**Talent Match Black Country**

Working alongside **Young Adults** who are **Experts Through Experience**

so that **No One** is **Left Behind**

**Specification Invitation to Tender**

INVITATION TO TENDER FOR AN ORGANISATION TO CONDUCT THE PROJECTS SOCIAL RETURN ON INVESTMENT EVALUATION

**Purpose of this document**

This document sets out instructions to organisations on how to submit a tender for the Talent Match Black Country Social Return on Investment Evaluation.

This document details the timetable for the tender process and includes information about the criteria against which each bid submitted will be evaluated.

You are advised to read this document first prior to completing the tender document.

Talent Match Black Country intends to accept the tender which scores the most marks against the criteria set out in this document.

Talent Match Black Country is not liable for any costs or expenses incurred by bidders and/or their members in this procurement.

Talent Match Black Country reserves the right to accept or reject any tender. Young adults with lived experience will be at the heart of the tender process and will be actively involved in the assessment and scoring of all tenders.

Please note the top two or three scoring tendering organisations **may** be asked to present their proposals to a selection panel in order to inform the final decision. Scores will be moderated based on any clarification provided during this meeting.

Tenders and all documents and correspondence relating to the tender must be written in English. All pages of the tender must be sequentially numbered.

Where a group of companies are bidding jointly for this contract, they will need to nominate a ‘lead bidder’ who must outline the individual roles and responsibilities of each party in relation to the delivery of the contract. The ‘lead bidder’ will be the contract holder and accountable organisation. The ‘lead bidder’ when completing the tender document must clearly indicate which consortium member each response relates to. If you are submitting a bid to deliver for more than one area please make this clear in your Invitation to Tender response.

**NOTE** – Bidders must declare any known or potential conflicts of interest.

Where a potential conflict is declared Talent Match Black County will consider how it may be managed including or excluding the bidder from further consideration.

**Completing the tender**

If you wish to tender for this provision please request an Invitation to Tender Form from [tenders@bctalentmatch.com](mailto:tenders@bctalentmatch.com).

The tender comprises of two parts:

***Part A Generic*** – This section asks a series of generic questions regarding the accountable organisation. Your answers in Part A form the first part of the selection process. A satisfactory response will allow your proposal to proceed to Part B. The scores in Part B will be used to decide on the successful bidder.

Within this section you are required to supply the names of 2 referees to support your bid. These referees may be contacted at any time during the application process.

***Part B Specific*** – This section asks a series of specific questions and requires more specific answers in order for the evaluators to fully understand the organisations proposal and offer.

In both Part A and B please do not exceed the stated word limits as detailed.

When completing the tender if you have a query please forward your questions [tenders@bctalentmatch.com](mailto:tenders@bctalentmatch.com) . We will make every effort to respond to any query within 2 working days. This timeline may be extended where more complex queries are submitted. Talent Match Black Country will distribute questions and responses (without identifying the author of the question) to organisations who have requested a tendering pack.

Please submit your completed tender documents in electronic format to [tenders@bctalentmatch.com](mailto:tenders@bctalentmatch.com)

Submissions received after the tender deadline will not be evaluated.

**Timetable**

Please note the timetable set below is fixed. Talent Match Black Country may vary these dates.

|  |  |
| --- | --- |
| **Task** | **Timeline** |
| Publish ITT | 29th April 2019 |
| ITT closes | 31st May 2019 Noon |
| ITT Evaluation & Moderation | 3rd June 2019 – 10th June 2019 |
| Respondents notified | 11th June 2019 |
| Standstill Period | 11th June – 26th June 2019 |
| Contract Awarded | 28th June 2019 |
| Project start | 1st July 2019 |

**Contract Terms**

This project will be funded by the National Lottery Community Fund and the European Social Fund Youth Employment Initiative, Black Country IMPACT.

The contract will be to evaluate the project as a whole, including an annual SRoI evaluation, produce the projects annual report and report findings to Steering Group and wider audience of key stakeholders at the projects annual No One Left Behind event.

