

## ESF Progress Measures Annex 4b PMAP1 – Reed CPA3 July 2013

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM1</b>	<p><b>Improved Family Dynamics</b>            Negative family member actions, such as teenage drug use, can create stress and conflict for all family members (Flint et al, 2011), reflected in the 9,830 families with multiple problems in EoE (DfE, 2011). The Reed Health and Wellbeing (H&amp;W) Team will deliver a minimum of six Family Forums, the exact number to be determined by the Adviser in partnership with a trained clinical professional from the Reed health and Well-being Team. Led by an H&amp;W professional, the forums will address family communication issues using therapeutic techniques e.g. using questions to open communication and break repetitive patterns of behaviour;</p>	<p>The PM will benefit attached ESF participants by helping to tackle the problems that hold them and the whole family unit from moving into sustained employment. It will do this by providing a forum, with a trained facilitator, who can help resolve conflict and other whole family related barriers.</p> <p>The PM will be achieved for each family member who participates and</p>	<p>The provider provides a certificate for each family member identifying their attendance at each individual family forum (as originally prioritised by the Family Adviser).</p>	<p>The PM will be delivered by both end-to-end (including Reed as prime) and specialist providers in our CPA1 Supply Chain. The Family Action Plan will outline the rationale for the number of sessions and include a record of progress made as a result of the session.</p> <p>As described in the cover note the Action Plan will clearly identify progression as a result</p>

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	<p>investigating problem-solving solutions; tracking family interactions and developing more supportive family networks; considering external systematic pressures; and building motivation to change. The purpose of the course is also to identify individuals in the family unit ('family gatekeepers') who may have a negative influence over the rest of the family e.g. Reed trained psychologists will deliver the family forum therapy sessions and Addaction and Relate will deliver intensive two week courses to resolve family problems and remove barriers to work, particularly when the family gate-keeper presents substance misuse/domestic violence issues. Impact: LA intensive family projects had a positive impact on family relationships, reducing the proportion of families experiencing family functioning risk by 17 percentage points (DfE, 2010).</p>	<p>achieves course completion i.e. minimum of six Family Forums (the number of Forums to be determined by needs as identified by our diagnostic tool).</p>		<p>of the intervention and details of the provision will be agreed in advance.</p>

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Reason for decision

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<b>PM2</b>	<p><b>Improved Parenting</b> Family Intervention Projects (FIPs) report 68% of families required help to address poor parenting (DfE, 2010). Based on needs as identified in our diagnostic tool the Adviser will determine the most appropriate course for the individual parent. Courses will be identified (providing they are not already provided/delivered elsewhere in each LA area) as follows:</p> <p>The Key Worker (Adviser) refers the individual to existing Parenting Courses provided by the Local Authority/other existing service provider: in this case the Adviser will negotiate and arrange access to the course, engage weekly with the individual to ensure they remain on the course and monitor progress and action taken as a result of the course.</p>	<p>Through providing individuals with access to advice/support on using effective parenting techniques and access to formal childcare, parents will be better able to manage the challenges of parenting and will be more likely to consider accessing employment. By improving child behaviour we challenge the conscious choice some parents make to stay at home and care for their children. (DWP729, 2011) rather than work.</p>	<p>Provider to provide a certificate confirming dates attended and completed for each individual. The course will be a minimum of 15 guided learning hours and participants will be expected to attend 85% of the course</p>	<p>The PM will be delivered by end-to-end providers and selected specialist providers from our supply chain including Suffolk County Council.</p> <p>Where we are referring to existing provision, we will add value by our Advisers providing pre-entry support, negotiating access to provision, keeping individuals on the course, monitoring progress/impact and covering the costs of travel, etc.</p>

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	<p>Improvement will be reflected in the individual's Action Plan.</p> <p>Reed will procure the course through our network of specialist providers. Parents and expectant parents will access tailored courses and learn effective parenting techniques e.g. through Suffolk County Council. Reed can also deliver a tailored 20 learning hour course to re-engage fathers and ensure children have positive male role models.</p>			

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Reason for decision

## Rationale of Progress Measure

The impact of domestic violence includes loss of opportunity; isolation from family/friends; loss of income or work; homelessness; emotional/psychological effects such as experiences of anxiety, depression or lowered sense of self-worth (Women's Aid, 2006). It is therefore important to identify and support participants who are victims of domestic violence at the earliest opportunity.

Following feedback from Advisers in Reed and our supply chain partners, it has been identified that the main challenge for participants who are victims of domestic violence is recognising that there is an issue and taking active/positive steps towards addressing these issues. This amendment will provide early support for participants to identify signs of domestic violence and enable them to access the relevant specialist services, in order to address the personal issues arising from domestic violence. Advisers will work with Participants who display early warning signs of domestic abuse to help them to identify for themselves the specialist support they could benefit from to address domestic abuse and to begin to move forward.

This amendment would create two separate deliverables, we would claim for either:

1) Supporting participants to recognise the early signs of domestic violence and help them identify and access specialist provision;

Or

2) Deliver direct support through specialist providers.

Is this a New, Amended or Resubmitted Progress Measure?

Amendment to PM 4

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<b>PM 4</b>	<p><b>Reducing the Impact of Domestic Violence</b></p> <p>Domestic abuse significantly reduces a person's ability to work (Walby, 2004). Seven LAs in EoE highlighted domestic abuse as a key issue for families and in EoE costs of domestic abuse are the fourth highest in England (Trust for London, 2011).</p> <p>The first deliverable would consist of (but not be limited to):</p> <p>1-2-1 support, advice and guidance. The FEA will engage with participants displaying behaviour consistent with verbal or physical abuse to enable them to identify and access specialist support, helping them address the personal issues that arise from domestic violence, which have consequences for their ability to move towards employment.</p> <p>Support will be tailored to individual barriers,</p>	<p>Participants will be supported to identify signs of domestic violence and enable them to access specialist provision themselves to address their barriers to initial engagement. This could include improved self-esteem, reduced fear of the unknown and having effective strategies to address barriers to participation.</p> <p>The PM will provide the necessary support for participants to identify the signs of domestic violence and to</p>	<p>The first element will be evidenced by: The Individual Action Plan detailing the reason for initial identified barriers to learning, what support and activities have been undertaken and what progression the individual has achieved towards accessing existing provision. The Action Plan will include the approach to ongoing support from the FEA to help the participant to engage with</p>	<p>The first deliverable will be delivered by Reed and our end-to-end partners. The PM will be achieved by providing FEA support to the participant to identify the signs of domestic violence and help them access appropriate existing specialist support, The Adviser will add value through activities that could include, (but are not limited to) arranging for meetings to take place at a secure location away from the home and attending initial meetings with participants</p> <p>The second deliverable</p>

	<p>as identified through 1-2-1 discussions and specialist diagnostic assessment. Activities could include, (but are not limited to) 1-2-1 and group sessions to build self-confidence, information sessions on the warning signs for domestic abuse, advice sessions from local specialist agencies and introductions to support groups. The FEA will support the participant to navigate local and national agencies to identify appropriate existing provision available, help the participant to secure access and ensure individuals have the best chance of engaging with the services. For example and FEA could arrange for meetings between specialist providers and participants to take place at a comfortable and secure locations away from the home.</p> <p>The second deliverable would provide support via:</p> <p>Specialist providers work with: victims (supporting them to report domestic abuse, courses to provide support to help individuals manage the long-term impact and build confidence) e.g. Relate will deliver courses to support independent living and boost confidence; and perpetrators (to enable them to manage anger and provide them access to counselling/support as appropriate). The level of intervention will</p>	<p>engage with specialist providers at the earliest opportunity.</p> <p>The specialist providers in our supply chain have their own tailored programme to provide individual support. Their programmes have been assessed as offering the right mix of individual support with assistance provided by trained professionals.</p>	<p>support services. This could include regular calls to check progress, 1-2-1 sessions to boost confidence. This is not an exhaustive list. The Action Plan will be signed by the Participant. Evidence of initial engagement with specialist provision, signed by the participant. Where possible signed by the provider, however for protection and security reasons this may not always be possible.</p> <p>The second deliverable will be evidenced by signed attendance form and confirmation from the referral organisation that</p>	<p>will be provided by specialist providers such as Relate within our supply chain for EoE. Evidence of progression will be recorded on the individual/family action plan.</p>
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	be determined by the Adviser in partnership with specialist providers. This will be reflected in a Domestic Violence Action Plan for the victim/perpetrator, designed to reduce the impact on the family. After intervention from an independent adviser, 85% of victims reported DV had ceased (Advance, 2009).		provision has been completed.	
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PMAP Decision (✓)    Accepted (in principle)                      Resubmit                      Reject

