

THE JOBCENTRE PLUS SUPPORT CONTRACT SUPPLIER GUIDANCE

THE JOBCENTRE PLUS SUPPORT CONTRACT SUPPLIER GUIDANCE	1
1. Introduction	3
2. Aim	3
3. Key Objective	4
4. Design and Content.....	4
4.1 Improving Job Search Modules	4
4.2 Getting Ready For Working Modules.....	5
5. Definition and Eligibility Criteria of Customer Groups.....	5
5.1 JSA customers.....	6
5.2 Lone Parents	6
5.3 New Deal for Lone Parents.....	6
5.4 Partners	7
5.5 New Deal for Partners	8
5.6 Carers	9
5.7 Job Search Support for Newly Redundant.....	9
5.8 Rapid Response Service Customers	9
5.9 Local Employment Partnership Pre-employment Training (LEP PET) ...	10
6. Support Contract Referrals.....	11
6.1 Support Contract Starts	12
6.2 Support Contract Ends	13
7. Action Plans and Referral Attachments.....	13
8. Length of stay on provision	13
9. Transfers from other SC Suppliers	13
10. Absence Policy	14
11. Travel, Childcare and Other costs	14
12. Partnership.....	14
13. Participant groups	15
14. The Jobcentre Plus Support Contract Funding Model.....	15
14.1 Tolerances and Improving Job Search Modules.....	15
14.2 Tolerances and Getting Ready for Work Modules	16
14.3 Service Fee payments	16
15. Quality, Performance and Contract Management	16
15.1 Contract Management	17
15.2 Management Information.....	18
15.3 Quality and Performance	18
16. Service Delivery Standards.....	19
16.1 Delivering the right provision (content)	19
16.2 At the right time – standards for responses	20
16.3 In the right environment.....	20
16.4 At the right cost.....	21
16.5 With the right outcome (customer needs met)	21
16.6 Delivered to the right quality standards.....	22
17. Inspection.....	22
18. Evaluation.....	23
Annex 1	25

Introduction to the Jobcentre Plus Support Contract – All Customers.....	25
Annex 2	27
Improving Job Search Modules for all Customer Groups with Moderate Support Needs	27
Target Customers for Improving Job Search Modules.....	27
Design and Content of Improving Job Search Modules.....	27
Annex 3	34
Getting Ready For Working Module – Vocational Training.....	34
Annex 4	36
Getting Ready For Working Module – ‘Launch Pad’.....	36
‘Launch Pad’ – the Programme	36
Annex 5	39
Getting Ready For Working Module - Mentoring	39
Annex 6	42
Rapid Response Service Customers: Job-focused training	42
Annex 7	43
Customer Feedback Form.....	43

1. Introduction

In December 2009 The Jobcentre Plus Support Contract (JCPSC) will replace Programme Centre provision. The JCPSC will play a critical role, supporting Jobcentre Plus in delivering more and longer outcomes by delivering high quality, timely and flexible support to all Jobseekers Allowance (JSA) customers in accordance with directions from Jobcentre Plus advisers.

The JCPSC Supplier guidance should be used in addition to the current DWP Provider guidance as many of the processes and forms remain the same. There is considerable detail in the DWP Supplier contracts and this guidance provides additional information to the contract in terms of the Suppliers' relationship with DWP, what needs to be achieved in relation to the provision being delivered, and how to go about certain tasks and deal with issues.

If Suppliers cannot resolve issues by referring to the guidance, they should discuss these with their DWP Contract Manager. This will be the Supplier Relationship Management Team (SRM) or the Local Procurement Management Team, (LPM). Issues will also be discussed at regular meetings between Suppliers and JCP.

The JCPSC will amalgamate into a single contract, a range of existing funding streams to deliver provision for Rapid Response Service (RRS) customers, JSA customers (prior to entry to the Flexible New Deal), other customers who currently receive support through Programme Centres, Carers, New Deal for Lone Parents (NDLP) participants and New Deal for Partners (NDP) participants.

For NDLP participants, Carers and NDP participants the JCPSC will replace the majority of provision currently available through existing New Deal contracts after the introduction of Flexible New Deal (FND), including elements of the Private Sector Led New Deals, New Deal 50plus, New Deal for Musicians, Gateway to Work and Programme Centres.

2. Aim

The aim of the JCPSC is:

- To support Jobcentre Plus in delivering more and sustained job outcomes by delivering high quality, timely and flexible support to all JSA customers in accordance with directions from Jobcentre Plus Advisers
- To develop a provision base for NDLP participants, Carers and NDP participants to replace that currently available from current mandatory New Deal provision
- To provide pre-employment training to Local Employment Partnership customers when this cannot be delivered by Learning and Skills Councils (LSCs) or Devolved Administrations; and
- To support Jobcentre Plus Rapid Response Service (RRS) customers and provide a provision base delivering high quality,

timely and flexible support to all RRS customers in accordance with directions from Jobcentre Plus contacts

3. Key Objective

The key objective of the JCPSC is to help move jobless people into work by:

- Helping participants acquire/update their Job Search skills in order for them to find and keep a job
- Helping people gain the 'soft' skills for example, time keeping in order for them to find and keep a job
- Providing resources and support to help them apply for vacancies

4. Design and Content

The JCPSC meets the needs of the JSA Customer group, New Deal for Lone Parents, New Deal for Partners and Carers, whilst acknowledging that any skills gap, circumstances, barriers and motivation of each customer is individual to them.

Suppliers will be responsible for delivering modules in accordance with set objectives. To accommodate the needs of the Support Contract customer groups there are two main elements of support within the JCPSC:

- The Improving Job Search Modules
- The Getting Ready For Working Modules

The Improving Job Search Modules aim to create an umbrella of service delivery, which covers the journey from unemployment to work, while allowing each customer's individual place on that journey to be established in conjunction with their Adviser. It is the expectation that customers accessing the JCPSC will not necessarily need to access all modules and may indeed need to access specific elements of some of the modules. NDLP participants, NDP participants and Carers can access the Getting Ready For Working and Improving Job Search Modules as a package that meets the individual needs of customers.

Provision must be accessible and flexible enough to support individual customer requirements. For example, part time provision which meets the requirements of customers with caring responsibilities, such as lone parents with primary school aged children.

Note: Descriptions of module content are at [Annexes 1 to 6](#).

4.1 Improving Job Search Modules

The Improving Job Search Modules will support the role of Jobcentre Plus Advisers within the new Jobseekers Regime. Jobcentre Plus Advisers will need greater flexibility and control over the additional support customers receive, matching contracted and non-contracted provision to customer needs

in a coherent and seamless way that also ensures value for money.

The Improving Job Search Modules will:

- Offer the type and level of support packaged in the way Advisers prescribe for their customers with the aim of increasing or enhancing the specific areas of Job Search activity required
- Meet the needs of customers requiring moderate support to secure a job with the aim of increasing the opportunity for and activity of sustained Job Search
- Be adaptable to any special requirements of Lone Parents and other customers requiring moderate support so as to provide a tailored service to improve their Job Search activity
- be able to receive and work with customers who have been mandated to the JCPSC so as to enhance and enable sustained and effective Job Search.

4.2 Getting Ready For Working Modules

The Getting Ready For Working Modules are primarily aimed at NDLP participants, NDP Participants and Carers. Referrals will be Jobcentre Plus Adviser led and will replace the majority of support currently provided for these customers through the mainstream New Deal contracts and Programme Centres.

The Getting Ready For Working Modules will:

- Offer the type and level of personalised support needed to support this customer group in managing their personal circumstances so they are capable of sustained and effective Job Search in a format that Advisers prescribe for these customers
- Offer the flexibility and reduced hours needed by this group to allow for their caring responsibilities whilst facilitating effective Job Search
- Need to receive and work with customers so as to obtain the maximum opportunity for sustained and effective Job Search.

It is the expectation that customers accessing the JCPSC will not necessarily need to access all modules or may only need to access specific elements of some of the modules. NDLP participants, NDP participants, and Carers who have access to the Getting Ready For Working Modules will also be able to access the Improving Job Search Modules. JSA customers who are not NDLP participants, NDP participants or Carers will not be able to access the Getting Ready For Working Modules.