The maximum value of this contract is £45,000 inclusive of VAT. The successful organisation will be awarded a contract from 1st July 2019 for the life of the project, subject to satisfactory performance, the contract will cease on 31st March 2022.

|  |  |  |  |  |
| --- | --- | --- | --- | --- |
|  | **2019 - 2020** | **2020 - 2021** | **2021 - 2022** | **Total** |
|  | £10,000 | £17,500 | £17,500 | **45,000** |

**Insurance**

The successful organisation will be required to have the appropriate levels of insurance in place prior to contract start.

|  |  |
| --- | --- |
| **Insurance** | **Minimum cover required** |
| Public Liability | £10 million each and every claim and must be placed on a claims occurring basis |
| Employers Liability | £5 million each and every claim and must be placed on a claims occurring basis |
| Professional Indemnity | £1 million in respect of claims occurring or any single claim basis, minimum 6 year cover |

**Performance Management**

The successful organisation/s will be monitored on a quarterly basis against their agreed delivery plan and risk register to ensure key delivery milestones are achieved. The successful organisation will be required to comply with the Accountable Body, National Lottery Community Fund, European Social Fund funding and other potential funders requirements.

**Tender Evaluation**

The response to each evaluation question will be awarded a score between 0 and 5 according to the scale in the table below. Proposals that meet projects requirements would be awarded a score within the 3-4 range. Those tenders that gain a 5 on the evaluation scoring scale will provide innovative submissions that exceed the projects expectations. Young adults ‘Experts by Experience’ will be actively involved in the evaluation and scoring of all tenders.

|  |  |
| --- | --- |
| **Score** | **Description of information received** |
| **0** | Unsatisfactory submission, poor understanding of the project and the target audience, very little or no evidence of innovation. Not or poor value for money |
| **2** | Poor submission with identifiable shortcomings, showing areas of weakness and/or limited information provided, vague understanding of project brief and the target audience, limited examples of innovation. Little value for money |
| **3** | Adequate/satisfactory submission, information submitted is acceptable, meets expectations without offering great advantages. Adequate understanding of the project and target audience. Satisfactory evidence of innovation and value for money |
| **4** | Good submission, demonstrates a sound and complete approach, meets project expectations, good understanding of project and target audience. Some good innovation, good value for money. No appreciable concerns |
| **5** | Excellent submission, demonstrates sound and complete approach in all aspects. Exceeds expectations. Excellent knowledge of the project and its target audience. Excellent innovation. Excellent value for money |

**Purpose of this Invitation to Tender**

Return on Investment assessment is one the projects key evaluation tools. It is important to the project and its funders, to be able to measure and demonstrate the impact of supporting young adults with an offending background and those with multiple barriers, through intensive person centred mentoring support. The projects evaluation should measure and demonstrate both the personal impact as well as the social impact. On an annual basis the successful organisation will be required to;

* Calculate and evaluate the projects annual Social Return on Investment based on employability outcomes and reducing or ceasing offending behaviour
* Calculate and evaluate each quarter at least 9 individual case studies of young adults with an offending background, demonstrating both social and personal impact including the value of interventions accessed
* Calculate and evaluate each quarter at least 3 individual case studies of young adults from the wider Talent Match cohort, demonstrating both social and personal impact including the value of interventions accessed
* Analyse, evaluate and measure distance travelled through the projects assessment tools i.e. Outcome Star and MTQ48
* Analyse, evaluate and measure distance travelled of mentees self-reported ‘journey stages’ i.e.
  + Communication
  + Working with others
  + Setting and achieving goals
  + Managing feelings
  + Confidence
  + Reliability
* Conduct an annual review of ‘What works well and What doesn’t’, sharing learning across the project and to a wider audience at the projects No One Left Behind event. As a minimum the annual review should include;
  + What difference did this project make, to who and why?
  + What worked well, for whom, in what circumstances, at what time and why?
  + Did anything happen that wasn’t expected?
  + If you were to run the project again, what might you do differently?
  + Is the project on track to meet its desired outcomes?
  + Is the project demonstrating value for money?
* Actively involve mentees in the evaluation process through on going consultation, in keeping with the projects ethos of young adults having a voice
* Produce and present a bi-annual progress report to the Talent Match Steering Group
* Report quarterly to the Project Manager and Accountable Body on project progress
* Produce the projects Annual Report in conjunction with the project team
* Produce an executive summary ‘infographic’ of the projects Annual Report in conjunction with the project team

The successful organisation must be able to demonstrate they have:

* Ability to involve stakeholders including Talent Match young adults
* A proven track record of evaluating and calculating Social Return on Investment for similar employment focused projects
* A clear commitment to young adults as ‘experts through experience’ in line with the projects ethos
* A proven ability to understand the local context, barriers and opportunities young adults with an offending background and multiple barriers faced to moving into and sustaining employment
* Understanding of what changes and value the things that matter, the personal impact as well as the social impact
* Transparency and able to verify results
* Ability and capacity to deliver and report against agreed delivery targets and timescales
* Understanding and track record of outcomes based monitoring and reporting
* Robust performance management structures
* A proven track record in working in partnership
* Ability to provide value for money

