Annex 1 – The Employability Journey (Narrative)

**Work Focused Activity**

DWP is committed to helping people out of poverty.

We encourage people into employment by helping them to find work and stay in employment and by supporting those furthest from the Labour Market to move, where possible, into work.

To do this we want to access a wide range of provision to address the barriers to work experienced by different groups of claimants, including those who experience disadvantage in the Labour Market.

Such groups include but are not limited to:

- Young People (18 - 24)
- 25+
- those over 50
- Lone Parents
- Those with caring responsibilities; (in receipt of Carers Allowance)
- Care Leavers
- those not in education employment or training
- those with health or disability issues including those with mental health issues
- those from black and ethnic minority communities and
- those with specific employment related barriers

We also want to support people as they move towards work and deal with a range of issues which prevent successful job hunting.

Some of our most disadvantaged claimants will need help to establish and clarify their employment need, to understand what their individual barriers are and to prepare a realistic and time bound work plan.

We want flexible provision - modules which cover specific knowledge and skills or address different barriers to work and stand-alone, short interventions which will set people on the right track.

We want local provision, tailored to suit the demands of local labour markets and travel to work patterns.

We want to encourage small and medium-sized suppliers to enter the market and we want to tap into new ideas and approaches to deal with entrenched worklessness and increase the options available for our claimants.

We are keen to encourage innovative activities to address individual and specific needs.
We want quality outcomes which clearly demonstrate value for money and how individuals have progressed towards and into work.

We want you to tell us your service delivery proposals (working within our Terms and Conditions and within our budget) and we want to select the most suitable provision and arrange delivery within the shortest possible time frame.

The following will help you decide which services or provision you can offer. To help you we have grouped activities and given some more detail on what we are looking for:

- **Engagement**
- **Moving Towards Work**
  - Supporting Hardest to Help towards Work (Social Justice Outcomes)
    - Moderate learning difficulties
  - Complex/Multiple barriers
  - Entrenched Worklessness
- **Supporting Hardest to help into work (Job Outcomes)**
  - Health & Disability Issues (including mental health issues)
  - Drug/Alcohol/Substance Abuse Issues
  - Mild Learning Difficulties
  - Homelessness
  - Offending Issues
- **Literacy/Numeracy/Language/Addressing Barriers**
  - Entrenched Worklessness
  - Literacy, Numeracy & Language
  - Debt and Money Management
  - Caring Responsibilities
- **Skills for Work**
- **Getting Jobs**
- **Keeping Jobs**
1. Engagement

We want to ensure that all our claimants and those who could benefit from our help are able to do so and we want to encourage engagement by DWP claimants who have traditionally found it difficult to access our services.

Examples include but are not limited to:-

Black and minority ethnic groups including Asian women; gang members; those affiliated to gangs or likely to become gang members; those not in education employment or training; geographical locations, social housing estates including where transport is problematic; those with little knowledge of the welfare system. Please note that this list is not exhaustive.

Potential suppliers will need to demonstrate a sound knowledge of local communities, existing support and complimentary services that may already be available.

We are seeking innovative activities, outreach or similar provision that will connect with and fully engage individuals and groups of customers or communities so that they are able to access other support which leads to work. Typically such activities will be short interventions and may be a single activity or divided into multiple segments over time.

We require a package of support that is flexible, structured and appropriate to different groups and individuals but which clearly links to DWP services.

Support shall include but is not limited to:-

- One to One action planning with potential claimants to identify and address barriers to engagement;
- Awareness of the services offered by DWP and its partners;
- Initial support for claimants when first engaging with DWP.
2. Moving Towards Work

We want to encourage and help people who are unlikely to look for work or engage with other programmes without some help to increase their motivation and improve their confidence.

We are looking for short interventions which help claimants to think positively about themselves and the world of employment. We want them to gain an increased understanding of the world of work, what employers are looking for and how to behave at work. We also want them to gain additional communication and budgeting skills which will improve their chances of gaining and keeping a job.

