- The range of qualifications they will deliver and that they are working to recognised quality standards
- how they will contribute and add value to the local partnership structure to maximise funding opportunities and avoid duplication of both funding and provision.

Intervention 4: Customer Journey Stages 3 + 4 Construction Pathways

Bidders will be required to demonstrate:

- A breadth of industry knowledge and how they will link with the LSC and CITB.
- How the job matching service will be delivered and that they have already established or are able to establish an effective network of employers in the District, with the potential to have vacancies over the next 18-36 months.
- The range of qualifications they will deliver and that they are working to recognised quality standards

11. Marketing

Intervention 1

Providers will require an active approach to both targeted and ongoing marketing. They will be required to raise their profile and that of the engagement provision with potential participant groups and appropriate stakeholders within the localities covered by this specification.

Interventions 2 + 4

Bidders will require effective marketing strategies in order to recruit participants from non Jobcentre Plus sources. It is anticipated that the majority of participants will be recruited from non Jobcentre Plus sources; however Jobcentre Plus advisers may on occasion refer suitable participants. Marketing activity undertaken by the provider will need to include non jobcentre sources. Employer involvement will be crucial to ensure the success of the project and place customers into employment.

Intervention 3

The Provider will need to demonstrate innovative approaches to engage with the customer groups and show how they will Market to and collaborate with organisations and employers to place participants in employment. It is

expected that the majority of referrals will be provider generated. The marketing activity should complement the Jobcentre Plus District Marketing Strategy.

12. Funding Model Ratio/Volumes

The funding model will be:
50% funding for delivery
50% Job Outcomes

Volumes as stated above

Please see Part 10 of the Specification for England which describes in more detail the funding model elements

13. Evaluation

Bidders must demonstrate how they will evaluate their own delivery and that of their sub contractors. Detailing identification of areas for improvement and subsequent implementation of Performance Improvement activities to redress any under performances and quality issues, this must be done alongside any DWP/ESF requirements

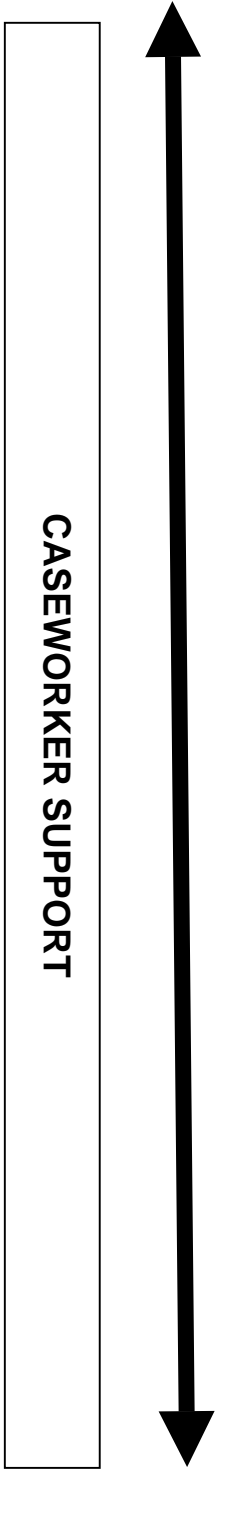
Annex 1

Cumbria and Lancashire is home to the Lake District, flanked by the Pennines and miles of coastline. Cumbria has positioned itself as a world-leader in the shipbuilding, chemical and nuclear industries. Lancashire's economy has changed dramatically with the service sector driving the local economy. The manufacturing sector has progressed into an advanced high technology, high-skill sector led by aerospace and advanced engineering.

The district has an employment rate of 73.5%. Over 3100 migrant workers who have registered for work in Cumbria to March 2007. The district has significant seasonal employment opportunities in the Lake District and Blackpool (and the consequential winter unemployment). In Pennine Lancashire there is a diverse and mixed population with 22% of Blackburn with Darwen, 16% of Pendle and 12% of Preston's population from Black and Minority Ethnic groups.

Annex 2

The Customer Journey

Stage in Customer Journey		Areas identified for value added activity
Engagement stage		<ul style="list-style-type: none"> ▪ Engaging with harder-to-help customer groups currently outside mainstream activity and provision, delivering support to overcome barriers to participation and developing confidence. ▪ Identifying families in poverty and linking them with key agencies e.g. housing, childcare, health and training, developing packages of support and addressing multiple barriers. ▪ Caseworker/mentors linking with Jobcentre Plus prison staff to engage with offenders on release and addressing their individual needs. ▪ Engaging with long-term recipients of IB who are not engaged through employment-related activities. ▪ Supporting customers with disabilities who have not engaged through mainstream employment activities.
Customer Assessment and support		<ul style="list-style-type: none"> ▪ Correct identification of needs. ▪ Use of additional aptitude testing and/or taster sessions. ▪ Establishing a detailed mentoring programme that delivers to all customers and integrates with LSC provision.
Access employment/skills support		<ul style="list-style-type: none"> ▪ Interventions to support LSC Skills for Life provision. ▪ Support for non-claimants with children, including jobsearch, work placements, careers advice, guidance plus the opportunity to achieve vocational qualifications. ▪ Support for IB customers to tackle confidence, motivation and financial issues. ▪ Community Projects to help priority customers to develop employability, soft and basic skills and overcome other barriers to employment. ▪ Work experience activity to enable IB customers to undertake work related activities. ▪ Support to help socially excluded customers engage with mainstream DWP provision.
Pre-employment support		<ul style="list-style-type: none"> ▪ Providing specific help to disadvantaged people to help them find and keep a job. ▪ Delivery of short, responsive training linked to larger recruitment opportunities with employers offering guaranteed jobs.
Employment stage		<ul style="list-style-type: none"> ▪ Providing support to employers through Local Employment Partnerships by complementing the help available to them through other DWP provision.