5. Definition and Eligibility Criteria of Customer Groups

5.1 JSA customers

Jobseekers Allowance (JSA) is a benefit for people who are unemployed and capable of work. To get Jobseeker's Allowance they also have to meet several other conditions, which include being available for employment and actively seeking employment.

Jobcentre Plus Advisers will determine the customer's activities, including skills development, and meet the customer on a regular basis to check on progress, etc. Harder to help customers will be referred to other appropriate provision. Customers requiring a moderate degree, (short duration/low cost) of additional Job Search related support to secure a job will be referred to the JCPSC.

For JSA customers, therefore, the Improving Job Search JCPSC modules will primarily be available to customers reaching 6 months unemployment, requiring only a moderate level of extra help to enter employment as identified by their Jobcentre Plus Adviser. NDLP participants, NDP participants, Carers and some fast tracked JSA customers, including those where a Jobcentre Plus Adviser considers it is highly unlikely that a customer would find work without the support offered under this provision, will be referred earlier. The expectation is that JSA customers will access short, sharp duration provision.

5.2 Lone Parents

Schedule 1b of the Income Support (General) Regulations 1987 defines a lone parent as "A person who is a lone parent and responsible for a child who is a member of his/her household".

The Government has committed to halving child poverty by 2010 and eradicating it by 2020. There are currently 2.9 million children living in poverty and to reach the target, this must be reduced to 1.7 million children. The Government policies for Lone Parents, therefore, are a balance between providing financial and other assistance to support the family, and wider responsibilities to lift families and children out of poverty. Paid work, for those who can, is the most sustainable route out of poverty.

5.3 New Deal for Lone Parents

The NDLP programme is available to all lone parents who are not working or who are working less than 16 hours a week, and whose youngest child is under 16 years old and regardless of whether or not they are in receipt of any benefits.

Eligibility

NDLP is a voluntary programme. Eligible lone parents can join at any time by contacting a Jobcentre Plus Adviser or as a result of a compulsory Work Focused Interview. Jobcentre Plus Advisers offer NDLP participants advice with

job seeking, training opportunities, in-work benefits/tax credits and childcare options. However, NDLP participants in receipt of JSA must satisfy the conditions for receiving JSA and comply with mandatory activities during Supported Job Search.

The key elements of NDLP

At an initial interview, the Jobcentre Plus Adviser will explain what NDLP can offer. If a lone parent wishes to join NDLP, the Jobcentre Plus Adviser will work with the lone parent on a one-to-one basis, delivering a package of advice and support tailored to meet the needs of individual lone parents, including:

- A record of agreed steps towards work on an Action Plan
- Help and support with finding suitable work and when applying for jobs
- Advice on identifying training opportunities
- A calculation of how much better off a lone parent could be in work, compared to their current situation
- Advice on financial help, benefits and tax credits when the lone parent starts work;
- Help in applying for in-work benefits and tax credits
- Advice on identifying registered childcare options
- Help with expenses to attend meetings, job interviews or approved training, including childcare/travel costs; and
- Continued support and advice after the lone parent has first started work.

In addition, the following financial support may be available to eligible lone parents through the NDLP programme:

- A weekly £15.00 Training Premium for NDLP participants undertaking approved activity/ training
- Help with childcare costs for work less than 16 hours per week through the Childcare Subsidy
- A £250 Job Grant to cover costs of moving from benefit into work
- Access to the Jobcentre Plus Adviser Discretion Fund to remove barriers that prevents lone parents from actively engaging in looking for work or accepting a job offer
- Help with up front childcare costs when a lone parent starts work and
- The provision of help with childcare, a week before starting work, through the Childcare Assist initiative.

5.4 Partners

The policy aims for Partners are: to reduce the number of households where currently no-one works; to encourage unemployed partners to become economically active; to help progress partners already working

part-time to increase their hours if they wish or improve their employment prospects; and contribute to a reduction in child poverty.

5.5 New Deal for Partners

The NDP programme is available to partners of participants receiving a qualifying benefit. The qualifying benefits are:

- Jobseekers Allowance (JSA)
- Income Support (IS)
- Incapacity Benefit (IB)
- Carers Allowance (CA)
- Severe Disablement Allowance (SDA)
- Working Tax Credit (WTC); and
- Pension Credit (PC)
- Employment Support Allowance (ESA)

Eligibility

NDP is a voluntary programme - eligible partners of participants in receipt of a qualifying benefit can join at any time by contacting a Jobcentre Plus Adviser or as a result of a compulsory Work Focused Interview. Jobcentre Plus Advisers offer NDP participants advice with job seeking, training opportunities, in-work benefits/tax credits and childcare options.

The key elements of NDP

At an initial interview, the Jobcentre Plus Adviser will explain what NDP can offer. If a partner of a customer in receipt of a qualifying benefit wishes to join NDP, the Jobcentre Plus Adviser will work with the partner on a one-to-one basis, delivering a package of advice and support tailored to meet the needs of individual partners, including:

- A record of agreed steps towards work on an Action Plan
- Help and support with finding suitable work and when applying for jobs
- Advice on identifying training opportunities
- A calculation of how much better off a partner could be in work, compared to their current situation
- Advice on financial help, benefits and tax credits when the partner starts work
- Help in applying for in-work benefits and tax credits
- Advice on identifying registered childcare options
- Help with expenses to attend meetings, job interviews or approved training, including childcare/travel costs; and
- Continued support and advice after the NDP Participant has first started work.

In addition, the following financial support is available to eligible partners through the NDP programme:

- A weekly £15.00 Training Premium for partners undertaking approved activity/training
- Help with childcare costs for work less than 16 hours per week through the Childcare Subsidy
- A Job Grant of £250 (couples with children) or £100 (couples without children) to cover costs of moving from benefit into work
- Access to the Jobcentre Plus Adviser Discretion Fund to remove barriers that prevent partners from actively engaging in looking for work or accepting a job offer
- Help with up front childcare costs when a parent starts work; and
- The provision of help with childcare, a week before starting work, through the Childcare Assist initiative.

5.6 Carers

A Carer is a person who, though not employed as a carer, looks after and supports another person who could not manage without their help due to health problems associated with age, physical or mental illness or disability. The target group is people who:

- Look after someone who gets Attendance Allowance, Constant Attendance Allowance (full day rate) or Disability Living Allowance (middle or higher rate of personal care); and
- Cannot access training provision through NDLP and NDP programmes or by virtue of being in receipt of Jobcentre Plus benefits.

5.7 Job Search Support for Newly Redundant

This support is aimed at JSA customers who have recently become unemployed (principally through redundancy) and are job ready but have no recent experience of applying for jobs. We expect that many of these customers will have the skills, experience and motivation to move into work quickly but may be unfamiliar with modern IT based Job Search techniques and recruitment channels. Suppliers will offer a day of intensive support to bring these customers up to date in these areas. Further details can be found at [Annex 2](#).

5.8 Rapid Response Service Customers

There are no specific modules for RRS customers. Their needs will be met through having access to, and tailored delivery of, the Improving Job Search Modules as appropriate, and in particular the Job Search Support Centre, 'Doing Effective Job Search' and 'Finding and Getting Jobs'. 'Finding and Getting Jobs' will be tailored to address unfamiliarity with modern IT based Job Search techniques: 'Doing Effective Job Search' will be delivered to include a Skills

Transfer Analysis (STA). Such tailoring will also include discrete delivery on employer or other premises as and when required. Further information can be found at [Annex 2](#).

In addition, where results of the STA and knowledge of the labour market indicate a bulk or ongoing need for the same, specific job-focused training to assist individuals with appropriate instruction and certification linked to employment or self-employment, this would be available through the JCPSC. In these circumstances Jobcentre Plus will make contact with Suppliers at the earliest opportunity. Please see [Annex 6](#) for further information.

All people impacted by redundancy are eligible to access the provision offered by the RRS. RRS customers are:

- Those under threat of redundancy, but still employed
- Those under notice of redundancy, but still employed
- Those who lose their jobs in companies which are in the supply chain of a larger company making redundancies
- Those who lose their job in a locality designated as having RRS status by the Jobcentre Plus District Manager or Customer Services Director. This includes those indirectly losing their jobs as a result of the redundancy; and
- Those whose redundancy period has elapsed, regardless of whether or not they have made a claim to Jobseekers Allowance or any other benefit.