                                          

Reason for PMAP decision and feedback

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<b>PM5</b>	<p><b>Support individuals caring for adults into work.</b></p> <p>There are 408,285 working-age carers in EoE (Census, 2001). 20% of carers give up work to care full-time due to the stress of managing caring and work responsibilities (Action for Carers and Employment, 2007). In areas where there are concentrations of worklessness almost half of all households have a person with a limiting long-term illness (Tomorrow's People, 2009). Our Advisers and Trainers will develop a bespoke course with a minimum of 10 learning hours supporting carers to re-enter the workplace. The exact activities taking place would include: developing a plan to manage caring responsibilities while working; advocating with relevant authorities to identify a sustainable care plan; supporting individuals to access support</p>	<p>Many carers find it difficult to access work because of their caring responsibilities. The PM will allow attached ESF participants to manage their caring responsibilities and access additional support to enable them to take up employment.</p>	<p>Course attendance certificate and Carer Action Plan.</p>	<p>The PM will be delivered by end-to-end providers with our course made available to supply chain partners. The Individual and Family Action Plans will reflect the progression made by the family.</p> <p>If there is suitable existing provision, we will add value by providing Adviser support to ensure the participant is able to access the provision, work with the provider to ensure the provision is related to jobsearch, ensure the individual</p>

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	from third sector organisations/respite care; and monitoring the effectiveness of the provision. Carers will also have access to Family Lives helpline for on-going counselling and advice. Impact: For many carers, financial security is strongly influenced by maintaining at least part-time paid employment (The Prince's Royal Trust for Carers, 2011).			remains on the provision and cover any costs e.g. travel that are involved.

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject




Reason for decision

## Rationale of Progress Measure

Feedback from delivery partners has been that they feel this PM is appropriate for a number of clients however the current delivery method does not allow the flexibility needed to have the maximum impact. The core activity of the PM remains, i.e. a Member completing a community activity with a charity, social enterprise or community voluntary organisation. The change requested is to be clear that we could complete the PM through End to Ends (as well as specialists) who would work with local community organisations to identify volunteering opportunities and support participants to complete the PM. This will help ensure coverage across the full geographic area. Where existing provision is used, End-to-Ends will add value by working with the participant to address the broad range of barriers stopping them from volunteering already, for example, providing 1-2-1 mentoring to improve confidence, facilitating a buddying system to match with existing volunteers, attending with the participant until they are confident to go alone. This is not an exhaustive list. Added value actions will be documented in the Individual Action Plan.

## Is this a New, Amended or Resubmitted Progress Measure

Resubmitted

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<b>PM6</b>	<b>Active community engagement</b>  Unemployment makes men twice as likely and women four times as likely to become isolated within their	ESF participants will be benefit from this PM as they will interact with other people in a supportive environment, gain experiences that	- Evidence of attendance signed by the provider of the activity and the participant.  - Individual Action Plan	The PM enables participants to access volunteering opportunities provided by local charities, not for profit organisations, and

communities (RSA, 2011). Providers will coordinate community volunteering and participation courses designed to reduce social isolation and improve the communication skills of participants as an early step en route to employment. Each participant will undertake a minimum of 10 hours of volunteering. The duration of the activity is designed to suit the needs of the participant e.g. it will be more appropriate for some participants to engage regularly in community activities over a long period of time (e.g. weekly over a two month period) and for others an intensive course may be more appropriate.

Impact: The wider benefits of volunteering for unemployed people include a sense of achievement, supporting self-development, widening horizons and combating social isolation (IVR, 2009).

can be used on their CV and be able to demonstrate to potential employers that they are willing to undertake activities to improve their skills and experience. Volunteering will expand each individual's social network outside their immediate area/with their immediate social group.

detailing the need for the activity, what activities will be undertaken and what progression the individual has achieved as a result of undertaking community activities.

Where a participant is supported to access existing community volunteering opportunities, the Action Plan will specify added-value actions .

community initiatives.

The appropriate opportunity could be sourced by the end-to-end provider to meet the circumstances and needs of the individual(s) in the Family Unit. This could be by securing provision with a specialist partner who are in the Reed in Partnership Support Gateway.

Where the most appropriate provision to meet participant needs is existing provision, the FEA will add value through actions (which will be recorded in the Action Plan), which could include

1-2-1 mentoring to raise confidence before starting the community activity

Organising and getting

the member to attend training to tackle pre-conceptions of voluntary work

Facilitating a buddying system to people who have benefited from volunteering to provide peer support & encouragement

Organising and attending an introduction to the volunteering organisation for the participant

Attending with the participant until they are confident to go alone

This is not an exhaustive list and actions will be specific to each individual participant.

Consultations Undertaken

Version 4

Discussions with End to End delivery partners.

PMAP Decision (✓) Accepted (in principle)

Resubmit

Reject

Reason for PMAP decision and feedback

Rationale of Progress Measure

Version 4

End-to-end providers can provide comprehensive Debt Management Plans one-to-one basis to participants avoiding the need for them to travel to access support elsewhere. The extent to which support could be provided by an end-to-end would depend on the complexity of the situation and in some cases participants would still require external support depending on the nature of the debt problem. This will enable End to End providers to make use of the bespoke specialist provision available through their own organisations, to be delivered through dedicated teams/ individuals who will provide the specialist support.

Is this a New, Amended or Resubmitted Progress Measure

Amendment

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<b>PM7</b>	<p><b>Tackling debt</b></p> <p>LAs told us families often remain workless due to fear that work will affect their benefits and leave them worse off. In areas with a tourist economy e.g. Great Yarmouth, seasonal work can cause difficulties with budgeting and managing benefits. Specialist providers e.g. Debt Advice</p>	<p>The PM will ensure the participant is able to put in place a plan of Action in order to address and manage their debt problems. Progress will be monitored through the completion of the actions in the Debt Management Plan.</p>	<p>Copy of the completed actions as part of the Debt Management Action Plan (intended to reflect specific actions e.g. putting in a payment plan, following a budget and not include details of the individuals personal finances) and evidence that this has been followed over a period of</p>	<p>The PM will be delivered by our specialist partners, such as DAN, through our end to end supply chain partners, where the specialist provision is available as a bespoke activity within that organisation, or through referral to existing provision. If referral to existing</p>



Network (DAN) or specialist provision within the end to end organisation, will provide one-to-one mentoring and courses to include: budgeting skills; introduction to basic banking; understanding affordable credit; dealing with collection agencies and bailiffs; and alleviating stress. Impact: In 2010 DAN helped over 588 people in EoE.

time (minimum two months) as determined by the Adviser.

provision takes place, we will add value through ongoing Adviser support, organising the initial referral, where appropriate attending the debt sessions with the customer and ensuring they remain on the course. Delivery under each Progress Measure will be determined by the Adviser and, where appropriate, an expert specialist provider, or specialist team/ individual within the end to end organisation, prior to the delivery of Progress Measure support. To clarify, this means the length, intensity and nature of support will be planned and quantified in the Action Plan of the individual prior to the support being confirmed with the individual and specialist provision. The Adviser will be

responsible for quantifying and documenting the progress made as a result of the intervention on the Individual/Family Action Plan. This will identify to DWP not only that the Progress measure has been delivered, but how the intervention has impacted on each individual/family.

#### Consultations Undertaken

Discussions with our End to End supply chain partners

PMAP Decision (✓) Accepted (in principle)

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Resubmit

Reject

Reason for PMAP decision and feedback

## Rationale of Progress Measure

Feedback from operational teams within Reed and our supply chain is that opportunities for unemployed people and benefit claimants to undertake work experience are being restricted following employer and voluntary organisations withdrawing from Mandatory Work Activity and other placements.

Following feedback from the PMAP, we propose amending the hours of work experience to a minimum of 20 hours over an unlimited period (maximum of 15 hours within a single week). This will ensure employers can offer short placements as they are more confident these will not be seen as using unemployed / unpaid labour as a replacement for paid workers.