**Project Executive Summary**

**Mission**

Working alongside **Young Adults** who are **Experts Through Experience**

so that **No One** is **Left Behind**

**Working in partnership with young adults who have direct experience of offending, in order to help them achieve:**

* **Increased confidence, optimism and resilience.**
* **Reduced levels and avoidance of re-offending.**
* **Progress nearer and into sustainable employment.**

**Targeting**

Over a 3 year period Talent Match Black Country will target and work with at least 600 young adults aged 17 – 29, who are:

* due to be released from offender institutions those young adults on release – through the gates
* have served a custodial sentence of 3 years or less. The project will consider supporting young adults who have served a custodial sentence for more than 3 years, this will be based on risk and will be assessed on a case by case basis.
* self declare as having an offender background

The project will also target and work with at least 397 young adults aged 17 – 29 who are unemployed and who have multiple barriers to accessing the labour market including young adults who are or have a history of

* Homelessness
* Substance misuse
* Care leavers
* Hidden – not know to statutory organisations i.e. DWP
* Young carers/parents
* Travelling families
* Young adults with disabilities or learning difficulties

The project will provide community based ‘safe places’ where young adults can go to receive intensive mentoring support as well as accessing information, advice, guidance and a wide range of bespoke support packages. Having committed to this project each young adult will be allocated a Mentor who will provide solution focused and transformational mentoring to a far greater intensity than other projects. Mentors will work intensively on a 12 to 1 (full time equivalent) ‘rolling’ ratio, which will be monitored closely by the accountable body through the projects Communication Hub. Our experience of Talent Match shows that this intensive approach works. Again through our Talent Match learning those young adults who are nearing the labour market benefit from more job and employment focused support. This will be provided by Job Coaches who will work alongside the young adults Mentor to provide job focused support. This support will continue after employment is secured. Young adults will be supported by their Mentors for up to 12 months. Mentors will provide solution focused and transformational support to help the young adult identify and overcome their barriers to moving forward and cease their offending behaviour, **with the ultimate aim of** **moving them into employment or self-employment**. This approach will be supported by a wide range of specialist providers (Preferred Supplier Network – PSN) who have been commissioned based on their knowledge and expertise of delivering to young adults from an offending background and/or those who have multiple barriers in accessing the labour market.

**Project Outcomes**

**Outcomes – Short term**

* 100% Increased confidence, motivation and aspiration
* 40% accessing work experience
* 30% accessing volunteering opportunities
* 60% accessing additional training
* 30% enter employment or self-employment
* 80% do not re-offend in the first 3 months from entering the project

**Outcomes - Long Term**

* 25% of young adults in sustained employment for 6 months or more
* 80% of young adults show a reduction in re-offending over a 12 month period

**Focus**

The uniqueness of Black Country Talent Match is that it is led by the aspirations, needs and wishes of the young adults it is designed to support. Young adults work alongside potential employers to realise shared ambitions, play the central role in deciding how Talent Match funding is spent, how the project is governed, how it and its aims are communicated and how it delivers its outcomes. Black Country Talent Match is a project for young adults, led by young adults and one that fully recognises that “if you carry on doing what you have always done you will always get what you’ve always got”. At the heart of the project is a core belief that young adults facing disadvantage matter. Delivery partners, stakeholders etc will need to share and fully support and demonstrate this approach and ethos.

Recent research by Sheffield Hallam University Institute for Policy Studies suggests that in order to support individuals to change their patterns of offending the following conditions need to be in place:

* An individualised recovery plan/programme
* Stable accommodation
* Positive peer support
* Meaningful employment
* Acceptance and a welcome into the wider community

Recovering offenders need jobs, friends, accommodation and a supportive community. If they don’t have this support they are likely to lack the resilience to change path.

Delivery partners will need to adopt this approach and work alongside Talent Match young adults. As detailed in the publication ‘How purpose and confidence transform lives’ Hub and Host delivery partners will support young adults with the following three critical ‘cycle of action’ factors.

* Sense of purpose
* Confidence to act
* Life circumstances/opportunities – ‘What is my Why?’

The project will also adopt the CHIME approach as a mechanism for support planning. Research suggests [(Leamy, 2011)](https://lms.recoverycollegeonline.co.uk/mod/book/view.php?id=1351&chapterid=771) that individuals with lived experience of mental health need the following elements to aid recovery, this approach is also adopted when supporting individuals recovering from substance misuse and or offending behavior.

