

**EUROPEAN SOCIAL FUND PROGRAMME
2007-2013**

INVITATION TO TENDER

NORTH WEST

**GREATER MANCHESTER EAST AND WEST
DISTRICT**

REF NO: NW 04

TITLE: TARGETED INTERVENTIONS



European Union
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1. INTRODUCTION

The North West Regional Context

The North West has a population of approximately 7 million. The region has 10% of the most deprived Super Output Areas (SOA) in England (more than any other region). Severe deprivation is evident in most districts across the North West with 17 of the 50 most deprived districts in England, including the top three of Knowsley, Liverpool and Manchester.

There are 43 Local Authorities in the North West, 13 have unemployment rates greater than the UK average of 5.5% even though their relative position may have improved considerably over recent years.

In the North West there are approximately:

- 107,000 people receiving Jobseekers Allowance
- 300,000 people receiving Income Support
- 407,000 people receiving Incapacity Benefit

The Incapacity Benefit claim rate is currently 10.3% compared with the UK average of 9.6%. There are also considerable variations in the geographical spread of people receiving benefits with high concentrations of Incapacity Benefit recipients at ward and SOA level.

The North West employment rate is 72.5%, 2% behind the England average. The employment rate is as low as 68% in Merseyside. The North West region would need 80,000 more people in work to bridge this gap.

Nationally 21% of children are in families that are in receipt of welfare benefits. In the North West region there are 79 wards where the percentage is at least the national average. Liverpool has 19 of these wards, Manchester 17 and Knowsley 8. In the Princess ward in Knowsley 68.2% of children are in families on benefit, the highest percentage in the North West.

Greater Manchester East and West Strategy

The provision for Greater Manchester East and West District will be delivered via **a single Prime Contract**. The District covers the Metropolitan Boroughs of Wigan, Leigh, Bolton, Bury, Rochdale, Oldham, Stockport and Tameside.

This ITT sets out the criteria for the provision to be delivered through ESF in the Greater Manchester East and West District. Prospective bidders will be required to submit full and detailed proposals, meeting the specific criteria below.

A District profile is attached at **Annex 2**.

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 shown in **Annex 1**.

Greater Manchester East and West district has decided upon five 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.

This can include hand off to LSC funded programmes particularly when the customer is ready for skills related Information, Advice and Guidance.

Within most of the North West Districts, 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. 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. AIMS AND OBJECTIVES

This provision will address the needs of customers within Priority Groups described in Chap 2 of the 'Specification for England', by providing a range of targeted interventions to:

- Address the needs of those facing barriers to work and those furthest removed from local labour markets
- And/or
- Provide work experience - within a supportive environment.

These 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 in the Regional annex.

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 specification, 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 District Specification is for five interventions which are aimed at different priority groups and should be delivered independently from one another. For intervention five, the provider will act as the employer and be responsible for paying wages to the participant of at least National Minimum Wage rates.

The indicative funding available from June 08 to May 2011 for provision in Greater Manchester East & West is expected to be between £9m and £11.2m.

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 expected number of participants

Intervention 1: Customer Journey Stages 1-2 : ESOL support .

To provide activities to help and support those with severe ESOL needs who are in receipt of a working age benefit

Minimum start volumes are 338 per annum
Minimum job outcomes are 51 per annum

A minimum of 15% of participants on leaving provision will be expected to move into sustainable work within 6 weeks.

Intervention 2: Customer Journey Stages 1-3 : Advice and Guidance for Partners and non claimants

Activities to provide advice and guidance to the partners of working age benefit recipients with children and to non claimants who have children, to enhance their employability.

Minimum start volumes are 250 per annum
Minimum job outcomes are 63 per annum

A minimum of 25% of participants on leaving provision will be expected to move into sustainable work within 6 weeks.

Intervention 3: Customer Journey Stages 1-5 Employability/Jobsearch Support for IB and Lone Parents in receipt of a Working Age Benefit Activity to enhance the employability skills of participants

Minimum start volumes are 550 per annum
Minimum job outcomes are 220 per annum

A minimum of 40% of participants on leaving provision will be expected to move into sustainable work

Intervention 4: Customer Journey Stage 3 Jobsearch advice and guidance for JSA recipients.

Minimum start volumes are 800 per annum
Minimum job outcomes are 600 per annum

A minimum of 75% of participants will be expected to move into sustainable work within 6 weeks of leaving the provision.