Activities should include but are not limited to:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, barriers to employment;
- an initial assessment of English as a Second Language (ESOL)/Literacy/Numeracy levels;
- development of an individual, realistic, time bound, action plan with agreed milestones, for the claimant to follow as their journey to employment, including, where required, help to remove barriers to employment;
- self-awareness and self presentation – personal hygiene, dressing for interview, dressing for work, what employers look for etc;
- personal assessment of skills, experience, personal circumstances, health both physical and mental, attitude towards work and finding work, job goals – linked to defined occupations or sectors;
- challenging negative attitudes and build on positive attitudes;
- confidence building and motivation;
- developing tools and techniques to encourage and embed a more positive approach to themselves and to work;
- understanding the impact of not working and the pros and cons of working and not working; financial and non-financial benefits, social benefits, personal benefits, the contribution they can make to an Employer, the community, and as a role model for other family members;
- re-focussing on getting a job, increasing personal capability and undertaking more effective job seeking.

Self-Employment and Social Enterprise

We recognise that for some self-employment is the right way out of poverty. We want to help people who are considering self-employment make the right decision by
offering a short intervention designed to make people fully aware of all the implications of becoming self-employed.
3. **Support for Hardest to Help with complex and multiple barriers**

Tailored, intensive support for people with significant barriers who are too far from the labour market to move straight into work.

We want people to receive the necessary support to overcome the barriers (real and perceived) that are preventing them from getting and keeping a job.

Many of our claimants have wide ranging, multiple barriers which prevent them from getting a job or which disadvantage them in the labour market.

For some claimants there are significant barriers which mean they are too far from the labour market to move directly into work. These claimants would benefit from a period of tailored, intensive support with signposting to other agencies/interventions as necessary to help them on their journey to employment.

Suitable for people with:–
- moderate learning difficulties – this **cannot** include cognitive behaviour therapy or other therapies;
- complex/multiple barriers;
- entrenched worklessness.

We are seeking innovative provision to be delivered in a variety of ways to meet the needs of the individual through, for example, courses, stand-alone interventions and via mentoring (advocate) support, however this list is not exhaustive.

We would welcome provision which covers more than one barrier to employment. Within your service offer please provide details of the social justice outcomes you would meet and the percentage of claimants who would achieve these. A list of Social Justice outcomes can be found at Appendix 1.

Listed below are some examples of features of provision.

Provision shall include but is not limited to:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;
- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;
- signposting to other agencies/specialist providers as required;
- mentoring support;
- progressing claimants to other DWP provision.
4. **Support for the Hardest to Help into work**

Tailored intensive support for people with significant barriers to employment but for whom work is an immediate, realistic prospect once those barriers are addressed.

We want people to receive the necessary support to overcome the barriers (real and perceived) that are preventing them from getting and keeping a job.

Many of our claimants have wide ranging, multiple barriers which prevent them from getting a job or which disadvantage them in the labour market.

We want to help our claimants to improve their prospects by gaining sustainable employment. Interventions need to include an element of employability support as well as addressing specific barriers. Delivery should include but is not limited to:-

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, barriers to employment;
- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;
- signposting to other specialist agencies as required;
- workplace behaviours and employer expectations – timekeeping, flexibility, attendance, reliability, dress code etc;
- basic job hunting techniques including digital Jobsearch, accessing, registering and navigating Universal Jobmatch;
- basic financial information/advice in the context of work e.g. PAYE, National Insurance, pension scheme contributions and the financial benefits of work in general;
- ESOL/Literacy/Numeracy provision where an intensive intervention is clearly linked to getting a job:-
  - ESOL provision for individuals or groups where English Language skills are considered to be at Pre Entry (Complete beginner) or Entry Level 1 (Starter) levels; to include addressing full diagnostic requirements;
  - literacy provision for individuals or groups where literacy skills are considered to be at Entry Level 2 or below (Access Level 2 and below in Scotland); to include addressing full diagnostic requirements;
  - numeracy provision for individuals or groups where numeracy skills are considered to be at Entry Level 2 or below, this also applies in Scotland. This may include addressing full diagnostic requirements.
We are looking for provision to be delivered in a variety of ways to meet the needs of the individual, for example, through courses, stand-alone interventions and via mentoring support, however this list is not exhaustive.