**CHIME Factors**

* **Connectedness** - Feeling connected to others with similar experiences. Having friends and relationships; being connected to the local community.
* **Hope** - Believing and having hope that things can get better, hearing stories from others who have recovered.
* **Identity** - Having an identity beyond diagnosis.
* **Meaning** - Focusing on individual goals, different roles; activities that provide purpose and pleasure. Developing a personal understanding of symptoms/experiences.
* **Empowerment** - Being able to make decisions and having choice. Developing knowledge and self-management.

Mentors will work alongside young adults so that they:

1. Take up training, Further Education or Higher Education or specialist support services e.g. dependency support
2. Have access to young adult led projects and peer support
3. Are able to access to suitable, stable and safe accommodation
4. Are able to access to ‘safe spaces’ within the community where they can go to access the individualised support they need
5. Have access to quality vocational training and local employment opportunities

We know from our work over the past 5 years that this approach will lead to young adults

1. Having improved confidence, motivation and optimism
2. Stopping their offending behaviour
3. Securing employment or self-employment

**Our approach is to…..**

* Involve young adults in co-designing their own tailored support to develop personalised pathways, bespoke support and access the right advice and guidance locally
* Through the projects governance structures, bring together young adults with key strategic partners from the private, voluntary/community and public sector across the Black Country.
* To focus solely on an integrated and co-ordinated response to the challenges young adults with an offending background and those with multiple barriers face, and provide the resources to develop solutions to meet those challenges.
* Develop strong links between businesses and young adults through the Hubs/Host organisations, Business Engagement Advisor and Job Coaches, using these links as a platform to open up employment opportunities for Talent Match young adults.
* Work with employers that are already engaged with young adults with an offending background, utilising their knowledge and experience as exemplars and case studies to engage with a wider selection of businesses across sectors.
* Involve key voluntary sector organisations and statutory or commercial providers offering support and services in the area so that we provide a person-centred and co-ordinated package to all the young adults we work with.
* Be clearly focused on our target beneficiaries.
* Challenge negative perceptions of young adults with an offending background, instead focusing on young adult’s potential and passion to succeed.
* Provide good value for money and Social Return on Investment.
* Through generous leadership share learning and findings both locally, regionally and nationally.

**Referrals**

We have already established a wide range of referral partners and routes through our existing Talent Match project. Since opening for referrals in October 2014 we have consistently received over 70 referrals per month, of which on average 25% have an offending background. In addition, since working in partnership with Oakwood Prison we have received over 15 ‘due to be released’ referrals per month. We therefore do not anticipate a shortfall in referrals for the continuation project. We will however continue to source and secure referrals through direct links with key referral agencies and partners, in particular the Police, Probation Service, Chaplaincy providers, other local resettlement prisons including Brinsford YOI, Featherstone, Birmingham and the female prison Drake Hall. It is anticipated that referrals will also be generated via DWP, Leaving Care Teams and through our outreach activities in local communities.

**The Journey**

We will allocate each young adult who commits to the project a Mentor who will provide intensive support, caseloads will be lower than the majority of projects, allowing support to be provided with far greater intensity. Our experience of Talent Match shows the intensive approach works, however those with an offending background often move through their journeys more quickly, especially if engaged and supported prior to their release from prison. Again through our Talent Match learning those Mentees who are nearing the labour market benefit from more job and employment focused support. This will be provided by Job Coaches who, working alongside their Mentor will provide job focused support, which will continue once employment is secured.

Mentors will provide solution focused support to help the Mentees identify and overcome their barriers to moving forward and cease their offending behaviour**, with the ultimate aim of moving them into employment or self-employment.**

Mentors will be based in community/voluntary sector organisations in depravation ‘Hot Spots’. Mentors will be recruited from the best of the existing cohort, recruitment will be based on suitability and experience of working with and alongside Mentees with an offending background. Please note TUPE will apply. Mentors will be required to attend a range of core training and on-going professional development to ensure working practice remains up to date and sufficient to meet the needs of the Mentees. Specialised mentoring support will be procured for young adults convicted of high risk offences or those with more complex needs.

A range of assessment tools will be used to identify the young adult’s needs, a joint action plan will be produced and reviewed every 4 weeks. The initial assessment data captured will be used as the young adult’s base data – starting point. This data will be reviewed and monitored every 12 weeks to measure distance travelled.

Assessment tools will include Outcome Star and MTQ48. All young adult’s entering the project will also complete a basic skills assessment and will receive support based on the outcome of this assessment and their aspirations.