## Is this a New, Amended or Resubmitted Progress Measure Amendment to PM8

### Progress Measure

<b>Progress Measure (PM) Ref No. and Category</b>	<b>Title and Full Description of Progress Measure</b> (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	<b>How will the PM benefit attached ESF Participant?</b>	<b>Describe the robust evidence retained to substantiate that the PM has been completed</b>	<b>Who will deliver PM? If not the Prime Contractor (your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?</b>
<b>PM8</b>	<b>Work experience</b> Reed's survey of unemployed young people in EoE, 2010, found that 71% felt lack of experience was the main factor preventing them from securing work. Reed will help participants	The PM will provide ESF participants with experience in the workplace, referees and new skills. This provides participants with access	Participant/FEA agreed Action Plan outlining rationale for undertaking Work Experience. Signed employer attendance or	Work experience placements will be generated by end-to-end providers and a range of supply chain partners in EoE. It will be the

into work experience placements with support from providers. Placements will be sourced according to the needs of the participant. The work placements will involve a minimum of 20 hours work placement activities. Participants will be provided with support both pre-entry and during their placement by their Adviser. The Action Plan will be used to detail work experience activities and will be updated by the Family Employment Adviser (FEA) to monitor participant progress. This will also include support with travel costs.

Impact: Reed's work experience programme helped 25% of long-term unemployed young people into work (CESI, 2010).

to a formal working environment in order to prepare them to access work. Experience will also provide long-term unemployed individuals with references to support applications for jobs in the future.

completion certificate.

responsibility of the FEA to ensure the individual remains on the work placement and to evidence their progression (on their Action Plan) as a result of undertaking the work placement. The role of the FEA will be to source work placements according to the needs of the participant, contact the client once a week to ensure they remain on provision and complete the placement.

**PMAP Decision (✓) Accepted (in principle)**

**Resubmit**

**Reject**

**Reason for PMAP decision and feedback**

## Rationale of Progress Measure

Following feedback from DWP and in order to ensure that we are able to support participants to complete provision which provides; vocational qualifications, shorter focussed training and skills which are required by employers for jobs, we are proposing an amendment to our PM 10 Achieving Vocational Qualifications and Skills. The amendment will enable us to support participants to gain specific skills certificates, such as; food hygiene, CSCS card and first aid. Interventions will be provided that meet employer requirements to improve participants suitability for vacancies - for example, there are currently over 630 jobs in the East of England on Universal Job Match requiring a CSCS card.

## Is this a New, Amended or Resubmitted Progress Measure

Amendment to PM10

### Progress Measure

**Progress Measure (PM)  
Ref No. and  
Category**

**Title and Full Description of Progress Measure**

(include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)

**How will the PM benefit attached ESF Participant?**

**Describe the robust evidence retained to substantiate that the PM has been completed**

**Who will deliver PM? If not the Prime Contractor (your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?**

**PM10**

**Achieving vocational qualifications and skills**

Over 26% of EoE residents are not qualified to Level 2 (ONS, 2010), the minimum requirement for employment in key regional sectors (Insight East, 2010). 45% are below Level 2 for both literacy and

The ESF participant will be provided with the skills they need to find sustainable work. Courses will be selected which match employer requirements in the local labour market. Gaining new skills and qualifications which are

Copy of the certificate awarded to the participant, showing participants name, awarding organisation, name and level of qualification achieved.

Evidence of completion

The PM will be delivered by Reed and our end to end partners.

Qualifications will be achieved by supporting the individual to enrol in and complete accredited provision delivered.

numeracy (SfL Survey, 2003). We will support participants to engage with accredited qualifications to improve their ability to access employment.

We will fund participants to enrol in and complete accredited training. Courses will be linked to the skills and qualifications which participants need to access current and forthcoming employment opportunities in the local labour market.

We will also support participants to access short job focussed skills training required by employers, such as (but not limited to); CSCS cards, Food Hygiene certificates and First Aid in Work.

Impact: Achievement of vocational qualifications has a positive impact on employment rates (DWP375, 2006).

related to current and forthcoming employment opportunities will improve participants ability to find and sustain employment.

Participants will be supported in gaining skills certificates required for employment in specific sectors. This amendment will enable participants to access greater employment opportunities.

or achievement such as one of the following:

- Copy of the certificate showing the name of the course
- Copy of evidence of achievement e.g. licence or card achieved

Individual action plan showing why the intervention has been selected, participant and arranging delivery at accessible locations.

**PMAP Decision (✓)**

**Accepted (in principle)**

**Resubmit**

**Reject**

**Reason for PMAP decision and feedback**

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<b>PM11</b>	<p><b>New enterprise skills</b>  EoE has the third highest levels of self-employment (14.7%) in England (NOMIS, 2010). LAs, e.g. Norfolk, highlighted the importance of enterprise for rurally isolated families. Gaps in existing provision will be filled by our specialist partners, e.g. Addaction, who will deliver courses on planning and running a business, loan financing and development of a business plan.</p> <p>The business plan will include testing the viability, financial planning and forecasting, key ways of engaging potential customers, geographical focus for the business and the level of initial investment required.</p> <p>Impact: Self-employment is an effective way for workless parents to combine caring or childcare responsibilities with</p>	The attached ESF participant will receive specialist support in order to develop a business plan for self-employment or business start-up.	Signed confirmation of at least four weeks attendance with completed business plan and evidence included in the Action Plan of progress.	The PM will be delivered by a mix of end-to-end and specialist providers e.g. Addaction.

	earning (DWP407, 2007).			
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PMAP Decision (✓) Accepted (in principle)

Resubmit

Reject

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<b>PM12</b>	<p><b>Part-time Work</b> (under 16 hrs)  Limited recent work experience and low confidence are cited barriers to returning to work for families (DWP729, 2011). For lone parents, with only one person to take children to and from school, care for sick children and support school work, flexible working patterns are particularly important (Gingerbread, 2010). Our providers e.g. Women Like Us, will deliver a series of 'Caring to Earning' mentoring workshops to help parents identify and access quality part-time employment and manage childcare commitments. Impact: Experience of work is likely to improve future chances of employment, particularly for lone parents who have spent long periods out of work (JRF, 2007).</p>	<p>Many of the participants on the ESF programme will have had no employment experience. The PM will provide a stepping stone into employment i.e. working under 16 hours. This will provide the participant with experience of paid work and develop their skills so they can enter into full-time work</p>	<p>Payslips or signed employer confirmation of attendance.</p> <p>This PM will be claimed when participants secure employment that would not be eligible for a job outcome due to number of hours worked.</p>	<p>The PM will be delivered by end-to-end providers.</p> <p>As referenced in the cover note the specific nature and timeframe for the intervention will be determined in advance by the Adviser and specialist provider and the progress will be clearly evidenced on the Action Plan</p>

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

## Rationale of Progress Measure

To clarify that Reed and Supply Chain end-to-end Advisers can develop Housing Action Plans and liaise with housing providers, eg LAs and RSLs, to support the achievement of actions on the Housing Action Plans in order to resolve barriers which prevent participant progression. End to end providers across the CPA are also able to make use of available specialist provision/ knowledge within the organisation to deliver this progress measure.

Is this a New, Amended or Resubmitted Progress Measure  
Amendment

## Progress Measure

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<b>PM13</b>	<b>Housing stability</b> 2,600 households live in temporary housing in EoE (CLG, 2011). Over 50% of families referred to FIPs had housing issues (DfE, 2010). Housing stability can be put at risk by poor financial management, anti-social	The attached ESF participant will benefit from the PM as they will be able to understand the reasons why they have problems with their housing and what is expected of them in the future i.e. behaviour,	Copy of a completed Housing Action Plan which identifies the risk to housing stability at the outset of the support provided. The Action Plan should be completed to evidence the family is effectively	The provision will be delivered by specialist providers, or through our end to end supply chain partners, where the specialist provision is available as a bespoke activity within that organisation. It will also

behaviour or breaking tenancy agreement clauses. For families at risk of losing their tenancy or prone to transience Advisers and participants will jointly develop a Housing Action Plan to address rent arrears, engaging with Registered Social Landlords (RSLs). Impact: Strong association between homelessness and withdrawing from education, employment or training (JRF 2009).

maintenance of property, paying rent on time.