5.9 Local Employment Partnership Pre-employment Training (LEP PET)

Suppliers will be expected to participate in Local Employment Partnerships through local LEP Partnership Agreements with Jobcentre Plus districts, and will occasionally be expected to provide LEP PET for LEP eligible customers where for whatever reason LSCs or Devolved Administrations are unable to deliver it.

The provision will be similar to the sector specific skills training described under the Getting Ready For Working Modules, but shorter in duration. Jobcentre Plus District Managers and their external relations team will work with employers and Suppliers to design appropriate LEP PET provision to reflect local and specific employer requirements. The types of LEP PET are as follows:

Employer led PET;

- Single employer - here the employer has enough vacancies to make the course viable. The content can either be (a) bespoke training where the LEP employer commissions and has an input to the training modules or (b) a Sector Skills route way (see below)

- Several employers - e.g. for situations where local employers collectively have sufficient vacancies to warrant a sector specific course, based on a Sector Skills route way.

Labour market led PET

- The training is not on behalf of a specific employer but generic and sector based, i.e. Retail Sector Skills route way. This is commissioned by Jobcentre Plus, based on the District Manager's knowledge of the labour market and customer base, in order to prepare LEP eligible customers for this particular labour market.

Sector Employability Toolkits have been developed to support LEP pre-employment training and pre-employment preparation for LEP employers and Suppliers. The materials were developed in consultation with 9 Sector Skills Councils to prepare customers for entry level jobs in the sectors where there is significant recruitment activity. It is expected that the Sector Employability Toolkits will form a two-week core module of LEP PET, but flexibility exists to add or subtract content as appropriate, particularly if an employer requires bespoke provision.

Suppliers will be expected to provide Job Search resource facilities and actively support customers into work, who do not immediately gain employment, on completion of the LEP PET course.

It is expected that the LSC in England, Skills Development in Scotland and the Department for Children, Education, Lifelong Learning and Skill in Wales will cover LEP training requirements via their existing provision. DWP has given a commitment to fund and deliver LEP PET where, for whatever reason, it cannot be delivered through other sources. Therefore the JCPSC will only be used where these organisations cannot deliver suitable LEP PET. When Jobcentre Plus identifies a need for LEP PET to be delivered via the JCPSC, the Contract Manager will approach the Supplier with the requirement and determine the estimated cost to deliver the specified provision. The Contract Manager will determine what service has been paid for so far by way of the service fee and compare that to what service has been received. If there is an excess, that will be used to cover the cost of the LEP PET. If there is a deficit or it is neutral, the monthly service fee will be adjusted upwards to cover the additional cost.

6. Support Contract Referrals

Before submitting a customer to the JCPSC, the Jobcentre Plus Adviser will identify the module(s) and the required Job Search related outcomes for the customer.

Suppliers will be notified of a referral to the Support Contract via telephone call from the Jobcentre Plus Adviser to book an appointment for the module selected.

The referral will then show on the Provider Referrals and Payments System (PRaP)

In addition to the referral, Suppliers will also receive a referral attachment containing relevant information from the customer's action plan.

There may be instances where Jobcentre Plus Advisers are unable to contact Lead Suppliers. If this is the case, the Adviser will refer in PRaP and the referral attachment will be annotated "**Telephone Contact Not Made**" to inform the Supplier to contact the customer within two working days of referral.

If Suppliers are unable to contact the customer they must contact the Jobcentre Plus office to notify this. The Jobcentre Plus office will then try to contact the customer.

In some instances, Customers who have caring responsibilities and are being referred to the provision may require a pre-provision interview. Suppliers will be required to undertake a pre provision interview with the customer to discuss hours of attendance and caring responsibilities. Jobcentre Plus Advisers will telephone lead Suppliers if this is required.

Following the pre provision interview, the Supplier must contact the Jobcentre Plus Adviser by telephone to supply a start date and confirm attendance arrangements.

If the customer has caring responsibilities, the provision start date, if required must be at least two weeks after the pre provision interview to allow the customer to make suitable caring arrangements.

6.1 Support Contract Starts

Action when a customer attends provision

When a customer starts JCPSC provision the Lead Supplier will notify the Jobcentre Plus Adviser of the customer start via the Provider Referral and Payment (PRaP) system

Action where a customer fails to attend on agreed start date

If the customer fails to attend (FTA) on their agreed start date, the Lead Supplier will notify the Jobcentre Plus Adviser via the Provider Referral and Payment (PRaP) system.

6.2 Support Contract Ends

When the customer's provision ends for any reason, the Supplier will input end date and reason code via the Provider Referral and Payment (PRaP) system within 1 working day.

7. Action Plans and Referral Attachments

Customers submitted to the JCPSC will have had the module(s) they are required to undertake identified by their Jobcentre Plus Adviser. This information will form part of an up to date Action Plan. Lead Suppliers will receive a referral attachment containing relevant information from the customer's Action Plan via PRaP.

During the customer's time on the JCPSC, Suppliers will update the referral attachment if a change occurs e.g. customer gains a qualification. The updated referral attachment is retained by Suppliers until provision ends.

The Supplier must send a copy of the updated referral attachment to the Jobcentre Plus Adviser by post on the day that provision ends. All information exchanged between Suppliers and Jobcentre Plus must comply with the Data Protection Act (DPA) 1998. Under data protection legislation, the customer must be informed of how data will be used. It is the responsibility of the Supplier to ensure customers understand with whom this information will be shared and the Supplier must always obtain a customer's consent when they commence provision.

The referral attachment and Action Plan informs follow-up interviews and subsequent discussions between the customer and the Jobcentre Plus Adviser. Advisers will use these as a basis for developing steps to further help the participant back to work and so the referral attachment return must be of an appropriate quality.

8. Length of stay on provision

Each person referred to the Support Contract is expected to attend for the length of time that is specified by the Adviser and appropriate to the module. However, it would be reasonable to expect a regular pattern of attendance for customers using the Job Search facilities within the Job Search Support Centre and the Jobcentre Plus Adviser will specify this.

9. Transfers from other SC Suppliers

If a customer changes address and moves from one Jobcentre Plus District to another, this is known as a Transfer. Transfers will be identified at the new

Jobcentre Plus office and the Jobcentre Plus Adviser will decide if a further referral to the JCPSC is appropriate.

10. Absence Policy

Policy on absence for Support Contract participants comes under the general absence policy guidelines. See attached link, para 84 to 86 for Supplier guidance on timekeeping and absence policy:

http://www.dwp.gov.uk/supplyingdwp/what_we_buy/pg_chapter_2.pdf

In order to apply this policy, Jobcentre Plus Advisers will agree with Support Contract Suppliers and participants the expected duration of provision.

11. Travel, Childcare and Other costs

Suppliers will reimburse customers' travel expenses and will be expected to provide any personal protective equipment required to protect against risks to health and safety (e.g. hard hats, safety boots, gloves etc).

Suppliers will not be required to reimburse the following:

- Childcare or Caring costs
- Criminal Records Bureau Checks & The Safeguarding Act 2006
- ISA (Independent Safeguarding Authority) registration (from October 2009)
- Allowance payments
- Training Premium
- Travel to interview for employment
- Specific items under the Jobcentre Plus Adviser Discretion Fund
- Access to specialist equipment
- SIA (Security Industry Authority Licence)

Existing Jobcentre Plus processes will be used to reimburse any of the above.

Advisers will be responsible for determining what help a customer can have under the Jobcentre Plus Adviser Discretion Fund (ADF) and whether any specialist equipment is required. As the name suggests, this is at the discretion of the Adviser. Suppliers must not market this with customers referred to them and raise expectations unnecessarily.

Note: Suppliers may wish to use the form TE2JP to record travel expenses for participants.

12. Partnership

Close liaison between Suppliers and Jobcentre Plus contacts is of crucial importance to the success of provision. This may be used to review the appropriateness of modules, or to share information, for example job vacancies.

There will be one Support Contract Supplier in each District. Jobcentre Plus advisers play a key role in making the Support Contract work effectively and Support Contract Suppliers need to respond flexibly and quickly to customer demand.