Delivery partners will adopt the model of Assess, Plan, Do, Review…….

**Journey stages and milestones**

|  |  |  |  |
| --- | --- | --- | --- |
| **Stage** | **Activity** | **Desired Outcome** | **Milestones** |
| **Pre-release Engagement**  3-6 mths prior to release | Appropriate referrals – aims appropriate to young adult | * Referral form received * Relationship and Referral Coordinator meeting takes place * Commitment established * Baseline data completed * Initial Outcome Star completed * Basic Skills assessment * MTQ48 * Initial plan/journey action plan agreed | * YP engaged & commits to Talent Match * Pre- release mentoring support commenced |
| 1. **Engagement**   Month 1 | Appropriate referrals – aims appropriate to young adult | * Referral form received * Relationship and Referral Coordinator meeting takes place * Commitment established * Allocation of Hub/Host/Mentor agreed | * YP engaged & commits to Talent Match |
| 1. **Where am I now?**   Month 2 | Initial Assessment Mentor/Mentee relationship building  Immediate need eg housing, addiction, Universal Credits, | * Baseline data completed * Initial Outcome Star completed * Basic Skills assessment * MTQ48 | * Stability * Fundamentals in place – housing, benefits * **C**onnected * **H**ope |
| 1. **I’m moving forward**   Months 3 - 5 | Relationship development, benchmarking, beginning to stabilise and planning. | * Initial plan/journey action plan agreed   + Contact time agreed - 1:1, group, local Hub   + Bespoke support commenced – Menu * First ‘Follow up’ review completed * First review of Outcome Star * First signs of progress identified | * Most intensive period * Addressing barriers * Stability * **C**onnected * **H**ope * **I**dentity |
| 1. **I’m up for it**   Months 6 - 8 | Implementation focussed on the self and embedding stabilisation. | * Next stage of plan/journey agreed   + Contact time agreed - 1:1, group, local Hub   + Individual/group activities continue   + Possible employer visits/volunteering * Second ‘Follow up’ review completed * Second review of Outcome Star * Further signs of progress identified | * Most intensive period * Addressing barriers * Stability * **C**onnected * **H**ope * **I**dentity * **M**eaning |
| 1. **I’m ready**   Months 9 - 10 | Continuation focussed on employability skills and building on stabilisation. | * Next stage of plan/journey agreed   + Contact time agreed - 1:1, group, local Hub   + Individual/group activities continue   + Access skills/employability activities e.g. Princes Trust   + Possible employer volunteering/work experience/employment * Third ‘Follow up’ review completed * Third review of Outcome Star * Further signs of progress identified | * Intensive continued stability * Skills development, training, work experience & volunteering * Job and in Work Support Coach support commences * **C**onnected * **H**ope * **I**dentity * **M**eaning * **E**mpowered |
| 1. **I’m on my way**   Months 11 - 12 | Continuation focussed on experiential development. | * Next stage of plan/journey agreed   + Contact time agreed - 1:1, group, local Hub   + Individual/group activities continue   + Continue to access skills/employability activities e.g. Princes Trust as required   + Access work experience, supported job search, interview attendance/obtain employment/commence self employment * Final ‘Follow up’ review completed * Final review of Outcome Star * Clear signs of progress identified | * Mentor intensity starts to decrease – exit pathways * Job Coach intensity increases * In work support provided to help sustain employment opportunities * Graduation – exit pack * Connected * Hope * Identity * Meaning * Empowered * Progression Pathways * Employment * Education & Training |
| **In work support** | Focussed on sustaining employment | * In work support provided to help sustain employment opportunities | * Job outcome sustained |

Each Mentee, working with their Mentor, will identify an individual programme of support focused on enabling the young adult to overcome their initial barriers. Barriers could include housing, family relationships, mental ill health, addiction, lack of confidence and/or optimism etc. As the Mentee moves through their journey, support will focus on skills development including training, volunteering, work experience and job readiness. Support packages will be purchased through a trusted and experienced network of providers committed to meeting the needs of young adults with an offending background.