This will enable the participant and family to benefit from stable housing allowing a focus on job-search and employment.

managing housing to ensure stability and promote access to work.

As an example: if the participant is under threat of eviction as a result of poor property maintenance we will work with the participant to address the problem and liaise with the RSL to produce an action plan

be achieved by joint working with local authorities and RSLs. We will add value by working with the individual and/or their family to get them to face up to their housing problems, co-ordinating support with the LA and RSL and by the Adviser monitoring progress. The Adviser will be required to demonstrate this provision is not already being delivered by RSLs/the LA.

#### Consultations Undertaken

Discussions with our End to End delivery partners

PMAP Decision (✓) Accepted (in principle)

Resubmit

Reject

Reason for PMAP decision and feedback

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM14</b>	<p><b>Physical health condition management</b></p> <p>Health and unemployment are linked (ONS, 2009). The health of residents is a priority for all LAs, e.g. Hertfordshire have a priority to reduce obesity in deprived areas of Broxbourne, Stevenage and Watford. Providers will deliver diet and fitness courses. We will also deliver health condition management support, e.g. Reed’s “Back School”, a physiotherapist-led four week course to tackle chronic back pain.</p> <p>Impact: Pain management programmes significantly reduce stress and improve chances of returning to work (British Pain Society, 2007).</p>	<p>The PM will help participants overcome their health-related barriers to employment.</p>	<p>Certificate from the provider confirming that support sessions have been completed. Participants will be expected to attend the full number of sessions as originally recommended by the specialist provider.</p>	<p>The PM will be delivered by both end-to-end and specialist supply chain partners.</p> <p>If referral to existing provision takes place, we will add value by organising access to provision, providing encouragement and support, link with the provider to look at what ongoing support may be required and covering costs of accessing provision.</p> <p>This will be identified as part of the individual’s Action Plan and reflected in terms of the</p>

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
				<p>extent to which barriers to work are removed and individuals progress to be work-ready. Work readiness is measured on our Progression Tool which works on an A to E scale (A is closest to work and E is farthest away). The diagnostic tool determines the initial grading and the Adviser will review this regularly with the participant.</p>

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM15</b>	<p><b>Improved management of substance abuse/addiction</b></p> <p>Substance misuse is a key problem in areas such as Peterborough where alcohol-related hospital admissions doubled 2002/03 - 2009/10 (NHS, 2011).</p> <p>We will use expert providers to deliver substance abuse interventions including treatment, education and training and family support. Therapeutic interventions will be delivered face-to-face as needed with 24hr support via the Drugs Helpline. The treatment time will be determined by the specialist provide in partnership with the Adviser to ensure the treatment is appropriate to the severity of the abuse/addiction. Referral to this provision will take place where the participant is not currently engaged in provision. Referral to provision and</p>	<p>The PM will benefit the participant by helping them overcome their substance abuse addiction which is a key barrier to achieving employment and stabilising the family.</p>	<p>Participant and provider evidence of attendance to min. treatment time of 15 hours, however, the treatment time would be (based on addiction severity. The Action Plan will be used to determine the addiction severity. The participant will be required to attend 80% of sessions in order for this to be considered a completed course.</p>	<p>The PM will be delivered through our specialist supply chain partners where existing provision either does not exist or is heavily over-subscribed. Where referral to existing provision takes place, we will add value by arranging access to the provision, providing encouragement and support by linking into the whole family, work with the provider to look at what ongoing support may be required and cover costs of accessing provision. Delivery under each Progress Measure will</p>

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
	<p>support will take place in order to support the participant to fully engage with the ESF provision.</p> <p>Where referral to existing provision takes place, we will add value by arranging access to the provision, providing encouragement and support by linking into the whole family, work with the provider to look at what ongoing support may be required and cover costs of accessing provision.</p>			<p>be determined by the Adviser and, where appropriate, an expert specialist provider, prior to the delivery of Progress Measure support. To clarify, this means the length, intensity and nature of support will be planned and quantified in the Action Plan of the individual prior to the support being confirmed with the individual and specialist provider. The Adviser will be responsible for quantifying and documenting the progress made as a result of the intervention on the Individual/Family</p>

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
				<p>Action Plan. This will identify to DWP not only that the Progress measure has been delivered, but how the intervention has impacted on each individual/family.</p> <p>The provision will be delivered by specialist providers in our supply chain. It will also be achieved by joint working with local authorities and RSLs. We will add value by working with the individual and/or their family to get them to face up to their housing problems, co-ordinating support with the LA and</p>



Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
				RSL and by the Adviser monitoring progress. The Adviser will be required to demonstrate this provision is not already being delivered by RSLs/the LA.

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject




Reason for decision

## Rationale of Progress Measure

We propose to change the tracking period to begin immediately after the participant's final session. Feedback from health and well being specialists providing support to participants shows that following up with participants to review their progress after 3 months is too long to leave participants who are maintaining newly learnt concepts, personal insights and, very often, challenging new thought processes since they last received support. By ensuring follow up happens immediately after the final session, participants will have better access to specialist guidance to reinforce the new processes and help embed changes.

## Is this a New, Amended or Resubmitted Progress Measure Amendment

### Progress Measure

<b>Progress Measure (PM) Ref No. and Category</b>	<b>Title and Full Description of Progress Measure</b> (Include for example, what PM involves, duration, what is expected of Participant, are multiple events planned or one-off event.)	<b>How will the PM benefit attached ESF Participant?</b>	<b>Describe the robust evidence retained to substantiate that the PM has been completed</b>	<b>Who will deliver PM? If not the Prime Contractor (your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?</b>
<b>PM16</b>	<b>Improved mental health condition management</b> In EoE, almost 16% of the population have common mental health conditions (NHS, 2007). Peterborough LA highlighted a need for additional provision to address long	By helping the participant to manage their mental health condition, we will help to stabilise the wider family and help the individual with their search for work.	Certificate from the provider confirming sessions have been completed and GHQ12 (industry recognised clinical progress evidencing tool). An assessment will be made	The PM will be achieved by referral to our Specialist providers, through specialist provision within the end to end organisation, or through referral to existing provision

waiting lists for mental health services.

Where need is identified by the FEA, specialist provision delivered through our end to end and specialist providers, will identify issues and underlying causes and address them, e.g. Renovo will provide support through a helpline staffed by trained counsellors 24/7/365, 'Beating the Blues' Cognitive Behavioural Therapy (CBT) (eight sessions), and staff to help in and out of crisis.

For Instance Reed's Health and Wellbeing Team will support participants with mental health conditions through individual and where appropriate group sessions. This will include, for example trained clinicians providing support to help participants managing anxiety relating to work. This will also include specific support in terms of registering with a GP and accessing specific NHS and local authority mental health services. The participants action plan will set our the level and

at the outset of the treatment period and at the end to identify progress based on the GHQ12 assessment. Participants will be expected to attend the full number of sessions as originally recommended by the provider and set out in the Action Plan.

Where referral to existing provision takes place, we will add value by organising access for the individual to provision, providing encouragement and support by linking into the whole family, work with the provider to look at what ongoing support may be required and cover costs of accessing provision.

intensity of support with regular reviews to ensure progression. For example, where appropriate participants will have access to 8 sessions of CBT, subject to a minimum number of 3 sessions of at least 1 hour with progression tracked for at least 1 month from the final session. The treatment/support will be determined by the individual Adviser in partnership with the Reed Health and Wellbeing Team or specialist provider. Impact: Participants who have mental health issues, who received CBT showed greater improvement in personal beliefs about illness and self-esteem (Gumley et al, 2006).

**PMAP Decision (✓) Accepted (in principle)**

**Resubmit**

**Reject**

**Reason for PMAP decision and feedback**

## Rationale of Progress Measure

At the moment the PM 'Who will deliver' description only refers to Family Lives and this should be expanded to cover all end-to-end specialist provision and specialist providers, allowing for greater flexibility in programme delivery through referral to a wider range of provision.