Feedback is essential so that when things go wrong they can be put right and when things work well, Leaders can build on their success. The Support Contract Supplier should become an extension of Jobcentre Plus' service to customers rather than a separate arm of it.

Support Contract Suppliers allow Jobcentre Plus District Managers, Business Managers and adviser's discretion and choice in the range of help they can offer to participants.

The size of the provision, the numbers of Leaders, the way it operates, the way modules are delivered and the administration and feedback systems will vary from location to location.

13. Participant groups

The in-built flexibility of the Support Contract means that participants on any one module may have been unemployed for differing periods of time. Referrals may be made from a variety of customer groups but only Jobcentre Plus will be responsible for determining participant suitability and eligibility, and Jobcentre Plus must endorse all participants as eligible prior to starting the provision. The majority of participants will attend on a voluntary basis. However, in some circumstances, they may be mandated to attend under a 'Jobseeker's Direction'.

14. The Jobcentre Plus Support Contract Funding Model

The overall contract value, based on indicative volumes, will be paid as a 100% service fee divided into equal monthly instalments to ensure a guaranteed income to help maintain and deliver quality provision for all customers. The service fee will be subject to tolerances based on the number and type of Improving Job Search and 'Launch Pad' modules delivered; the number of starts to the Keeping the Job module and the number of starts on the different types of Vocational Training.

The use of tolerances will be applied to the JCPSC to enable both DWP and the Supplier to better manage fluctuations in requirements and consequently achieve best value for money whilst sharing risk. In recognition of the 100% Service Fee funding model and the Supplier's fixed costs of delivery, tolerances will be applied as described in your Contract Schedules.

14.1 Tolerances and Improving Job Search Modules

As a part of the financial bid document within the ITT, Suppliers will be required to state at what point an increase or a decrease in the number of modules stated in the Specification will affect the agreed price. This will be applied separately to each of the four modules (Realistic Jobs for Me, Doing Effective Job Search, Finding and Getting Jobs and Skills for Work). It should be noted that the Resource Centre will not be subject to tolerance, as it is viewed as an ongoing facility available on a drop in basis.

For example (for illustrative purposes only) the number of Skills for Work modules is specified as 3000 and the bidder has confirmed that the price given will remain valid if the volume increases to 4000 or decreases to 2000. Beyond these “upper” and “lower” tolerances, price would be affected. Where these upper and lower limits are exceeded either the Supplier or DWP will be able to seek a review of price. However such a review will take into account the overall situation, in that whilst one module volume may have been exceeded another may have been under utilised, in which case this would be taken into account. Where there is an agreed case for revising price this will be done by negotiation in good faith using an open book approach between the Contract Manager and the Supplier.

14.2 Tolerances and Getting Ready for Work Modules

- ‘Launch Pad’ – This provision will be treated in the same way as the Improving Job Search modules as outlined above.
- Vocational Training – Tolerances for this provision will be based on volume of starts accessing the vocational training described in the Specification. However it will be the overall situation that will be looked at in deciding whether a price change is valid. Both the Supplier and / or DWP will be able to seek a review where either party feel it is justified.
- Keeping the Job – This provision will be treated in the same way as Vocational Training i.e. using starts on the provision.

14.3 Service Fee payments

Suppliers will be paid service fees monthly in arrears, in line with their agreed bid price and the amounts as agreed in the contract schedules to the terms and conditions. Service fee payments will be automated when due through the new PRaP system, and will form the content of a VAT compliant claim for processing through the self-billing function. Service fee payments will be subject to validation rules.

15. Quality, Performance and Contract Management

DWP is committed to raising the standards of provision so continuous improvement is an integral part of our contracting arrangements. Suppliers are

required to apply the principles set out in the DWP Quality Framework¹ which includes a commitment to quality improvement through Suppliers critically appraising their provision.

Rigorous self-assessment and action planning are key factors in effective quality assurance. Suppliers will be required to produce an annual Self-assessment Report which feeds into the Contract Management Framework process. The report should be supported by an action plan that shows how the Supplier will address areas for improvement and build on strengths.

DWP Provision is subject to external inspection against a Common Inspection Framework by Ofsted² in England and Estyn³ in Wales. DWP is currently working with Her Majesty's Inspectorate of Education to introduce an inspection regime in Scotland during 2009/10. Suppliers will be required to achieve a satisfactory external inspection outcome as a minimum.

15.1 Contract Management

The JCPSC will be managed using the Contract Management Framework (CMF). This sets out a standard process for managing Supplier DWP performance, based on an assessment of risk against a range of factors including contract value, compliance with the contract, Performance Management and an assessment of quality.

Suppliers will need to take responsibility for managing issues and addressing poor performance with subcontractors. Suppliers will be responsible for ensuring that subcontractors meet all performance, quality, equality/diversity and legislative standards.

Contracts will be managed by DWP Supplier Relationship Management (SRM) Teams. These teams are responsible for managing and developing Supplier relationships and developing the Supplier base to meet current and future needs. The SRM team includes contract managers who are responsible and accountable for contract management activity.

DWP is moving away from a basic contract compliance model and into an approach where we will be able to share future thinking and insights from other delivery/management experience, jointly identifying opportunities for efficiency gains or better outcomes. We will be looking to Suppliers to signal changes they are experiencing in customer characteristics so that we can factor those changes into policy development.

The Contract Management process incorporates monthly analysis of management information, performance management, quality assessment and

¹ DWP Quality Framework:

http://www.dwp.gov.uk/supplyingdwp/what_we_buy/quality_framework.asp

² <http://www.ofsted.gov.uk/publications/2434>

³ <http://www.estyn.gov.uk/publications/CommonInspectionFramework.pdf>

customer satisfaction feedback. A CMF risk Rating Process for the JCPSC has been agreed and developed, enabling contract managers to measure the customer journey as a performance metric.

The Supplier will need to appoint a named Supplier Manager who shall cooperate with the DWP Contract Manager to ensure that the JCPSC is delivered as specified in the Contract, that the quality of service is high and that required standards and performance levels are met.

15.2 Management Information

Jobcentre Plus will collect Management Information (MI) through the PRaP System to monitor:

- referrals
- starts
- leavers
- financial claims

This list is not exhaustive.

In addition, DWP will require Suppliers to provide information on the number and type of each module delivered during each month, which will also include the number of customers attending each module. DWP will require this information monthly.

The MI that DWP requires from Suppliers will be included in more detail in this guidance, including the arrangements for collection of data and the timetables for returns. Where DWP requires additional information, to support performance management for example, Suppliers will be expected to provide this within the agreed time limits.

Suppliers will be required to give feedback of their performance to DWP. The SRM team will regularly monitor the Supplier's performance and will conduct regular Supplier performance reviews. The risk assessment will inform the frequency of these reviews, normally three or four each year. There will also be informal meetings and reviews as required to address specific issues.

15.3 Quality and Performance

The Supplier will be responsible for ensuring that customers have access to suitable and high quality support in a way that provides a good service and an excellent customer experience.

For the JCPSC to offer the most effective support possible to customers, a number of key features need to be integral to its delivery. We expect Suppliers to:

- focus strongly on performance

- deliver high quality support
- provide minimum standards of support for all
- build strong links with local employers and key partner organisations; and
- support the Department's Diversity and Equality policy.

16. Service Delivery Standards

We are keen to ensure that the quality of JCPSC provision is second to none and consider this to be a shared responsibility between JCP, Suppliers and DWP Contract Managers. Both Jobcentre Plus and Suppliers will be held accountable against a series of delivery standards to ensure that the customer is referred to the appropriate provision and that the customer needs are met through that provision.

Delivery against respective responsibilities will be monitored through a combination of existing contract management practices, local Provider Engagement Meetings (PEMs) and a range of service delivery standards (some of which will have quantified minimum performance levels). The Supplier service delivery will be measured against the following areas:

- delivering the right provision (content)
- at the right time
- in the right environment
- at the right cost
- with the right result (which achieves the objectives prescribed in this specification) and
- the customer experience.