Intervention 5: Customer Journey Stage 4 Intermediate Labour Market project offering National Minimum Wage rates.

To provide 16 - 20 hours per week of Intermediate Labour Market (ILM) activity offering at least National Minimum Wage to participants. The

programme will provide participants with supported work experience in a real working environment .

Minimum start volumes are 450 per annum
Minimum job outcomes are 225 per annum

A minimum of 50% of participants leaving the provision will be expected to move into sustainable work within 6 weeks.

4. DEFINITION OF ACTIVITY REQUIREMENTS

Intervention 1: ESOL support .

In England, Basic Skills continues to be a priority and this Intervention is intended to support the Learning and Skills Council's (LSC) Basic Skills provision.

The provider is expected to deliver activities to engage, encourage and prepare customers to increase their ESOL abilities to Entry Level 1 as a minimum.

The Provider will deliver a 26 week programme of support with delivery of between 12 to 15 hours per week. This programme will aim to address severe ESOL needs of participants in receipt of working age benefit who are unsuitable for LSC or mainstream ESOL provision.

The support will be work focused and will include jobsearch support and the opportunity to undertake a work placement with a local employer where appropriate. The aim for the majority of participants will be to progress to Entry Level 1.

It is anticipated that the majority of referrals to this Intervention will come from Provider outreach activity.

This Intervention should provide practical, work-focused support to customers who have no spoken English skills. This should be available to customers from any minority ethnic group.

Support should be delivered on a one-to-one basis or in small groups of no more than 10 who have similar abilities.

It is expected that participants will achieve, as a minimum, Entry Level ESOL by the end of their time on the provision.

Intervention 2: Advice and Guidance for Partners and Non Claimants

This project is aimed at the partners of benefit recipients and at non-claimants with children, to engage and support them to obtain sustainable employment. It should offer a flexible and varied programme of up to 20 weeks involving maximum delivery of 15 hours a week and should provide, as a minimum, jobsearch support, work placements, careers advice and guidance and the

opportunity to achieve vocational qualifications. Caseworker support must be an integral part of the intervention (see Part 1 Introduction).

N.B. This intervention is not intended to compete with other programmes such as Skills for Jobs – delivery will not focus on NVQs at level 2.

Between 6 and 15 hours participation each week for 20 weeks

Intervention 3: Employability/Jobsearch Support for IB and Lone Parents in receipt of a Working Age Benefit

Activity to enhance the employability skills of participants

This provision should focus initially on the barriers to work faced by

- People in receipt of IB, particularly those with children and who are unsuitable for Pathways provision.
- Lone Parents, including those with health problems.

The provider will be required to identify and address barriers such as confidence and motivational issues, lack of jobsearch skills, debt and financial concerns. The provision should provide advice and guidance to support participants by having available a wide range of measures to support them, ultimately, in to work.

It should also provide individual jobsearch support and careers advice, leading to a short work placement.

We expect that the provision will offer flexible delivery, to be decided according to participants' needs and barriers

Caseworker support must be an integral part of the intervention (see Part 1 Introduction) including ongoing support for participants who move into employment.

As this provision is intended to address initial barriers faced by those preparing to re-enter the world of work, the customer could progress onto intervention 5.

N.B. This District delivers Provider-led Pathways to Work and therefore ESF cannot compete with the Pathways Contractor for IB customers. All IB customers called to interview by Jobcentre Plus Advisers *must* be referred to Pathways and can only access ESF provision with Pathways Providers permission. Customers, however who are self-marketed by the ESF Provider and not eligible for Pathways may access ESF provision.

ESF provision is not intended to compete with Pathways to Work, any Provider submitting an ITT should outline how they intend to work with the Pathways Provider to ensure this does not happen.

A minimum of 6 hours participation every week for between 13 and 20 weeks.

Intervention 4: Jobsearch advice and guidance for JSA recipients.

This intervention will provide jobsearch support and guidance for JSA customers who have been in receipt of benefit for up to 13 weeks and will focus particularly on those with children.

The provider should identify any barriers to the participant's effective jobsearch and address these or signpost the participant to appropriate specialist help.

Work placements across a wide range of occupational areas should be sourced and offered by the provider.

The provision should provide access to short vocational training courses such as Health and Safety, Manual Handling, Food Hygiene, CSCS card and IT training. This list is not exhaustive and a wide range of training should be available to suit the individual needs and requirements of the participants.