Training and support will include but is not limited to the following;

Self-awareness – reflection Confidence & self-esteem building

Building positive relationships Managing feelings

Resilience Problem solving

Limiting beliefs Substance misuse treatment

Aggression replacement Avoiding radicalisation

Counselling Positive disclosure

Housing Stretch and challenge

Money management Specific skills development

Healthy living on a budget Work readiness skills

Counselling Interview & presentation skills

Behaviour change Volunteering/work experience

Universal Credits Debt Management

Basic skills (Lit & Num) ICT

Communication skills Presentation skills

There will be a strong focus on the development of resilience. In essence, being resilient means being able to adapt and bounce back when something difficult happens in our lives, having the ability to once again pick ourselves up after a trauma or painful experience. Our levels of resilience will change and develop throughout our life, and at points we will find that we do not cope as well as others, as well as surprising ourselves when we manage a difficult situation. The project will commission resilience programmes to support Mentees along their journey. As part of the initial assessment process Mentees will complete an MTQ48 questionnaire which measures an individual’s ‘Mental Toughness’. The MTQ48 tool will assess mental toughness in terms of 4 C’s in individuals and groups through a unique 48 item high quality psychometric measure. It is normative which enables users to assess mental toughness before and after an event such as a training & development or coaching programme. Mentees will complete the assessment at the start, middle and end of their journey ensuring progress and distance travelled can be measured and evidenced.

**The 4 C’s**

|  |  |
| --- | --- |
| **Mental Toughness Scale** | **What this means……what does MTQ48 assess** |
| **Control** | Life Control – I really believe I can do it  Emotional Control – I can manage my emotions and the emotions of others |
| **Commitment** | Goal Setting – I promise to do it – I like working to goals  Achieving – I’ll do what it takes to keep my promises and achieve my goals |
| **Challenge** | Risk Taking – I will push myself – I am driven to succeed  Learning from Experience – even setbacks are opportunities for learning |
| **Confidence** | In Abilities – I believe I have the ability to do it – or can acquire the ability  Interpersonal Confidence – I can influence others – I can stand my ground |

We are aware that a higher proportion of young adults with an offending background, when compared to non-offenders, will have special educational needs. Through the Preferred Supplier Network we will have available the appropriate partners who are able to provide suitable assessment and training support services to meet any identified Special Educational Needs.

Through our own research we are also aware that many young adults on release from prison will require on-going support with mental health conditions such as depression and post-traumatic stress disorders and substance misuse. This specialist support will also be purchased through the Preferred Supplier Network.

Positive social connections are an important element in avoiding a return to further offending. We have found that the Talent Match Hubs, which provide trusted and safe places where young adults can meet has been key to providing these new social networks. Local Hubs will actively encourage social and skills development, they will facilitate activities to encourage social interaction and a culture of doing, they will provide positive peer support and acceptance into a wider community.

Mentor, Mentee relationship will be key. We will build on lessons learnt from the existing Talent Match project and the research conducted by The Centre for Youth Impact ‘Can you bottle a good relationship’. Mentors will be employed on the basis that they practice a mentoring relationship in which the Mentee feels:

* they have the ***power*** to shape how they work with their Mentor
* they are understood and respected as an ***individual***
* their Mentor ***cares*** about how they are doing
* they are able to ***turn to their Mentor*** for support if they need to
* the goals they are setting are ***realistic and achievable***
* they feel ***motivated and inspired*** to achieve those goals
* able to access ***practical, relevant*** help to achieve those goals

Mentees will be supported for up to 12 months, (in addition to any pre-release support). From the outset engagement with their Mentor will be intensive, meeting at least once a week. This frequency will allow the young adult and their Mentor to address the initial barriers to moving forward. As the Mentee develops and moves through their journey it is anticipated this frequency and intensity will reduce. At 9 months it is expected that many Mentees will be ready to be allocated a Job and In Work Support Coach who will work alongside the Mentor, supporting Mentees to access volunteering, work experience, attend employer visits, mock interviews, develop a CV and apply and attend interviews. Once in employment the Job Coach will provide additional in work support for up to a further 3 months but will also track the individual’s progress for up to 6 months to monitor sustained employment and reduced re-offending outcomes. In some instances it might be appropriate for a job coach to be allocated immediately and for those on release from prison this relationship might commence prior to release.

For those young adults who have not gained employment or accessed further training/education at the end of their Talent Match journey Mentors will help to develop progression pathways. This will ensure there is a clear focus and on-going support mechanisms are in place once the 12 month point has been reached. All young adults upon completion will attend a graduation ceremony where their successes will be acknowledged and celebrated. All Mentees will receive an exit pack which will include a certificate of achievement including any qualifications gained, a reference plus, links to on-going support programmes/organisations.

We will hold an annual celebration event where Mentees, Mentors, Stakeholders, Businesses, Employers etc. come together to recognise and celebrate Mentees achievements.