Performance in these areas will be measured through a variety of tools, techniques and procedures, including the following:

16.1 Delivering the right provision (content)

The content of the provision will be critical to furnishing the customer with the skills, knowledge and tools that have been identified as a barrier to securing employment. Jobcentre Plus will therefore monitor the content of the provision against the customer needs as agreed between the Jobcentre Plus Adviser and customer prior to referral. This will include:

- Where the return of a referral attachments are appropriate, these should be received by the Jobcentre Plus Adviser within 3 working days of a customer completing a module to assist in the post course review. Post tender discussions with Jobcentre Plus will clarify in which circumstances the return of a referral attachment is appropriate

- Routine regular reviews in line with existing Contract Management Framework arrangements ([see paragraph 15.1](#)) will be conducted. The minimum performance standard expected is the achievement of at least a “satisfactory” rating in each review in line with Ofsted scoring criteria
- Mandatory attendance of suitably empowered Supplier representatives at regular PEMs with Jobcentre Plus and DWP Contract Managers where performance will be reviewed.

16.2 At the right time – standards for responses

When customer needs have been identified and agreed with the Jobcentre Plus Adviser it is important that momentum is maintained and that the customer has access to provision at the earliest suitable opportunity. The measures to identify that timely access to provision and appropriate communication channels are in place will include:

- Start and/or end dates must be input to PRaP within 1 working day of the customer starting or leaving provision
- The service delivery model includes a telephone appointment booking system for Advisers to contact Suppliers to book customers onto modules or arrange appointments. The minimum delivery standard is for Advisers to be able to get through first time in at least 80% of instances. Advisers will keep records of where this is not happening for escalation purposes
- Improving Job Search Modules and “Launch Pad” – where referrals are made to these elements of the provision there should be adequate capacity in place to ensure at least 70% of referrals start on the provision within 7 days and that all referrals start on the provision within 14 days. Where capacity is an issue, this should be brought to the attention of Jobcentre Plus at the earliest opportunity via regular attendance at PEMs and through contract management arrangements
- Keeping The Job and Vocational Training - where referrals are made to these elements of the provision there should be adequate capacity in place to ensure at least 70% of referrals have an initial appointment with the Supplier within 7 days of referral and all referrals are seen by the Supplier within 14 days.

16.3 In the right environment

In addition to the pre-requisite of adhering to legislative requirements there are a number of environmental issues that will contribute to the customer experience in addition to the content of the provision itself. To ensure that the environment is conducive with achieving the desired outcomes for the customer the measures will include:

- Jobcentre Plus (Third Party Teams) visits to the Provider to observe and monitor the quality of the provision without giving the Provider prior warning. This is an essential part of monitoring the standard of delivery. This is in addition to the existing programme of Contact Management Frameworks
- For the Resource Centre, all customers must have or be given an e-mail account, access to the internet, job papers and sufficient stationery for them to carry out their Job Search. There must be a member of staff on hand at all times to advise customers
- Minimum H&S standards as laid down in legislation must be met at all times.

16.4 At the right cost

As the funding model for the JCPSC is the first of its kind for this type of provision it is essential that we can monitor and evaluate whether it delivers the anticipated flexibility to maximise value for money without compromising results or the customer experience. In order to deliver this:

- Suppliers must closely monitor the numbers using each module to inform over or under usage to the JCPSC, maximising the optimum occupancy rates as outlined. These findings along with Jobcentre Plus's own monitoring will be used to ensure sufficient places and budgets are available to meet demands. The Supplier must be flexible to tailor their provision in order to deliver what is required by Jobcentre Plus for their customers (appropriate to the budget available) with possibly short notice.

16.5 With the right outcome (customer needs met)

Ultimately the proximity of the customer to the labour market will be one of the key indicators of impact of any given element of provision. As job outcomes will not be one of the performance measures, the effectiveness of provision will be measured using new / alternative tools:

- Jobcentre Plus will develop mechanisms to capture and collate customer experience through feedback. Advisers will carry out pre and post course assessments with customers to monitor whether their needs have been met by the provision. For example, CVs completed to high standard and tailored to the type of work the customer is seeking
- The collated information will be used by Jobcentre Plus as a tool to monitor the standard of delivery of the provision and the results may be used at PEMs and other meetings between Jobcentre Plus and Suppliers and feed this data to the contract managers to inform the CMF risk rating

- Suppliers must ensure representation at every local performance meeting e.g. PEMs as agreed with Jobcentre Plus in post-tender negotiations
- Suppliers must have procedures in place to handle customer complaints, which must be available to Jobcentre Plus and during External Inspection.

16.6 Delivered to the right quality standards

It is essential that we can provide assurance to the taxpayer that publicly funded provision is delivering a quality service to individual customers. This is delivered through external inspection ([see paragraph 17](#)) and will be delivered through the suite of quality measures already in place:

- Suppliers will be required to produce an annual Self-assessment Report which feeds into the Contract Management Framework process
- The report must be supported by a completed Quality Assurance Questionnaire and an action plan that shows how the Supplier will address areas for improvement and build on strengths and feeds into the CMF risk rating process
- DWP provision is subject to external inspection against a Common Inspection Framework by Ofsted in England and Estyn in Wales. Suppliers will be required to achieve a satisfactory external inspection outcome as a minimum delivery standard

17. Inspection

External assessment will be crucial when assuring Supplier commitment to the capabilities framework. DWP will work with Ofsted in England and Estyn in Wales to ensure that their inspection processes remain focused and relevant.

External inspection provides assurance and includes the evaluation of the quality of provision, Leadership and management and the Supplier's capacity to improve.

The Common Inspection Frameworks set out the principles applicable to the external inspections of post-16, non-higher education and training. The framework also includes more specific evaluation requirements that apply to the inspection of individual Suppliers of education and training.

There is currently no external inspectorate in Scotland. However, Suppliers are still required to apply the principles set out in the DWP Quality Framework. DWP is working with HM Inspectorate of Education to implement an inspection regime in Scotland during 2009/2010.

The primary focus of inspection is the experience and expectations of customers on provision, looking at:

- the evaluation of standards and achievements
- the quality of training and learning
- the effectiveness with which provision is managed, quality assured and improved;
- how efficiently resources are used to ensure value for money
- The extent to which provision is educationally and socially inclusive; and
- whether it promotes equality of access to employment and skills opportunities.

The main purposes of inspections are to:

- give an independent public account of the quality of education and training, the standards achieved and the efficiency with which resources are managed
- help bring about improvement by identifying strengths and weaknesses and highlighting good and poor practice; and
- keep the Secretary of State, the Learning and Skills Council for England, the Welsh Assembly Government and the Inspection Authority informed about the quality of education and training.

Suppliers must co-operate fully with all representatives of Ofsted or Estyn.

18. Evaluation

DWP will require additional information from Suppliers in order to monitor and evaluate the success of provision and their management and delivery of it. Suppliers must co-operate fully with any evaluation activity commissioned by Jobcentre Plus, DWP, European Social Fund Division (ESFD) and others.

Independent evaluation will be an important element of the JCPSC. It will seek to investigate the extent to which the programme meets its objectives and critical success factors. It is likely that this will include comparisons with previous initiatives for the same customer groups.

The evaluation will look at the effect provision has had on customer behaviour outcomes, such as proportions leaving benefit. It will also look at processes, for example, the continuity of service between Jobcentre Plus and Suppliers, and the nature and organisation of provision.

The evaluation will also seek to understand and measure the customer experience. The evaluation will be contracted out to research organisations with expertise within this field but managed by DWP. Suppliers must participate fully in the evaluation.

Researchers will wish to visit and interview Suppliers, Jobcentre Plus, customers, and other strategic partners involved in service delivery. Suppliers will be

contacted in advance of the fieldwork and given information on how the evaluation will impact on their time. The findings will be disseminated to all Suppliers in order to facilitate a greater understanding of how to engage successfully with customers. Evaluation findings will also be published as part of the DWP research series.

Annex 1

Introduction to the Jobcentre Plus Support Contract – All Customers

All customers referred for support to develop their job seeking capability must first undertake a thorough induction process. The induction can be delivered to an individual customer or to a group of customers and should be commensurate with the proposed length of stay on the provision. Customers should be clear that the intention is to help them undertake a specific aspect of Job Search and job seeking more effectively to support their sustained activity. Handouts can be issued as appropriate and it is important that customers' understanding following induction is checked. Customers should be issued with appropriate stationery to store handouts, etc.