We would welcome provision which covers more than one barrier:-

- **Support for Those with Health and Disability Issues including Those with Mental Health Issues** - individual support to overcome personal barriers or help people to manage their conditions in relation to employment. This cannot include the provision of Cognitive Behavioural Therapy and/or access to Condition Management Support.

- **Support for Drugs, Alcohol and Substance Abuse** - engaging the customer, offering advice, guidance and support and building understanding of the ways to address drug issues; complementary activities to address drug issues and prepare for work; tackling lifestyle issues that are likely to inhibit a return to work.

- **Support for Those with Mild Learning Difficulties** – targeted support to enable claimants to reach the appropriate level for entry to other provision to include: one to one support; IT skills (and understanding of Universal Jobmatch); confidence and self-esteem building; soft skills such as hygiene, dressing appropriately for interviews, speaking to employers, appropriate work behaviour; job search support, delivered within a supported environment, either one to one or with peers;

- **Homelessness & Supported Accommodation**: access to tailored support for claimants where homelessness is a significant contributing factor adding to labour market disadvantage. Provision is required that will assist claimants to move closer to / into work. This will include those who are sleeping rough, have no secure address or are living in hostels.

- **Dealing with Offending Issues** – to address the employability issues related to a person’s conviction; knowledge and awareness of the Rehabilitation of Offenders Act and the Police Act 1997; disclosure to an employer any offences spent or unspent under the Rehabilitation of Offenders Act and Police Act where relevant; awareness of relevance of specific offences and specific occupations; awareness of the legal position of disclosure of offences; building confidence in securing employment and producing a letter of disclosure.

*A supplier can make an offer under the broad definition of category 4 and/or they can create offers that are tailored to one or more of the subsections.*
5. **Addressing Barriers**

Support to overcome barriers to getting a job – including support to improve motivation/confidence and overcome practical barriers to work.

Delivery should include but is not limited to:-

- A full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;

- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;

- signposting to other specialist agencies as required;

- workplace behaviours and employer expectations – timekeeping, flexibility, attendance, reliability, dress code etc;

- basic job hunting techniques including use of social media in jobseeking, accessing, registering and navigating Universal Jobmatch;

- basic financial information/advice in the context of work e.g. PAYE, National Insurance, pension scheme contributions and the financial benefits of work in general;

- ESOL/literacy/numeracy provision where a short intensive intervention is clearly linked to getting a job:-
  - ESOL provision for individuals or groups where English Language skills are considered to be at Entry Level 2 (Elementary) or above, to include addressing full diagnostic requirements;
  - literacy provision for individuals or groups where literacy skills are considered to be at Entry Level 3 or below (Access Level 2 and below in Scotland); to include addressing full diagnostic requirements;
  - numeracy provision for individuals or groups where numeracy skills are considered to be at Entry Level 3 or below, this also applies in Scotland. This may include addressing full diagnostic requirements.

We would welcome provision which covers more than one Barrier.

- **Tackling Entrenched Worklessness**: we are looking for innovative motivational support which tackles entrenched worklessness where people have received one or more of the main working age benefits for at least 3 out of the last 4 years and where people are capable of work or work-related activity. The support should: challenge benefit dependency – identify why individual claimants are reliant on welfare benefits and empower them to “breakthrough” the barriers of entrenched worklessness; increase the claimant’s self-esteem – identify and promote positive traits and raise self-
esteem through structured inspirational discussions and exercises; inspire the claimant's to make lifestyle changes – create a bespoke 'road map' that sets out realistic and achievable goals; build their motivation and confidence levels and equip claimants with the qualities, attitudes and behaviours to stimulate their approach to seeking work and changing their lives for the better.