Is this a New, Amended or Resubmitted Progress Measure  
Amendment

## Progress Measure

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM17</b>	<b>Removing barriers to work for parents</b> Risk of school exclusion can be an indication of a family in crisis (DfE, 2011). In EoE over 38,270 pupils were excluded in 2008/9 (DfE, 2011). To improve family and school relations, providers will access specialist provision that can deliver courses to equip parents with a better	The PM will benefit participants by allowing them to access employment, reducing concerns about their children not attending school and leading to the parent being able to access work. This will provide parents with skills to reduce conflict in the home and resolve	Provider signed attendance form. Evidence that a support plan has been developed, actions identified and progressed.	The PM will be achieved by referral to our Specialist providers, through specialist provision within the end to end organisation, or through referral to existing provision  Where there is existing provision funded by

understanding of the importance of education and techniques to improve their relationship with their child's school. Parents and schools will develop a support plan to address behaviour issues placing the child at risk of exclusion. Impact: The majority of parents who completed the Parenting Early Intervention Support Programme reported continued success in applying new strategies and improved children's school attendance (DfE, 2011).

educational difficulties impacting on their children and wider family. The purpose is to ensure we place parents on training courses or support them to access job search in order that they can focus on employment and training without disruption resulting from poor behaviour of their children.

central government or local authorities, we will provide added value by challenging families so they engage with provision, providing a warm-handover to the provider so the family attends and supporting with the cost of travel, etc. The Adviser will also work with the provider to ensure progress is maintained following the intervention.

#### Consultations Undertaken

Discussions with our Specialist and End to End delivery partners

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Reason for PMAP decision and feedback

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM18</b>	<p><b>Staying in post-16 education/training</b>            In some EoE LAs there are above average proportions of NEETs, e.g. Peterborough, 7.9% (DfE, 2010). Disengagement at this age leads to increased criminality, welfare dependency and a range of social and economic problems (IOE, 2009). The diagnostic tool will be required to establish the participant's current attendance at school and their intention not to return to education. The Adviser will establish that the participant is not attending school/college (and does not intend to) as part of the diagnostic and Action Plan process. This will be clearly documented in the Action Plan. Specialists will deliver tailored personal development programmes for young people aged 16,17&amp;18 who are attached</p>	<p>The PM will be aimed at young people aged 16&amp;17 who will be eligible for the ESF Families Programme.</p> <p>The PM will benefit the attached participant by providing them with the information they need in order to make the right education and training choices.</p>	<p>Reed will provide a pro-forma signed by the education establishment evidencing the participant's attendance for at least half a term.</p>	<p>The PM will be delivered by a mixture of end-to-end and specialist support from our supply chain.</p>

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
	<p>to the programme. These programmes focus on 'Backward Career Planning' and support individuals to identify the qualifications they need to follow their chosen career path. The purpose of these activities is to help young people understand the importance of basic qualifications as a route into any employment option. For example, Reed's Work Awareness Programme (WAP) helps young people define their work aspirations. These courses involve providing young people with a 'taste' of formal work and trainers work with them to identify their intended career path. This allows young people to identify their qualifications they need to enter their chosen profession and the minimum requirements for that profession. This provides young people with a 'end goal' to progress towards while they are in education, therefore better motivating them to complete their education to the</p>			



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	level required for their future career. This will encourage young people to remain in, or return to, education. Impact: 70% of students completing the Reed WAP remained in education (Reed, 2010).			

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject




Reason for decision

## Rationale of Progress Measure

Feedback from delivery partners has been that they feel this PM should be expanded to cover all end-to-end specialist provision and specialist providers, allowing for greater flexibility in programme delivery through referral to a wider range of provision. Where the PM is completed by referral to existing provision, added value will be achieved through the support provided to get the participant to engage, which may include the FEA meeting with the family to plan the impact on the family of a member attending the crime prevention programme. Added value actions will be documented in the Individual Action Plan.

## Is this a New, Amended or Resubmitted Progress Measure

Resubmitted

## Progress Measure

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure  (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM22</b>	<b>Reducing anti-social behaviour (ASB)</b>  There is a strong correlation between unemployment and anti-social behaviour (GLA, 2011). Through specialist provision, participants will	The PM will help the ESF participant to develop the personal skills, such as techniques to manage their anger or to resist the impact of peer pressure which have	Signed participant attendance will be supplied by providers. Participants will be required to attend for 85% of the sessions.	The PM will be achieved by referral to our Specialist providers, through specialist provision within the end to end organisation, or through referral to

complete crime prevention programmes and specialist training courses, aimed at tackling issues like anger management, behavioural issues and the impact on the community of anti-social behaviour.

been shown to reduce re-offending and anti-social behaviour. This will help to tackle some of the problems impacting on the individual moving into employment and also provide wider benefits to the family and community.

All activity relating to this PM will be included within the participant's Action Plan. Where a participant is supported to access existing crime prevention provision and training to reduce antisocial behaviour, the Action Plan will specify added value actions.

existing provision

Where the most appropriate provision to meet participant needs is existing provision, the FEA will add value through actions (which will be recorded in the Action Plan), which could include

FEA to broker relationships with specialists and training teams and cohort, where needed

1-2-1 mentoring to raise confidence before starting the course

Facilitating a buddying system to people who have benefited from similar support/overcome similar barriers to provide peer support & encouragement

Attending with the participant until they are

confident to go alone

FEA to meet with the family to plan the impact on the family of a member attending the provision

FEA to address any other ad hoc issues that are preventing the member from accessing training and holding them in an unstable situation.

This is not an exhaustive list and actions will be specific to each individual participant.

### Consultations Undertaken

Discussions with Specialist and End to End delivery partners.

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Reason for PMAP decision and feedback

Rationale of Progress Measure

Discussions with our delivery partners has highlighted a clarification of “who will deliver PM”. Inclusion of end to end providers will enable these providers to make use of the bespoke specialist provision available through their own organisations, to be delivered through dedicated teams/ individuals who will provide the specialist support.

Is this a New, Amended or Resubmitted Progress Measure

Amendment

Progress Measure

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM23</b>	<p><b>Action to reduce re-offending for non-JSA customers:</b> Gaining stable employment is an important step in moving away from offending (DWP509, 2008). End to end providers will make use of specialist provision within their organisations to deliver this progress measure. Where required, FEAs will refer to Specialist Providers, such as MoveOn East, who will offer</p>	<p>The PM will help to stabilise the family and ensure the customer can focus on securing and maintaining employment.</p>	<p>Certificate from the provider of support confirming attendance at support sessions.</p>	<p>The PM will be delivered by our specialist providers, such as MoveOn East, or through the dedicated team/ individuals within the end to end provider organisation. FEAs may make referrals to existing provision where appropriate  Where referring to</p>

support services to ex-offenders and their families including mentoring to support prisoners on release, workshops on declaring convictions and guidance to clients who have committed sexual offences (adult/child). Support will be prioritised for those partners not accessing/not eligible for support via the Work Programme/NOMS Provision. However, we may refer to existing provision as an outcome of the support we provide through this progress measure. Before sourcing this provision, Advisers will be required to establish it is not already available through mainstream services. Impact: MoveOn East, for example, has consistently supported 33% of customers into employment despite previous offending background and many clients having limited previous work experience.

existing provision we will work to ensure we add value in the following ways: 1) work with the whole family to overcome the issues impacting on re-offending; and 2) co-ordinate with providers to add value that they might not be able to provide. The Adviser will update the Individual Action Plan and use the Reed Progression Tool to evidence progression on an A to E scale.

Consultations Undertaken

Version 4

Discussions with Specialist and End to End delivery partners

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Reason for PMAP decision and feedback

## **Rationale of Progress Measure**

Following feedback from DWP Performance Managers and Andy Whisker, we propose amending the existing PM "Employer-Led Routeways" to include an additional element for sector specific training. This amended PM will be renamed as "Sector and Employer Routeways".

The amended PM will now have two core deliverables, **either**:

1) Sector Routeways: This new deliverable is targeted towards participants further from employment, who need broader sector training. Feedback from our FEAs states that participants who have little or no work experience, often have no specific job goals and have a lack of understanding of the basic skills required to succeed in specific sectors. This new element has been added in order to give participants the broader skill set required to succeed in a specific sector, i.e. retail, hospitality, care and customer service;

**Or**:

2) Employer Routeways: This deliverable is for participants who are closer to employment (compared to the above group). We will provide a full range of employer-led routeways with training developed with individual employers to ensure the courses match the skill set required for a specific role. For example where a retailer, e.g. Asda, has a specific customer service skills requirement for their drivers, we will design and deliver a tailored training course. Where vocational training is required by the employer this will be delivered within reason. However, where intensive vocational training is required this would be delivered through the existing PM "Achieving Vocational Qualifications and Skills". The amendment ensures the focus is solely on targeted employment opportunities and not diluted with wider sector specific training. By narrowing the focus of this element, we ensure participants with targeted job goals receive training that directly meets the requirements of specific employers, rather than training developed to encompass entire sectors. Participants who complete this course will have direct access to live employment opportunities.