**Delivery**

Talent Match approach has been developed and will continue to be delivered around five strands, overlaid by the two themes of a project led by young adults and influenced and supported by our business communities. The five strands are as follows:

**Mentors:** Providing intensive person centred and transformational mentoring support, guiding the young adult through support mechanisms and into employment or self-employment. Mentors will work intensively and will adopt a solutions focused approach alongside the Mentees they work with. Mentors work with Mentees throughout their journey towards supporting them to overcome their barriers and move closer to the labour market. Job and In Work Support Coaches provide entry to employment support, including support once employment has been secured.

**Job and In-work Support Coaches:** Providing intensive employment focused support, access to work experience and volunteering. To support with sustained job outcomes, in-work support will continue for the young adult and the employer once employment has been gained.

**Talent Match Hubs (safe spaces):** Hub and host organisations will be based in the community ‘hot spots’. The Hubs and Hosts will be based within organisations that are able to add value, typically through work that they already carry out with young adults in particular those supporting young adults with an offender background. The Hubs and Host organisations provide the physical manifestation of Talent Match and must be accessible, inclusive and provide a safe place for Talent Match young adults.

The Hub/Host organisations as a minimum should provide young adults with the following:

* + Facilities that are welcoming, enticing and encourage development
  + Information and communication on the Talent Match offer and how to access Talent Match support
  + Access to the Talent Match website
  + Area to meet their Mentor privately i.e. 1 to 1 space
  + Area to meet their Job and In Work Support Coach privately i.e. 1 to 1 space
  + Access to Information, advice and guidance regarding careers, training, employment and self employment
  + Area to meet, engage with other Talent Match young adults – group facilities
  + IT facilities
  + Clear opening and access times

**A Preferred Supplier Network of providers:** Offering additional support services enabling young adults to choose their own individualised programme of support.

**Communication Hub:** This provides the essential flow of information, access/referral point, marketing and publicity for the Talent Match project. As part of the Hub a single Black Country directory of support services has been developed, allowing all Talent Match young adults to search and select their individualised package of support. Access information advice and guidance including the on line job search portals. Promote and celebrate success stories and share opportunities.

The Communications Hub is a bespoke database commissioned for the Talent Match Black Country Project which enables data for all young adults on project to be recorded and stored securely. The Communications Hub is accessed by all Mentors and managers through a web based interface enabling them to work in the Hubs and off-site.

**Business Engagement**

Employers will continue to play a crucial role in supporting young adults to progress, not only will they provide work experience, work place visits, talks, mock interviews and job opportunities they will also provide knowledge and expertise and guidance on what employers are looking for when recruiting. Relationships with employers will be built upon honesty and trust, we will ensure employers are aware of the young adult’s support needs and a joint programme of in work support will be agreed. A Job and In Work Support Coach will be responsible for facilitating the in work support which could also include training and awareness raising for the employers existing employees to ensure the young adult’s transition into the world or work is a smooth one and one that can be sustained.

**Monitoring, Evaluation and Reporting**

Prior to the project commencing we will revise the current baseline questionnaire to identify the young adult’s barriers, establish their individual support needs and identify aspirations. This questionnaire will record the Mentees starting point. We will also collate additional data regarding the Mentees offending background, type of offences, custodial sentences, length and type etc. This information will be used to evaluate the impact of the project in relation to particular offences or length of offending behaviours.

A new ‘Follow Up’ questionnaire will be designed to capture the young adult’s progress and distance travelled. This will be completed every 12 weeks and will be used to inform the Mentees individual action plan.

Data will be analysed and headline data reports will be produced and reported to the Steering Group on a monthly basis. Reports will include; (this list is not exhaustive)

* Participant characteristics
  + Age, gender, ethnicity, offending background, Skills levels i.e. GCSE achievements
* Participant experiences and circumstances
  + Mental ill health, disability, care leaver, substance misuse, school exclusions
* Support received
  + Skills and or personal development, practical support (housing etc.), In work Support
* Distance travelled
  + Improved confidence, motivation, communication, resilience
* Outcomes achieved
  + Volunteering, training, work experience, job, sustained employment, reduced re-offending

On a quarterly basis data will be analysed further and reports will be produced on specific cohorts

All participant data, interventions, outcomes etc. will be recorded on the projects Communications Hub which will be adapted to meet the projects specific recording and reporting requirements.

**Contract Management**

A comprehensive project risk register will be produced with the steering group which will be monitored at its monthly meetings.

Appropriate **d*elivery partners***will be required to deliver the core Talent Match Black Country model. Ensuring these partners adopt the ethos and approach of the project will be crucial as the Hubs and Host organisations will employ the Mentors and will provide the ‘safe’ places for young adults to attend. Maintaining positive, productive and effective relationships with these delivery partners will be vital.