- **Literacy, Numeracy and Language Barriers** including those for whom English is a second language where a short intensive intervention is clearly linked to getting a job.

- **Debt/Money Management**: training in personal financial management, budgetary skills; referral to additional sources of help available, including Credit Unions and the Money Advice Service; Better Off In Work calculations, to demonstrate work pays.

- **Support for those with Caring Responsibilities including Lone Parents** – flexible support recognising the personal circumstances and needs of those with caring responsibilities, offering skills assessments, work tasters and job hunting skills and support.

A supplier can make an offer under the broad definition of category 5 and/or they can create offers that are tailored to one or more of the subsections.
6. **Skills for Work**

Skills training but only:-

- if the contract is worth over £50,000 or
- if this is part of a DPS Routeway, with access to more than one category including skills training.

We require a comprehensive package of support to provide the individual with everything they need both in terms of work-related skills and relevant licenses etc. to enable them to compete in the labour market.

We need employer and employment focused training opportunities to meet the needs of a wide range of claimants, which are aligned to local labour markets, supporting those with diverse needs and which lead to paid and sustained employment. This may include pre-determined, pre-employment training for a sector based work academy\(^1\) (sbwa).

We are looking for close links between claimants and employers to deliver specific vocational skills which lead directly to jobs, prepare claimants for work and provide certification, accreditation and/or qualifications as appropriate. The training provided must be occupationally focused, accepted as an industry requirement and delivered to industry standards.

Ideally we want short certificated courses.

Where certification or accreditation is required to allow claimants to access certain working environments and undertake work in particular occupational areas, this should be provided and arranged for by the supplier.

Training courses must provide nationally recognised accreditation/qualifications by appropriate awarding bodies such as NVQ, City & Guilds, ASDAN, NCFE and recognised industry-specific organisations and any Scottish equivalents.

The following training has been offered previously but the list is not exhaustive and we would welcome additional proposals which clearly link to future employment opportunities in new sectors or industries. There must be a demonstrable link to realistic employment.

Examples of short certificated courses include:

- Security Industry Authority (SIA) Certificate; Construction Skills Certification Scheme (CSCS) cards; Health & Safety certificates; Manual Handling certificate; Basic Food Hygiene certificate;\(^{17}\)th Edition BS7671 electrical wiring regulations update.

\(^1\) Sector based work academies (sbwa) are short, sharp sector-based pre-employment training courses, typically of 2 weeks (however this is not restrictive) in a pre-defined occupational area. Provision is for those who are relatively job-ready, and therefore do not need significant support on basic skills or generic employability training. The decision for a claimant to participate in a sbwa is voluntary however once formally referred then participation is mandatory. NB: Sbwa provision is not available in Wales.
Examples of sector-specific training and skills shortage training include:

Administrative/Clerical/Secretarial
Arts and Media
Care
Construction
Customer Service
Engineering
Financial
Hairdressing and Beauty
Health and Safety
Health and Safety
Hospitality
IT Media
Logistics and Transport
Manufacturing
Other
Public Services
Retail
Security
Sports and Fitness
Travel and Tourism
7. **Getting Jobs**

We want people to be proficient and self-sufficient in their job hunting.

We are looking for provision as short courses to cover:

- a full diagnostic interview to assess employability, employment related activity, transferable skills and critically, primary and secondary barriers to employment;

- development of an individual, realistic, time bound, action plan which the claimant agrees to follow as their journey to employment, including, where required, help to remove barriers to employment;

- realistic career/work planning with goals and milestones based on the local labour market, personal skills, knowledge and aspirations, including activities broadening job choices;

- review of personal assessment, work and non-work experience and personal circumstances to identify transferable skills;

- personal skills: importance of personal presentation and communication (language, behaviours, body language and eye contact); approaching interviews positively; coping with rejections, seeking and making use of feedback, dealing with negative and positive comments and managing fear of rejection/failure;

- basic job hunting clerical techniques; identifying jobs, vacancy and labour market analysis, following up job leads, advertised vacancies and making speculative calls

- using social media, "selling people to employers"; written applications, speculative letters, tailor made CVs, interview preparation and techniques, practice interviews, telephone interviews, group interviews, assessment centres, recruitment tests and personal appearances;

- basic job hunting digital techniques, including digital Jobsearch, electronic CVs, demonstrating skills, experience and potential to employers via online applications, accessing, registering and navigating Universal Jobmatch.