The Leader must create a welcoming environment. In order to address any concerns customers may have from the outset, it is important that the Leader explains the purpose of the service (to support a specific aspect of their circumstances and/or job seeking to help them undertake effective and sustained job seeking) and their attendance on it, in a way that highlights the benefits and the support provided. As a minimum the Induction should help customers to;

- Clarify and confirm the purpose (as set out in the Jobcentre Plus referral attachment) of the customer's referral to the JCPS; The purpose will be to support a specific aspect of their circumstances and/or job seeking to help them undertake effective and sustained job seeking as agreed with their Adviser
- understand the arrangements for the use of the Job Search Support Centre for customers referred to it
- know the times of attendance requirements, i.e. attendance at modules or using the Job Search Support Centre, etc. and how to register their attendance, or absences
- understand the domestic arrangements, availability of refreshments, health and safety policies including fire drill, equal opportunities, confidentiality, smoking policy
- know arrangements for how travel and other expenses will be reimbursed
- ensure that the customer is aware that it is their responsibility to notify Jobcentre Plus of any change in Circumstance/s.

For mandatory (JSA) referrals only;

- to be aware of the absence policy and implications of unauthorised absences.

It should also be noted that the Leader's role throughout the delivery of the modules, etc. is to work with customers using known best practice to

produce an outcome where individual personal circumstances are managed so as to facilitate active and effective Job Search, or where aspects of job Search practice are enhanced to produce more effective and active job Search. The Leader will be providing information and examples, facilitating ideas, group discussions and helping customers plan their own way ahead in a friendly and informal atmosphere.

Other arrangements include childcare requirements, and needs/requirements of customers (e.g. flexibility/accessibility for NDLP/NDP participants and carers).

Whilst it is not the Leader's role to defend the rules governing receipt of benefit it should be emphasised that they do run the JCPSC on behalf of DWP and there is regular contact with Jobcentre Plus Advisers, Third Party Teams and DWP contract managers.

Annex 2

Improving Job Search Modules for all Customer Groups with Moderate Support Needs

Target Customers for Improving Job Search Modules

Target customers include JSA customers, RRS customers, newly Unemployed customers, NDLP participants, NDP participants and Carers as part of a package to support them in undertaking more effective and sustained active Job Search. They will be customers requiring a moderate degree (short in duration and low in cost) of additional Job Search related support to secure a job. This group should not include those customers who Advisers believe have substantial needs (e.g. basic skills or ESOL needs; drug or alcohol related needs or customers with a passive lifestyle, who do not believe they are capable of working (i.e. will require more than the one day 'Realistic Jobs For Me' module to tackle). Nor should this group include customers who are likely to find a job through their own efforts and/or with support from their Jobcentre Plus Adviser alone.

Design and Content of Improving Job Search Modules

Realistic Jobs For Me

Aimed at customers who are unlikely to engage with the other modules without some further work to help them value work as an outcome. Research has found that many long term unemployed customers may have developed a basic belief that they are not capable of work or working. However, if this basic perception can be changed by helping them to think about their personal capability in a positive way and in relation to the world of employment it can be changed. As the expected duration of this course is no longer than 1 day it should be clear that this is for customers with no additional need for support to manage a health condition or other disruptive circumstance.

Indicative Duration

1 day (6 hours). For NDLP participants, NDP participants and Carers, it is expected that the module may need to be delivered over a period of more than one day to take account of their parental/caring responsibilities and more substantial needs.

Objectives

Customers as a minimum should be helped and encouraged to:

- Review in a positive way their personal capability and capacity. This should embrace their physical and mental capability, their skills and experience capability, and their personal circumstances capacity in relation to work – ideally in the context of occupational areas or particular jobs
- Assess own perceptions of work, identifying their own negative and positive feelings, fears/hope and attitudes
- Encourage customer to explore and challenge their own and others negative attitudes and build on positive attitudes
- Help customers develop tools and techniques for a more positive approach to their personal capability generally and in relation to work
- Consider the pros and cons of working and not working, including financial and non-financial benefits (e.g. as a stepping stone to other jobs), social benefits, personal benefits, building a CV, and the contribution they can make to an Employer, the community, and as a role model for other family members
- Re-energise their focus on identifying potential job goals within their personal capability and agreeing with the tutor what steps to take next to either build personal capability further or to begin to undertake more effective Job seeking.

Doing Effective Job Search

Helping people to recognise their transferable skills from previous work or other experiences; understanding skills, strengths and weaknesses; identifying realistic job goals (those within the personal capability of the individual in both physical/mental terms and in terms of evidence of skills and experience to offer prospective employers as evidence of suitability, and those jobs actually available in the local labour market). This is not intended to remove the need for a Jobcentre Plus Adviser to refer to a more in-depth skills assessment carried out by Information, Advice and Guidance Suppliers, but in some cases may provide a useful foundation prior to a customer undertaking other JCPSC modules, such as ‘Securing a Job’.

Indicative Duration

Half day (3 hours). For NDLP participants, NDP participants and Carers it is expected that the module may need to be delivered over a longer period to take account of their parental / caring responsibilities. For RRS customers this may need to be delivered on employer premises and contain a Skills Transfer Analysis (STA), outlined below.

Objectives

Customers as a minimum should be helped and encouraged to;

- develop their awareness of their personal capability in relation to work and working by a review of their personal capacity, skills, work and non-work experience, and personal circumstances relevant to working
- increase their ability to 'sell' themselves to employers; they will need to be able to review their personal evidence of capability against the specific tasks and activities required by an employer of the successful candidate for the job. By assembling the relevant personal evidence the customer will be able to explain their case to the employer in writing and face to face.
- setting realistic (available in the local labour market and a job that matches the individual's personal capability) short term job goals linked to longer term aspirations or future career plans by building up a profile of evidence of skills and work related capability
- broaden the range of alternative job choices for those with very narrow goals and for those with imprecise goals to be more definite. Primarily this will require a review of personal capability and capacity evidence against a range of specific job goals to ensure a good match, but does not preclude discussions regarding the benefits of self-employment, training options, Work Trials, etc.
- signposting to further, more in-depth, one to one skills assessments such as those available through specialist Suppliers.

Skills Transfer Analysis for RRS Customers

The purpose of the STA is for the Supplier to help the individual to fully assess their transferable work skills and experience levels in relation to the labour market. This will require an analysis of personal capability and capacity in relation to work and working (e.g. physical and mental capacity, skills and experience, evidence of competence, and personal circumstances). Where job-capability mismatch across the local labour market is identified the Supplier can recommend relevant training that will help move them into new employment.

The Supplier must discuss and agree with the customer the most appropriate course of action. Where suitable jobs (that is, with a good job-capability match) exist for the individual without the need for training then the recommendation should be that no training is necessary.

The Supplier will recommend to the Jobcentre Plus contact, in writing, (primarily District redundancy co-ordinators) the vocational training course that most suits the needs of the individual and the labour market. Where the individual is prepared to travel further for work then the recommendation can be based on the labour market where suitable jobs exist. Individuals must have an STA before they can access any Job Focused Training (see [Annex 6](#)).

Finding and Getting Jobs

How to find vacancies; completing application forms, including online applications, writing application and speculative letters and CVs, including completing electronic CV's. Preparing for interview, including interview

techniques, mock interviews, handling telephone interviews and personal appearance.

Indicative Duration – half day to two days depending on the assistance required (3 - 12 hours). For NDLP participants, NDP participants and Carers, it is expected that that the module may need to be delivered over more days to take account of their parental / caring responsibilities. For RRS customers the module may need to be delivered on employer premises. For newly unemployed customers, the module will need to be tailored as specifically outlined.