This amendment ensures the PM targets two distinct participant groups (identified above). Therefore participants will be able to access **either** 'Sector Routeways' **or** 'Employer Routeways'. We will only claim for this PM once per participant.

## **Is this a New, Amended or Resubmitted Progress Measure**

Amendment



## Progress Measure

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure  (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor (your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM24</b>	<p><b>Sector and Employer Routeways</b></p> <p><u>Deliverables:</u></p> <p>1) Sector Routeways</p> <p>Participants who have little or no recent employment experience, or who are looking to change the sector that they have previously had experience in, will be able to access sector specific training to enable them to develop a realistic plan to set and achieve their job goal. Training will give participants an understanding of the skills required to access the varied employment opportunities within a specific sector. Sectors available</p>	<p>The PM will be used to support two specific participant groups:</p> <p>1) Participants furthest from employment. Participants will have an understanding of the key skills required to help them identify the skills they need to access employment opportunities within the sector.</p> <p>Following completion of the course, the participant will have a clear idea of the requirements for working</p>	<p>The first deliverable (Sector-led) will be evidenced by a register of attendance signed by the trainer and participant. Progression will be reviewed and updated by the FEA on the action plan.</p> <p>The second deliverable (Employer-led) will be evidenced by a signed register of attendance and confirmation that the participant has been offered a job interview.</p>	<p>The Progress Measure will be delivered by Reed and our end-to-end partners.</p>

include Retail, Hospitality, Care, Security, Cleaning, Customer Service, Business Administration, Contact Centre and Warehouse. Courses range from 3-5 days depending on the sector and level of the people in the training group.

The sector-specific training covers elements including:

- a realistic understanding of what different roles are available within that sector;
- an understanding of the legal requirements of working in that sector i.e. consumer law for retail;
- case studies of people working in that sector;
- the key skills required for working in that sector;
- training on what these skills mean i.e. role plays of customer service;
- entry routes to that sector including work experience and work trials;
- training and progression routes available in that sector,

in a particular sector, the actions they need to complete and be motivated to apply for roles with a clear understanding of what will be required from them.

2) Participants who have a job goal that is relevant to the opportunity of the employer (based on initial diagnostic or 1-2-1 FEA meetings).

Following completion of the course, participants will have the core skills required for specific employment opportunities and will be able to demonstrate their suitability for the role at the guaranteed job interview.

In addition, participants will identify their transferable skills and will gain an understanding of the type of work they may wish to consider in the

including Apprenticeships and in-work training;

- mock interviews and how to use transferable skills;

- how participants can access vacancies in the sector, including hidden jobs market.

On completion of the course, each participant and their FEA will agree an action plan detailing further activities required to progress into employment, such as sector specific job search, further training and skills development. FEA will support participants to achieve at least one action post course completion.

## 2) Employer Routeways

In order to prepare participants for live employment opportunities in their local labour market, they will be able to access training which responds to specific needs of employment opportunities. The employer-led routeways are developed in consultation with individual employers. The courses range

future.

This will feed into the participant Action Plan and inform the nature of employability support/training provided through the programme.

As an outcome of the course, participants will identify priorities for further training and skills development. They will agree these with their FEA and they will be included in the participant Action Plan in the form of employability support or additional skills they require to pursue their career with a specific employer. Progression against these objectives will be reviewed and updated by the FEA on the action plan.

from 3-5 days depending on the employer, the skills needed and level of the people in the training group.

Although each course will be tailored to meet the employer's specific requirements, common elements include:

- the employer's business goals, ethos and values
- legal requirements of working in that employer
- policies and procedures relevant to the employer e.g.
- exploring the different roles in the employer and the key skills needed for each
- mock interviews and how to use transferable skills to meet the employer's requirements
- employee and employer rights and responsibilities
- progression opportunities available with the employer

Where vocational training is required by the employer this will be delivered within reason (max. 1 day training). However,

where intensive vocational training is required this would be delivered through the existing PM "Achieving Vocational Qualifications and Skills".

These programmes have a proven track record in delivering effective results in terms of both job starts and sustained outcomes. All successful course attendees will be given a guaranteed interview.

The PM will be claimed when the participant has completed **either** 'Sector Routeways' **or** 'Employer Routeways'

**PMAP Decision (✓)**    **Accepted (in principle)**

**Resubmit**

**Reject**

**Reason for PMAP decision and feedback**

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM25</b>	<p><b>Work Tasters</b></p> <p>For individuals with no culture of working, shadowing two or more different employees at two or more workplaces to gain experience of the soft skills and daily routines needed e.g. getting up in the morning, punctuality, reliability, communication etc.</p> <p>A Work Taster is designed to provide participants and their families with experience of ‘working culture’ including adhering to routine (being able to get to work on time) and managing family responsibilities around this. The Taster is for participants who are close the labour market and would benefit from real-life experience of work in a structured environment. It will provide an introduction to business culture for participants who have been out of the</p>	<p>The participant will have a clear idea of the type of job they would like to undertake and the realities of working in that sector.</p> <p>The family will have experience of the support they will need to provide to the participant to support them to sustain their employment.</p>	<p>Evidence of completed Career Profile and attendance at Work Tasters (attendance form signed by the employer and the participant). Details of the shadowing placements including attendance requirements and patterns will be detailed on the individual’s bespoke Action Plan. Progression will be shown on the Action Plan.</p>	<p>The Progress Measure will be delivered by Reed and our end-to-end partners.</p>

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
	<p>labour market for some time.</p> <p>This experience of work can be added to the participants CV and will support their on-going job search.</p> <p>The Work Tasters will be arranged with our existing network of employers. The Taster could be sourced by the participant themselves, the Adviser, or via our central Employer Engagement Team.</p> <p>The support will include:</p> <ul style="list-style-type: none"> <li>- Adviser support to the participant to complete a recognised career profiling tool to identify jobs that might be of interest.</li> <li>- Based on the identification process, our Advisers will undertake careers support with referral to the National Careers Service (from April 2012) where</li> </ul>			

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	<p>appropriate.</p> <p>- Based on the profiling, we will arrange a minimum of three work tasters with the participant. Each work taster will last three days.</p> <p>Participants will complete a minimum of 90% planned activities.</p>			

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject




Reason for decision



## Rationale of Progress Measure

Discussions with Family Employment Advisers have emphasised the need to amend the PM to ensure we are inclusive so that participants with mental health problems, including agoraphobia and physical conditions can declare their condition and receive support under this Progress Measure.

## Is this a New, Amended or Resubmitted Progress Measure?

Amendment

## Proposed Progress Measure

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (Include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor (your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
PM26	<p><b>Transport Solutions</b></p> <p>This measure is intended for participants with a recognised learning, mental health or physical disability which affects their ability to access public transport.</p> <p>Advisers will establish whether there is a need for this Progress Measure through the diagnostic assessment. The assessment will establish the potential 'travel to work' area for each individual and investigate the reasons why this is limited for participants with a learning, mental or physical health barrier. This need will be established in during the diagnostic</p>	<p><u>The progress measure will only be relevant to participants with a recognised and/or self-reported learning, mental health problem or physical disability.</u></p> <p>This will benefit participants by increasing their confidence in using public transport and encouraging them to</p>	<p>A certificate signed by the Adviser to verify completion of the support towards and 4 planned and executed journeys (one of which will be unaccompanied) will be required. The support provided will be evidenced on the participant's action plan and must be completed within the</p>	<p>The Progress Measure will be delivered by Reed and our end-to-end partners.</p>