- in-depth, one to one skills and aptitude assessments including for specialist skills.

**Redundancy Support**

We may need redundancy support, as part of a wider Rapid Response Service which JCP provides for any paid employee, at the discretion of the Jobcentre District, who has lost their job or had their contract terminated as a result of workforce management.

This service supports employees employed directly by companies affected and those sub-contracted to them to help them move into new jobs. The service is delivered locally and is tailored to the individual’s needs.
8. Keeping Jobs

Finding a job is only part of the story. We want to be sure that our claimants are able to keep the job they have worked hard to obtain and also, and in line with the requirements for Universal Credit, prepare for paid progression/enhancement.

This provision should be flexible with an initial meeting to establish needs and agree action and will include regular contact where mentoring or buddying relationships are involved.

This should include but is not limited to:-

- awareness of the issues which will impact – making work pay; transferring to a waged income; domestic arrangements; contingency planning; impact on family and /or partner; clothing and equipment requirements; transport; impact on well-being and health;
- access to in work support or work buddy;
- access to a mentor where required;
- budgeting and debt management.

Routeways

A routeway to employment consists of a combination of two or more categories and will typically last (but is not restricted to) a maximum of 6 weeks. The table below provides details of the routeways against which suppliers are invited to submit their Service Offer.

<table>
<thead>
<tr>
<th>Routeway</th>
<th>Funding Model:</th>
<th>Performance</th>
</tr>
</thead>
<tbody>
<tr>
<td>R1: Engagement (1), Moving towards work (2) and Support for hardest to help with complex and multiple barriers (3)</td>
<td>30% Start fee 70% completion fee</td>
<td>100% of completers to complete an action plan</td>
</tr>
<tr>
<td>R2: Supporting Hardest to help into work (4) and Skills for Work (6)</td>
<td>20% Start Fee 30% Completion Fee 50% Job Outcome</td>
<td>40% Job Outcomes – in work 7 consecutive days. 13 weeks tracking period.</td>
</tr>
<tr>
<td>R3: Addressing barriers (5) and Getting jobs (7)</td>
<td>10% start fee 30% completion fee 60% Job outcome</td>
<td>45% Job outcomes – in work 7 consecutive days. 13 weeks tracking period.</td>
</tr>
<tr>
<td>R4: Skills for work (6) and Getting Jobs (7)</td>
<td>10% start fee 30% completion fee 60% Job outcome</td>
<td>60% Job outcomes – in work 7 consecutive days. 13 weeks Tracking</td>
</tr>
<tr>
<td>R5:</td>
<td>20% Start Fee 50% Completion Fee</td>
<td>100% of completers to complete an action plan</td>
</tr>
<tr>
<td>Engagement (1), Moving towards work (2) Support for hardest to help with complex and multiple barriers (3) Supporting hardest to help into work (4)</td>
<td>30% Job Outcome</td>
<td>30% Job Outcomes - in work 4 weeks 13 weeks Tracking</td>
</tr>
</tbody>
</table>
Appendix 1

List of Social Justice Outcomes:

- CV, interview techniques
- An Action Plan detailing
- Attendance at a training Course/Event
- Attendance at a non-work related community group or activity
- Voluntary Work
- Increased engagement with an individual or organisation
- Seeking help from a support group or worker, GP, Counsellor
- Steps towards removal of a barrier that makes the individual socially excluded e.g. talking to people, going out on their own, using public transport
- Community College Course, evening classes
- Increased motivation/participation in an activity
- Increase their social awareness/skills

This list is not exhaustive.