Objectives

Customers as a minimum should be helped and encouraged to:

- understand and be able to review their own personal evidence for capability – that is, review their skills, experience, qualifications, work and non-work achievements, as well as personal capability and capacity in health terms, and personal circumstances against the requirements of specific job goals to provide evidence for their capability to perform that job. This evidence of job-capability match forms the basis for Job Search activity such as content of job applications, CV content and CV presentation, and persuasive interview content.
- understand the concept of labour market information (LMI) by becoming aware of employers, types of industry, the range of jobs in the locality, the importance of keeping abreast of details of new and expanding businesses in the locality; understand the need to consider the job's tasks and activities as the basis for presenting their personal capability evidence to realistic potential employers
- understand the importance of a CV, how a CV can help secure an interview and how to tailor a CV to suit different jobs and employers – in particular how to provide and present evidence of personal capability for the job's tasks and activities required of a job-holder in a manner that allows a recruiter to easily understand the jobseeker's job capability
- completing application forms (including completing applications online) to show evidence of personal capability in the job role concerned
- understand that successful Job Search involves analysing the vacancy by, matching their evidence for personal capabilities and capacities, experiences and skills against the task requirements listed in the job advert/person specification, forward planning and preparation to meet deadlines, assessing the information in the job advert and finding more where appropriate, targeting the application even if the individual doesn't match all the requirements, but can effectively demonstrate that they meet some of the requirements; understanding this is a starting point for all applications and will help with interview preparation

- learn telephone techniques to follow up job leads, follow up advertised vacancies and make speculative calls, gaining confidence to use the telephone to talk to employers about their evidence for job-role suitability
- understand the importance of good presentation and accurate, quality content in job applications be that application forms, CVs, business letters and letters to be sent with CVs speculatively. Customers should have practised the above and have examples of quality presentation on file
- understand that job interviews are predictable and can be planned for, preparing and practising answers for the questions most likely to be asked
- understand the importance of personal presentation (dress, appearance) and communication (language, behaviours, body language and eye contact), in terms of the job they are seeking and of approaching an interview with a positive frame of mind
- coping with rejections, seeking and making use of feedback, dealing with negative and positive comments and managing fear of rejection/failure
- brief overview and guidance for keeping a job. Customers identified with more serious issues and concerns regarding keeping a job should be submitted to the Skills For Work module.

Job Search Support for Newly Redundant Customers

For the newly unemployed we will need Suppliers to deliver, as a specific, tailored package, a very focused and intensive single day of support for jobseekers who have recently become unemployed (principally through redundancy) and have no recent experience of current Job Search channels.

Such customers should be good prospects for quick entry to employment once they have information and advice regarding modern Job Search techniques, particularly use of IT based recruitment approaches and Jobcentre Plus self service channels. Some customers may also need to take stock of their personal evidence for such things as transferable skills, evidence of effective working, personal capacity and capability for work and working, and how to match their personal evidence to jobs in the current labour market. Activities should include:

- Review of personal evidence and work related capability suitable for presenting to an employer to show capability to perform the job advertised: that is, an understanding of how to demonstrate evidence of job-capability match. Exploring job goals and taking stock of personal capability, skills and experience required to do those jobs and exploring how this capability evidence can be transferred to new jobs
- Understanding what employers want in terms of the job's tasks and activities and other requirements and matching this to personal work related evidence of capability (i.e. analysing job adverts and specifications to understand the job's requirements)

- Where and how to look for jobs with a focus on Job Search techniques that have developed more recently
- Preparing an electronic CV to show job-capability match, making the best use of Internet based recruitment channels and using e-mail to send out speculative letters, completing electronic application forms, getting and using references from previous employers as evidence of capability
- Preparing for interviews, including researching employers to develop awareness of their business and goals, arranging mock interviews, body language, communications and personal appearance and
- Signposting to further sources of advice and guidance.

Skills For Work – Key skills required by employers, including necessary interpersonal skills.

Indicative Duration

Half day to two days depending on the assistance required (required (3-12 hours). For NDLP participants, NDP participants and Carers, it is expected that this module may need to be delivered over a longer period to take account of their parental / caring responsibilities.

Objectives

Customers as a minimum should be helped and encouraged to:

- prepare for the transition from home to work by considering existing commitments and how they will deal with these once they are in work and understand the importance of timekeeping, reliability and time management
- undertake basic interpersonal and/or interactive skills training that an employer may require, e.g. communicating effectively with colleagues and customers – verbal, written, telephone; handling unexpected situations, negotiating positively with employers for time off etc, stress awareness, responsibilities of working unsupervised, reliability, confidentiality, anger management; problem solving, decision making
- understand what makes a ‘good’ worker/supervisor/manager in terms of job requirements and personal characteristics and behaviours
- seek basic IT training from relevant Suppliers where needed
- be aware of and signposted to the help available for debt counselling. Jobcentre Plus Advisers identifying that a customer requires help with debt issues will refer the customer accordingly. Suppliers becoming aware of a debt issue are asked to encourage

customers to seek guidance themselves by signposting the customer to relevant Agencies.

- be aware of and signposted to the help available for drug and alcohol dependency problems.

Job Search Support Centre

All customers will require free access to phones, stationery, stamps, word processors, photocopiers, fax, email and the Internet where appropriate to Job Search and employer research activities – particularly to focus on identifying potential job goals and research these job's requirements to help decide if they are 'realistic' in terms of personal capability and capacity. All customers should have an email account created to aid Job Search activities. Suppliers are encouraged to use interactive guidance software and a variety of delivery methods in order to meet the needs of customers accessing the Job Search Support Centre, (and delivery of the modules where this is appropriate).

Indicative Duration

Up to 6 weeks flexible, agreed access per customer, as required, i.e. drop-in facility available, timetabled attendance, etc.

Customers will receive;

- coaching support, advice on Job Search and sustaining long-term Jobseeking, including basic support on internet and word processing for CV and letter writing (customers with no IT experience should be signposted to other provision where appropriate)
- group discussions with other customers to share knowledge and experiences
- supervised and structured Job Search sessions
- sector specific employer recruitment days and visits to employers to understand their recruitment processes
- organised visits to Jobsfair.

Annex 3

Getting Ready For Working Module – Vocational Training

Aims and Objectives:

The overall aim of vocational training is to help customers to acquire and/or update work-related skills to enable them to return effectively to the labour market following absence due to caring responsibilities.

DWP is looking for training opportunities to meet the needs of NDLP participants, NDP participants and Carers and the local labour market. As a result of taking part, customers should be able to demonstrate to potential employers that they are capable of undertaking paid and sustained employment.

The training provided should bring together Suppliers, participants and employers, in order to deliver specific vocational skills as discussed with the Jobcentre Plus Lone Parent Adviser to prepare an individual for work or provide certification, accreditation and/or qualifications as appropriate.

During the life of the contract there may be a requirement to deliver other vocational training as identified by the District(s), in response to changes to the economic climate within the area. This will be affected through negotiation between the Contractor and DWP.

Suppliers will engage with specialist, industry training Suppliers in order to ensure that the training provided is occupationally focussed, accepted as an industry requirement and delivered to industry standards.

Suppliers must engage with and ensure the participation of NDLP participants, NDP participants and Carers. The availability of flexible delivery, in terms of time and location, to suit customers' caring needs and responsibilities, is a requirement.

The following types of training are required:

- short certificated courses (up to 5 days or longer in exceptional circumstances), subject to Jobcentre Plus Adviser manager discretion
- Training courses, up to a maximum duration of 52 weeks.

Appropriate and specific training required to provide participants with the necessary certification or accreditation to allow them to access to certain working environments and undertake work in particular occupational areas.

Training courses must be appropriate to awarding bodies such as NVQ/SVQ, City & Guilds, ASDAN, NCFE and recognised industry-specific bodies to provide nationally recognised accreditation/qualifications.

The following short certificated courses may be required:

- Security Industry Authority (SIA) Certificate, (payment for certificate included)
- Construction Skills Certification Scheme (CSCS) cards
- Health & Safety certificates
- Manual Handling certificate
- Basic Food Hygiene certificate
- 17th Edition.

Vocational Training

Sector-specific training may need to be delivered as and when required, in the following occupational areas:

- Construction skills
- Logistics and Transport
- Business Admin (e.g. SAGE/accounts/book keeping)
- IT (e.g. ECDL, CLAIT,)
- Health and Care (e.g. teaching/classroom assistant training, care home assistants)
- Hospitality and Tourism
- Retail and Customer Service (e.g. call centre training)

This list is not exhaustive and is for indicative purposes only will be tailored by individual Districts to their requirement.

- The training can be up to a maximum of 52 weeks, with an expectation that the majority of training would be up to 26 weeks with a maximum of 16 hours per week.