To reduce the risk of any underperformance there will be a dedicated post responsible for partner performance management and quality assurance. The post holder along with the Project Manager will hold monthly performance monitoring meetings, where outcome and progression data will be reviewed along with caseload reviews to ensure Mentees are being seen and progressed appropriately. Quality assurance visits will take place at least once every year, the outcome of which will be used to inform an improvement action plan which could include increased performance management, additional Mentor training, development and/or supervision etc. The action plan will form part of the on-going performance management process.

Hubs will also be required to complete a Hub Risk Register which will be monitored at the monthly performance monitoring meetings.

If at any time there is slippage in performance or it is deemed as unsatisfactory a course of corrective action will be agreed. Where serious slippage or non-achievement of agreed milestones continues the partner will be issued with a Notice to Improve, which is likely to include postponement of payment. If satisfactory progress is not resumed this may result in termination of the contract.

**Role of the Accountable Body**

As the lead our role will be to………..

* Design, implement and oversee the delivery of the Talent Match model ensuring all partners adopt the Talent Match ethos and approach
* Ensure all young adults are involved in co-designing their own tailored support to develop personalised pathways, bespoke support and access the right advice and guidance locally through a stringent performance management and quality assurance process
* Report to funders in line with their respective requirement
* Be the independent champion of young adults ensuring their voices are heard through the projects governance structures, bringing together young adults with key strategic partners from the private, voluntary/community and public sector Black Country wide.
* Induct key delivery staff and provide project specific training such as resilience, solution focused mentoring, risk management, positive disclosure, progression planning etc. *Note - this list is not exhaustive*
* Develop strong links between businesses and Mentees through the Hubs/Host organisations, employer engagement advisors and job coaches, using these links as a platform to open up employment opportunities for Talent Match young adults
* Work with employers that are already engaged with young adults with an offending background, utilising their knowledge and experience as exemplars and case studies to engage with a wider selection of businesses across sectors
* Commission delivery partners through a comprehensive process that includes young adults, ensuring all support services a person-centred and fit for purpose
* Develop and maintain relationships with referral partners that are clearly focused on our target beneficiaries ensuring appropriate participants are recruited and can easily access the project
* Bring together key strategic partners and influencers to help address the issues affecting young adults with offending backgrounds i.e. access to suitable safe housing
* To focus solely on an integrated and co-ordinated response to the challenges young adults with an offending background face, and provide the resources to develop solutions to meet those challenges
* Tightly performance manage all delivery partners to ensure all Mentees receive a support service that is inclusive, supportive, solution and employment focused, improves their resilience, adopts the CHIME approach
* Evaluate the impact of the project on both an individual level and through a Social Return on Investment evaluation model
* Disseminate learning both locally, regionally and nationally including the production of an annual report and an annual ‘No One Left Behind’ dissemination event
* Market the project through the project website, social media, literature, celebration events etc.
* Collect and collate participant data in order to analyse delivery and progress towards outcomes
* Oversee the management and development of the projects Communications Hub – participant data portal
* Provide work experience and/or volunteering for young adults to develop their in work skills
* Provide Mentees and employers with in work support so that employment opportunities are sustained
* Implement appropriate financial and budget controls that meet the funders and match funders requirements

**Governance**

Young adults will be at the very centre of the decision making and Governance of the project, including making up at least 50% of the Steering Group. The Steering Group will also consist of the following key stakeholder representatives; Police, PCC, Local Authority/Combined Authority, Probation, DWP and Business representation.

**The role of the Steering Group** – (this list is not exhaustive, a new Terms of Reference will be agreed)

* Provide advice, support and direction to the project team
* Be a sounding board for the project team, to share knowledge and offer solutions where problems arise
* Monitor project progress against targets
* Monitor project finances
* Oversee commissioning of additional activities to support target group
* Champion the project its aims and objectives with key influencers and businesses
* Provide a communication link to partner organisations
* Open doors with other key partners (delivery and referral partners) who could support the project to achieve its aims and objectives.
* Influence/communicate what works what doesn’t in order to influence change

The Steering Group led by young adults in partnership with key stakeholders will continue to meet monthly and a further Strategic Group meeting will be introduced enabling housing providers, employers and young adults to meet and review strategic housing and employment issues and opportunities on a quarterly basis.

The Steering Group will be administered by volunteer Mentees who will be responsible for organising meeting dates, room bookings, coordinating attendees, minutes, coordinating agenda items etc.

**END**