	<p>assessment or in 1-2-1 meetings and Adviser's will identify the need on the Action Plan and develop a programme of support.</p> <p>Prior to recommending a programme of support the Adviser will work with the participant to identify the key barriers preventing them from travelling e.g. lack of knowledge about the support available, how the transport system operates or a fear of whether they will be able to make the journey unaided. In response the Adviser may:</p> <ul style="list-style-type: none"> <li>• Orientate the participant around the local/regional transport system using online maps (google/transport maps).</li> <li>• Travel with the participant on their first journey to orientate them around the geographical area and the transport system.</li> <li>• Liaise with transport services to organise appropriate support for participants where appropriate.</li> </ul> <p>The Adviser will work with the participant to build their confidence by helping them to plan and undertake journeys to locations where job opportunities or skills provision are available outside of their immediate community. This will include producing a full journey plan for the individual. The Adviser will also:</p> <ul style="list-style-type: none"> <li>- Facilitate a minimum of 4 journeys, with at least one of these journeys being</li> </ul>	<p>seek employment in their widest 'travel to work' area. In order to maximise the benefit the Adviser will encourage other family members to travel with the participant to ensure all family members understand their wider travel to work area and that family members understand the type of support required by the individual.</p>	<p>timeframe agreed by the participant and the Adviser (max. 6 weeks).</p> <p>Furthermore, the Action Plan will describe the impact of the support provided and the outcome e.g. 'the participant now feels comfortable travelling to nearby towns/cities to access potential employment and will undertake job search in a wider area'.</p>	
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	<p>unaccompanied.</p> <ul style="list-style-type: none"> <li>- Ensure that the progress measure is correctly sequenced so that participants can overcome transport barriers before moving on to progress measures requiring the use of public transport such as work tasters, work experience, etc.</li> <li>- Work with family members who may be reluctant to allow the individual to travel.</li> </ul> <p>The time allocated to the completion of the Progress Measure will depend on each individual participant but we would not expect this to exceed six weeks (maximum). The Adviser will spend at least one hour with the participant to support the planning of each journey and 30 minutes as part of a one-to-one session for the participant to feedback to the client about the journey and their understanding of the wider travel to work area. In addition, where the participant and Adviser agree it is necessary for the Adviser to accompany the participant journey times will be added to the 6 hours of support provided.</p>			
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**PMAP Decision (✓)**    **Accepted (in principle)**    **Resubmit**    **Reject**  
           

**Reason for PMAP decision and feedback**

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM27</b>	<p><b>Raising Aspirations</b></p> <p>Many long term unemployed people feel isolated resulting in low-self-esteem (DWP, 2007). Research has found that unemployed residents found their situation undermined personal confidence (Reed, 2010).</p> <p>The Adviser will work with the participant and where it is identified that confidence and/or aspirational issues are having a negative impact on seeking, gaining and sustaining work, the Adviser will enrol the participant on a bespoke Mindset course designed to raise aspirations.</p> <p>Reed in Partnership Trainers will deliver our bespoke Mindset and Resilience course which has been successfully trialled on our Work Programme contract and for offenders during a pilot at HMP</p>	<p>Participants will benefit from the long-term impact that focused support around mindset and resilience will have on their progression through the programme and into sustained work. The Adviser will use the Mindset materials and the book which accompanies the course to continually mentor the participant and support them to maintain a positive mindset following their engagement on the course.</p> <p>Added Value: this intervention will add value to provision as it is</p>	<p>Evidence will include a course completion certificate recognising 100% attendance during the course.</p>	<p>The Progress Measure will be delivered by Reed, The Prince's Trust and our end-to-end partners.</p>

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	<p>Wandsworth. The course runs for 3 days and has been shown to improve resilience and give participants a more positive mindset in approaching jobsearch activities. The course will provide confidence building support and personal social development modules. The trainer will support participants to take practical steps to pursue their learning or employment goals.</p> <p>The 3G Mindset course is designed to build motivation and resilience, providing learners with the skills they require to compete in the labour market. The course provides knowledge about each stage of the 3G Mindset model, as well as some tools to help each learner develop their own mindset qualities. By using a range of workbooks and micro-challenges, learners get the chance to identify their own mindset and put some plans in place about how to strengthen it</p>	<p>designed to effect a 'mindset change' on participants with low aspirations. The impact of the course is evidenced through previous evaluations which identify the significant impact of the intervention and change in the mindset of participants which leads them to be more positive about their journey to employment contributing to faster progression. Direct quote from previous participant included below:</p> <p>'3G Mindset has made me think about the bigger picture and enhanced my thinking towards</p>		

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	<p>in order to gain success within the workplace.</p> <p>The participant will be required to attend for 100% of the course.</p>	<p>employment/opportunities and the manner in which I conduct myself generally'</p>		

PMAP Decision (✓)

Accepted (in principle)

Resubmit

Reject

Reason for decision

### **Rationale of Progress Measure**

Participants who we are engaging with need to support to enable them to understand internet safety, so they can protect themselves and their families. As they build IT skills, participants are encountering a new set of issues, such as the threat of “phishing emails”, fraudulent offers and not give out information that should remain protected.

We propose amending the existing PM "Digital Inclusion" to include an element on online safety and conduct. This amended PM will provide two different deliverables to two distinct participant groups (the PM will not be claimed twice for the same participant), **either:**

1) Participants with little or no IT skills will complete standard Digital Inclusion;

**Or**

2) Participants with basic IT skills who have a lack of understanding on internet safety, will complete the online safety and conduct element. When looking at job searching and employment, participants are experiencing difficulties managing their social network profile with a new employment role. For example, participants who have recently been employed by a large local employer have an explicit clause in their contract to say that any negative comments on the employer’s services on online forums and social networking will be a disciplinary issue. Participants on the programme lack understanding of the impact their online profile can have on their employment and require training to address the gaps in their understanding and to make the most of the opportunities available online.

### **Is this a New, Amended or Resubmitted Progress Measure?**

Amendment

## Progress Measure

<b>Progress Measure (PM) Ref No. and Category</b>	<b>Title and Full Description of Progress Measure (Include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)</b>	<b>How will the PM benefit attached ESF Participant?</b>	<b>Describe the robust evidence retained to substantiate that the PM has been completed</b>	<b>Who will deliver PM? If not the Prime Contractor (your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?</b>
<b>PM 28</b>	<p><b>Digital Inclusion</b></p> <p>The first element of this PM will support participants whose family has little or no IT skills. This need will be identified by our Adviser's during the initial diagnostic assessment or where the need emerges during 1-2-1 meetings. Where a need is identified, the participant will be assessed to evaluate their current knowledge and ability to access on-line services.</p> <p>To deliver the progress measure, participants will receive support and coaching to improve their online skills. This will be delivered through a minimum of 8 sessions, each lasting between 2-4 hours covering basic issues such as Word, Excel, creating an email account and using the internet. Support will be provided by Advisers and where appropriate specialist providers. Support will be provided in IT rooms so participants are able to learn through demonstration.</p>	<p>The support will include coaching from trained FEAs which will ensure participants are able to use basic Microsoft programmes e.g. Word and Excel. This will be designed to support participants to have the basic skills using both hardware, e.g. monitors, keyboards and terminals, and software, e.g. word/excel formatting and filing.</p> <p>Completing the second element of the PM will help</p>	<p>Evidence showing register of attendance. This will be in the form of a signed attendance sheet.</p> <p>Evidence will include completing a pre and post action plan to identify how a participant will benefit from the PM.</p>	<p>The Progress Measure will be delivered by Reed and our end-to-end partners, with access to IT equipment and training locations.</p>



	<p>Progress of both the individual and the wider family will be tracked by the Adviser through the Individual and Family Action Plan.</p> <p>As part of the training package, Trainers will ensure participants are aware of the range of online services available to them including local authority services, information on schools and colleges so they can make informed decisions on their child's education. This is critically important in terms of widening access to information and ensuring that families can take advantage of the range on government services that are moving online.</p> <p>The second element of this PM will include training on online safety and conduct. Internet safety and lack of understanding can lead to individuals being taken advantage of in the digital market, this can range from phishing emails to hacking. Lack of understanding of basic online security can lead to loss of money, personal data and possibly job loss. Participants who lack confidence in using the internet securely can also miss out on opportunities to save money – for example gaining discounts from paperless billing.</p> <p>Participants who require support to improve their knowledge and understanding of online safety and appropriate conduct will</p>	<p>participants understand how to protect themselves in an ever changing online space where vulnerable individuals can be targeted online and taken advantage of. With the universal job match and other online resources becoming the best source for jobs, cheaper utilities and banking, participants will also benefit from the opportunities of using the internet in a safe and secure way.</p>		
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	<p>participate in a bespoke training course of at least 7 hours. The course will be delivered in groups or 1-2-1 depending on need.</p> <p>By completing the course, participants will be able to</p> <ul style="list-style-type: none"> <li>➤ Identify possible fraudulent activity and what to do in the event of any online fraud.</li> <li>➤ Able to identify safe websites that they can use for purchases, data input and social networking and job searching.</li> <li>➤ Able to understand social networking in the recruitment process, when employed and how this can be both positive and negative to their all round security</li> <li>➤ Know what good passwords are and why this must be adhered to at all times to ensure security is maintained</li> <li>➤ Explain why employers have policies to govern IT use in the workplace</li> <li>➤ Understand how proper internet security can protect minors.</li> </ul> <p>An activity book will be completed throughout the course for the participant to take away to refresh the learning.</p>			
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**PMAP Decision (✓) Accepted (in principle)**

**Resubmit**

**Reject**

**Reason for PMAP decision and feedback**

## Rationale of Progress Measure

Feedback from our Supply Chain Partners has shown that the demand for this type of provision is identified and driven by participants' needs because the issues of personal development and confidence are a significant barrier for many families on the programme.