Annex 4

Getting Ready For Working Module – ‘Launch Pad’

‘Launch Pad’ – the Programme

Aims

‘Launch Pad’ is a short programme designed to encourage NDLP participants, NDP participants and Carers furthest away from the labour market to engage with Jobcentre Plus and NDLP.

Unemployed participants will receive expert information, advice and support to work towards employment including help to manage the personal circumstances that prevent them from considering work or working. Participants completing the provision will be well informed of the options to help them make realistic decisions about work, childcare and the benefit to themselves and their families of returning to the labour market.

Participants will all access a ‘taster’ interview prior to commencing on the programme. During the interview the participant will find out more about the programme and commitment required.

The ‘taster’ interview will take place approximately 2 weeks prior to the programme commencing in order for childcare requirements to be addressed.

The provision will be delivered in two stages.

Modules 1 to 6

A suggested maximum of four weeks of part time provision (four hours per day sixteen hours per week), delivered term time only helping participants move closer to the labour market by learning how to manage the particular personal circumstances making consideration of return to work difficult.

Module 7

A suggested four week work placement with an employer (maximum of 16 hours per week), allowing the participant to experience their career choice with the potential of a job guarantee at the end of the placement.

Provision content:

- Building the belief in personal capacity to work. For example:
 - Confidence building in relation to work and working and managing personal circumstances which makes working difficult
 - Benefits of working
 - Benefit calculations
 - Team building
 - Communication skills
 - Managing personal circumstances. For example:
 - Managing personal health
 - Budget issues
 - Debt management
 - Child care options
 - Travel
 - Anger/stress management
 - Identifying training need

- Doing Effective Job Search
 - Personal capability in relation to work – skills, experience, capability and capacity – as an evidence base of capability to employers
 - Personal presentation
 - Consideration of employment options – aspirations, and possibilities given evidence base of personal capability
 - Managing work and home expectations
 - Job/training goals
 - Engagement with Employers
 - Employers to attend support provision
 - Organised employer visits to their premises
 - Knowledge of the work environment
 - Preparation for work placements
 - Employer expectations
 - Personal expectations
 - Work ethics
 - Visits to employers
 - Visits to childcare provision e.g. nurseries, childminders

- Finding and Getting Jobs
 - Analysing vacancies – matching vacancy job requirements against evidence of personal capability for that job
 - Understanding local labour market
 - Job Search skills –finding potential employers
 - CV – showing employers you can do their jobs using your personal evidence of capability
 - Application forms including on-line applications – using evidence of capability to show a customer can do the job
 - Interview skills – using evidence of capability to show a customer can do the job

- IT for Job Search
- Resources

- Next Steps
- Signposting
- Exit Strategy
- Identify training needs for Action Plan
- Work placements – 4 weeks

Annex 5

Getting Ready For Working Module - Mentoring

Requirements of the Mentoring Module

The Support Worker Relationship

A successful Support Worker/participant relationship will be one where two people succeed in establishing a relationship of mutual trust and which encourages the participant to remain in work. Both the Support Worker and the participant will have made a commitment at the outset to do everything they reasonably can to establish such a relationship. Participants in a mentoring relationship must be provided with services that are delivered in an environment that is free from discrimination or harassment and which is supportive of the successful delivery of the service. The Support Worker will be expected to offer support and encouragement, and his or her conduct in the mentoring relationship could also offer an example to the participant of appropriate and effective workplace behaviour

Pre Employment Support Will Provide

- A Mentoring relationship which is expected to last as long as the participant requires it, up to a maximum of 6 months pre employment and a maximum of 6 months post employment
- The support and assistance necessary to effectively address the needs of those participants who find finding and keeping a job difficult and who are at a disadvantage in the labour market. Provision must be flexible enough to enable each individual to improve their employability and to sustain work
- Specialist Support Workers who will work with identified participants to assess the amount and nature of the support that is required for them to re-enter the labour market, and to develop an appropriate package of help and support to enable the participant to move towards their employment goals
- The relationship between the mentor and participant, although friendly and supportive, is to have clear objectives and be 'job focused.'
- Support to overcome domestic issues which may otherwise lead to the participant leaving the provision
- Utilising/coordinating existing training provision and specialist services available in the locality
- Sign posting to the most suitable way forward for the individual, for example referral to other agencies/partners, community based activities, volunteering and environmental activities, debt advice / money management, specialist services (Drug/Alcohol, Housing),

Basic Skills & English for Speakers of Other Languages (ESOL) provision, to facilitate the participant moving closer to the labour market

- Flexible delivery including part time/term time
- Support for participants lacking in confidence/with low self esteem
- A varied level of support based on the individual needs of each participant
- One to one delivery
- A Support Worker that 'follows' the participant throughout the various aspects of provision, acting as a focal point for the participant, either assisting the customer to move closer to the labour market and/or drive the progress towards their relevant employment goal
- Minimum of fortnightly interventions/contacts to be documented as appropriate to the participants' current activity, extra contact can be made as appropriate
- Participants are offered initial appointments with "Support Workers" at a mutually convenient time and location, within 10 working days of referral to the Mentoring module
- Delivery will be from a variety of locations, to suit participants' needs, preferably in local communities. Initial contacts and action planning to be delivered face to face in suitable locations but could be in the participants home, community, children's centres, etc. Suppliers should ensure that staff have had the necessary risk assessments, appropriate CRB checks etc to allow them to access venues where they are likely to meet customers
- Support for the specific needs of customers in rural areas
- Support to manage the transition from benefits to employment prior to starting work and awareness of in work benefits/credits
- Each full time "Support Worker" will have an annual caseload of 50 participants with an active caseload at any time being around 25 participants
- Advice & signposting participants to employee/employer rights

Post Employment Support Will Provide

- Support for the participant in the crucial first weeks in work, which should be provided with the participants consent and offered in conjunction with current Jobcentre Plus in work support initiatives such as the In Work Emergency Discretion Fund (IWEDF) and the In Work Advisory Support (IWAS) service
- In work support to include working with the employer to address any initial employment related training needs including providing information on in work initiatives such as Train to Gain in England and the equivalent of this in Scotland and Wales
- Initial support for participants entering work to sustain employment through mentoring, signposting and advocating, on their and on their employers behalf

- The relationship between the mentor and participant, although friendly and supportive, to have clear objectives and to provide focused support to help the participant to sustain employment
- Support for the participant where there are set backs and domestic emergencies that arise whilst the participant is in employment
- Support to manage any personal issues that arise through taking up employment. For example, childcare, financial advice and debt counselling
- Support with the ongoing issues arising around managing the transition from benefits to employment.

Annex 6

Rapid Response Service Customers: Job-focused training

The overall aim of specialist, job-focused training is to help RRS customers to acquire and/or update work-related skills to enable them to gain employment following redundancy. The focus is to get permanent employment but with Jobcentre Plus District Manager agreement it can be used as a means of getting part-time or temporary work if that reflects the labour market. Job-focused training is only available for the vocational training of individuals who are part of an RRS supported redundancy or job loss and where a STA has been completed during attendance on the RRS customer tailored 'Doing Effective Job Search 1' module or the equivalent has been completed by one of Jobcentre Plus' partners.

The STA must have been completed by a Supplier who has recommended a suitable vocational course for the individual. It must also have been checked by Jobcentre Plus staff to confirm the information in the STA is correct and that they support the Supplier's recommendation for the training course. The STA must clearly identify and demonstrate how and why the training is appropriate to the needs of the individual and the labour market. The individual should be able to take up employment once the training has been completed.

Examples of appropriate training are:

- Food hygiene
- Manual handling (as required for where a job occurs, for example a care home, warehousing or stores)
- Forklift Truck operator
- LGV Category C Licence
- 17th edition BS7671 electrical wiring regulations update;
- Customer Service
- Call Centre operations
- NEBOSH (Health & Safety)
- Security (for example manned guarding).

Examples of training not appropriate are:

- Training that is already provided by Jobcentre Plus or partner organisations.
- Non-vocational academic qualifications e.g. GCSE, A-Level, Diploma.
- Other non-vocational qualifications, this could be a course that is for the interest of the individual and not their future employment e.g. hobbies.

Annex 7

Customer Feedback Form



\\dfz72035\folders\
JCP Support Contract