N.B. This intervention is not intended to compete with other programmes such as Skills for Jobs – delivery will not focus on NVQs at level 2.

Caseworker support must be an integral part of the intervention (see Part 1 Introduction).

Between 6 and 15 hours per week for 13 weeks.

Intervention 5: Intermediate Labour Market programme offering National Minimum Wage rates

ILM activity is required which will enhance employability skills and provide a wide range of paid work experience, in a supported environment, for Incapacity Benefit (IB) – see *earlier reference to Provider-led Pathways* - recipients and Lone Parents who are in receipt of working age benefits. It should provide participants with an opportunity to gain experience in a real work environment, undertake practical jobsearch and receive help and support with their personal development, eg confidence building, motivation, assertiveness, general soft skills whilst offering at least National Minimum Wage rates. The project must also deliver short, job-focused accredited training where necessary eg. ECDL, CSCS card, certificates in First Aid, Food Hygiene.

N.B. This intervention is not intended to compete with other programmes such as Skills for Jobs – delivery will not focus on NVQs at level 2.

The supported environment required will be dependant on the participant's barriers and needs and will be decided by the Provider. Barriers to employment may include lack of confidence, motivational issues, lack of previous work history or career direction. Caseworker support must be an integral part of the intervention (see Part 1 Introduction).

Placements in all occupational areas should be available and we expect the Provider to match a customer's skills with an employer, to ensure the best use is made of the time on placement.

Attendance on the project should consist of predominantly work experience, however, jobsearch support should be factored in to the programme delivery

Between 16 and 20 hours participation each week for a maximum of 20 weeks.

5. TARGET GROUPS

Intervention 1: ESOL support .

People aged 18+ from the DWP Priority Group 4

Intervention 2: Advice and Guidance for Partners and Non Claimants

People aged 18+ from the DWP Priority Groups 1 & 3

Inactive partners of JSA customers with children

Partners of other working age benefit recipients with children

Intervention 3: Employability/Jobsearch Support for IB and Lone Parents in receipt of a Working Age Benefit

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

- People on incapacity benefits – particularly those with children who are unsuitable for Pathways Provision
- Long-term IB participants not targeted or caseloaded by existing Pathways Provision. Please see earlier references to Provider-led Pathways eligibility.
- Lone parents

Intervention 4: Jobsearch advice and guidance for JSA recipients.

- People aged 18+ from the DWP Priority Group 7, particularly those with children
- JSA customers focusing on those with children who have been in receipt of benefit for up to 13 weeks

Intervention 5: Intermediate Labour Market programme offering National Minimum Wage rates

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

- People on incapacity benefits – particularly those with children
- Lone parents in receipt of a working age benefit

6. GEOGRAPHICAL COVERAGE

Other than Intervention 1, which is specified below, delivery must be District wide, with at least one centre located within each of the Metropolitan Boroughs of Wigan, Leigh, Bolton, Bury, Rochdale, Oldham, Stockport and Tameside. Delivery in additional locations in these Metropolitan Boroughs would be welcome.

Intervention 1:

Delivery should be focused on the metropolitan areas of Oldham, Rochdale and Bolton, but be available to customers from minority ethnic communities throughout the whole of the District.

7. ELIGIBILITY

ESF Priority 1 eligibility:

- Unemployed and economically inactive

Disadvantaged groups:

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

8. REFERRALS

Intervention 1: ESOL support .

It is expected that at least 80% of referrals will be generated by the Provider through outreach activity, although Jobcentre Plus advisors will also be able to refer customers to this provision.

Intervention 2: Advice and Guidance for Partners and Non Claimants

It is expected that the Provider will generate all referrals and bidders will be expected to demonstrate robust and effective marketing plans and measures, including outreach activity, to engage this customer group.

- 70% of referrals for Partners of working age benefit recipients with children
- 30% of referrals for Non claimants with children

Intervention 3: Employability/Jobsearch Support for IB and Lone Parents in receipt of a Working Age Benefit

It is anticipated that 50% of referrals will come from Jobcentre Plus Advisors. However, outreach activity by the Provider should generate the remainder of referrals.

- 80% of referrals for Lone parents in receipt of a working age benefit, including those with health problems

- 20% of referrals for People on incapacity benefits - particularly those with children who are not suitable for Pathways provision. Please see earlier references to Provider-led Pathways eligibility.