Feedback from DWP indicated that clear progression must be measured and that this PM must exceed the minimum service requirements as other relevant PMs available. This PM has been written to reflect these requirements and ensure we deliver significant development opportunities that would not be available through the minimum service provision.

Is this a New, Amended or Resubmitted Progress Measure

New

## Proposed Progress Measure

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<b>PM31</b>	<b>Personal Development and Confidence Building</b>  Many long term unemployed people feel isolated resulting in low-self-esteem (DWP, 2007).	Participants will be helped to manage or overcome long-term personal barriers to working, personal and social development, increased confidence	Evidence will include completing a signed attendance register, showing a minimum 85% attendance.	The Progress Measure will be delivered by the End to End providers through internal specialist provision and through Specialist Providers.

Research has found that unemployed residents found their situation undermined personal confidence (Reed, 2010).

Participants will be assessed by the adviser during diagnostic sessions, and referral will be made to a Personal Development and Confidence Building Course where it is identified that confidence and/or aspirational issues are having a negative impact on seeking, gaining and sustaining work.

Specialist and qualified trainers will deliver a minimum 3 day course between 10 and 18 hours covering motivation, confidence and aspiration.

Course content available through End to End and Specialist Providers, includes, for example: 'Responsibility and Taking Action'; 'Lifestyle Analysis and Goal-Setting'; 'Personal Presentation';

and motivation to compete in the workplace, and develop a more resilient mindset.

Participants will benefit from increased preparation and motivation to find and sustain employment. In the longer-term this will translate into increased ability to compete in the workplace and improve feelings of isolation and low self-esteem associated with unemployment.

Added Value: Achieving this Progress Measure will add value through tackling the culture of worklessness. In particular, families will move away from the experience of inter-generational unemployment by breaking the link

Clear Action planning with the advisor will happen both pre and post the course activity, showing the expected benefits and progress made over the course.

## Delivery

This PM is strictly targeted to the specific needs and barriers of the participant'.

Different end to end and specialist Providers deliver their own bespoke personal development and confidence building courses.

Delivery offered through the Support Gateway is vetted by the Reed Risk Management Team to ensure the scope and length of delivery is clearly defined including hours per 'unit' 'module' 'course' or any other terminology used by the Provider.

'Assertiveness'; 'Barriers to Success'; 'Health and Wellbeing'; 'Look Ok, Feel Ok'; 'Discovering Candidate's Vision and Values'; 'Positive Thinking'; and 'Creating a Life Worth Living'.

Each course will be targeted to the specific needs and barriers of the member by locating the most appropriate modules during the diagnostic sessions. Trainers will support participants to set goals and targets, deliver group or individual mentoring, explore their mindset towards working, address their self-generated barriers to work, and prepare participants for the new set of challenges they will experience in work.

The participant will be required to attend for 85% of the course identified in diagnostic sessions.

between unemployment and low personal confidence.

During our Adult Learning Week, one participant on a Personal Development and Confidence Building Course was recently awarded 'Most Inspiring Learner' in the Reed in Partnership Supply Chain. She said:

"The 3 day course really helped my confidence. It was good that it came with child care. I am really please with myself. I believe my work experience really like me and asked for my CV. I tried really hard [sic]."

The provision within our Support Gateway has been selected because it is demonstrably effective. Reed will not be asking Providers across a CPA to align their delivery to be an exact match of each others.

#### Examples

Provider delivers 5 units with one unit delivered per week over a 5 week continuous period.

Provider delivers 5 units with one unit per week over a 5 week aggregated period.

Provider delivers 9 units of delivery over a 4 day intensive period or over an extended period to allow participants more

flexibility.

Consultations Undertaken

Discussions with Specialist and End to End delivery partners.

PMAP Decision (✓) Accepted (in principle)

Resubmit

Reject

Reason for PMAP decision and feedback

## Rationale of Progress Measure

Following guidance from PMAP and Performance Managers this PM has been created to provide support for participants to access and enrol on training provision.

Is this a New, Amended or Resubmitted Progress Measure

New

## Progress Measure

Progress Measure (PM) Ref No. and Category	Title and Full Description of Progress Measure (include for example, what does PM involve, duration, what is expected of Participant, are multiple events planned or one-off event.)	How will the PM benefit attached ESF Participant?	Describe the robust evidence retained to substantiate that the PM has been completed	Who will deliver PM? If not the Prime Contractor(your organisation) is the supplier from your supply chain? Or is this a referral to existing provision, if so where is the added value?
<b>PM32</b>	<b>Preparing for qualifications and training</b>  According to NIACE, long-term unemployed people face barriers to participating in training which can include lack of self-confidence, fear of the unknown and structural barriers e.g. lack of access to childcare,	Participants will be supported to address their barriers to participating in training. This could include improved self-esteem, reduced fear of the unknown and having effective strategies to	- Individual Action Plan detailing the identified barriers to learning, what support and activities have been undertaken and what progression the individual has achieved towards accessing existing	The PM will be achieved by providing Adviser support to the participant to enable them to access and enrol on existing training provision. The adviser will add value through activities that could include, (but are



transport and accessibility issues. As unskilled roles account for just 16.7% of roles in EE (Nomis 2011), participants need to be able to access training to improve their skills to access employment.

The Family Employment Adviser will prepare, motivate and support participants to engage with existing provision. Courses can include Basic Skills, English, Maths, and ESOL, entry level training and Qualification and Credit Framework provision to Level 2 and above Support will be tailored to individual barriers, as identified through 1-2-1 discussions and diagnostic assessment. Activities could include, (but are not limited to) 1-2-1 and group sessions to build self-confidence, assessment of learning styles, buddying participants with a learning partner to provide peer support. The Adviser will support the participant to navigate funding streams to identify existing provision available, secure access and

address barriers to participation. By achieving progression through the support of their Adviser they will be able to access existing training provision and develop their skills to improve access to employment. As

learners gain confidence in learning, it flows into other aspects of their lives (NIACE 2005).

provision. The Action Plan will include the approach to ongoing support from the FEA to help the participant to sustain in training. This could include regular calls to check progress, 1-2-1 sessions to boost confidence. This is not an exhaustive list. The Action Plan will be signed by the Participant.

Evidence of enrolment in provision and where appropriate an attendance record signed by the course provider, stating the course and course length.

not limited to) 1-2-1 and group sessions to build self-confidence, assessment of learning styles, buddying participants with a learning partner to provide peer support, work with the provider to ensure the participant is provided with the support and encouragement they need to remain on the course. This is not an exhaustive list.

In addition and where appropriate this progress measure will also support the participant whilst on the provision but for payment purposes the progress measure will be considered to have been delivered at the point of enrolment.

ensure individuals have funding and information to support their attendance at courses. Actions could include (but are not limited to) arranging for short taster sessions to be delivered at a convenient location to break down fears of the unknown, attending open days with participants.

Impact: Self-confidence, belief in their abilities and potential and improved employability skills (for example, better behaviour at work, timekeeping and working with others) are reported benefits from training (DWP375, 2006).

#### Consultations Undertaken

Discussions with our delivery partners

PMAP Decision (✓) Accepted (in principle)

Resubmit

Reject