Intervention 4: Jobsearch advice and guidance for JSA recipients.

It is expected that 80% of referrals to this intervention will be made by Jobcentre Plus advisors. However, the Provider will also be expected to generate referrals.

Intervention 5: Intermediate Labour Market programme offering National Minimum Wage rates

It is expected that 70% of referrals to this intervention will be generated by the Provider, with Jobcentre Plus advisors making up the remainder.

- 50% of referrals for People on incapacity benefits - particularly those with children. Please see earlier references to Provider-led Pathways eligibility.
- 50% of referrals for Lone parents – including those with health problems and jobsearch skills

9. COHERENCE AND CONTEXT WITH OTHER PROVISION

Intervention 1: ESOL support .

Providers will need to demonstrate close working links with LSC, Key Customer Representative groups (such as Refugee Action) and other Basic Skills providers in order to understand the customer groups and link with possible progression route for participants.

Intervention 2: Advice and Guidance for Partners and Non Claimants

Providers should have established links with other training organisations and be able to progress participants onto other suitable training opportunities.

Intervention 3 & 5:

This District delivers Provider-led Pathways to Work and therefore ESF cannot compete with the Pathways Contractor for IB customers. All IB customers called to interview by Jobcentre Plus Advisers *must* be referred to Pathways and can only access ESF provision with Pathways Providers permission. Customers, however who are self-marketed by the ESF Provider and not eligible for Pathways may access ESF provision.

ESF provision is not intended to compete with Pathways to Work, any Provider submitting an ITT should outline how they intend to work with the Pathways Provider to ensure this does not happen.

10. NETWORKING/LINKS

Bidders will need to

- Provide evidence to demonstrate that they have existing links with relevant organisations in the target localities,

Or

- Describe how they will make and develop such links, with a supporting rationale.

The successful provider must have a good knowledge of the local labour market and the wide range of opportunities, which are available through the Local Employment Partnership. If organisations do not have such knowledge then they will need to provide details of how they will address this gap.

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.

Bidders will be required to provide **either**

- Evidence of links to employers with whom they are going to engage in order to help move customers into sustained employment

Or

- Proposals on how they will make and develop such links.

For **Intervention 1** specifically, bidders must be able demonstrate **either** that they have a good working knowledge of the local ethnic minority communities and good working relationships with relevant voluntary, community sector organisations and employers **or**, if bidders do not have such knowledge and relationships, details of how they will address these gaps.

11. MARKETING

Bidders will require effective marketing strategies in order to recruit participants; It is anticipated that the majority of interventions will recruit participants 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 Plus sources. 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. Employer involvement will be crucial to ensure the success of the project and place customers into employment.

12. FUNDING MODEL RATIO/VOLUMES

The funding model is based upon a 50% service fee and a 50% outcome fee. *Please see Part 10 of the Specification for England, which describes in more detail the funding model elements*

13. NON PAID OUTCOMES

Intervention 1: Customer Journey Stages 1-2 (Engagement and Customer Assessment and Support)

A minimum of 25% of leavers from provision are expected to progress onto LSC or Community Based Basic Skills training provision.


Intervention 2: Customer Journey Stages 1-3 (Engagement through to Access Employment and Skills Support)

A minimum of 25% of leavers from provision are expected to progress onto further training.

14. EVALUATION

Providers should include details of how they plan to evaluate the delivery and success of the interventions.

Annex 1 - The Customer Journey

Stage in Customer Journey		Areas identified for value added activity
Engagement stage	CASEWORKER SUPPORT 	<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.
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Annex 2 - District Profile

Greater Manchester East and West is made up of 7 Local Authority areas and has diverse characteristics. Stockport and Tameside enjoy high employment rates and the best strategic locations in the North West. Bolton has become a centre for technological innovation and high quality manufacturing, Bury has a strong emphasis on the service sector, with high levels of outcommuting. Oldham and Rochdale have a £600million Housing Market Renewal Pathfinder project and diverse populations. Wigan has a heritage of manufacturing which is maintained today.

The district has a diverse population with Black and Minority Ethnic groups making up 14% of the population in Oldham, 12% in Rochdale and 11% in Bolton. There are pockets of severe deprivation and high unemployment in Bolton and Wigan, with large numbers of Incapacity Benefit claimants in Rochdale. The employment rate for the District is 74.9%, however ranges from 70% in Bolton to 80.4% in Stockport.