

# The Work Programme: What you need to know... and how you can help!

## Employment and Skills Partnership

Alliance *Summary Paper*

*July 2011*

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*SLIM, Marchmont Observatory, University of Exeter*



**European Union**  
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Investing in jobs and skills



## Programme

### Employment and Skills Partnership ALLIANCE

#### **'The Work Programme' – what you need to know and how you can help!**

20 July 2011

Somerset College of Arts and Technology

9:30 **Registration and Refreshments**

10:00 Welcome

Adrian Bailey  
ESP

10:05 The Work Programme:  
meeting the performance challenge

Dave Simmonds  
CESI

10:30 Jobcentre Plus – 'The Customer Journey  
to the Work Programme'

Linda Germon  
Jobcentre Plus

10:50 The Providers – "who we are and  
What we will be doing"

Working Links  
Prospects  
JHP  
Rehab Group

11:30 **Tea and Coffee**

11:45 Panel - Questions from the floor

Providers,  
Dave Simmonds  
Jobcentre Plus

12:20 "How can we support the Work Programme?"  
Round table discussion

All

13:05 Feedback

Andy Dean

13:15 **Close and Lunch**

All papers and presentations can be found on the **Employment and Skills Partnership** website at: <http://www.swrsb.org.uk>

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## Introduction

The Employment and Skills Partnership (ESP) Alliance met on 20 July 2011 to discuss the topic, **The Work Programme – what you need to know and how you can help!** You can read more about the work of the South West Employment and Skills Partnership Alliance in Appendix 1.

In May 2010, the Coalition Government announced its intention to launch the Work Programme. The wide range of externally-contracted employment services developed under Labour were to be swept away and replaced by what Chris Grayling, Minister for Employment, described as the *'biggest welfare to work plan that this country has yet seen, and more importantly probably the biggest payment by results scheme that any Government has attempted'*<sup>1</sup>.

The Spending Review 2010, announced on the 20 October 2010, confirmed the Department for Work and Pensions' (DWP) commitment to reform and the introduction of the Work Programme, which would be *'a step change for Welfare to Work in this country, creating a structure that treats people as individuals and allows Providers greater freedom to tailor the right support to the individual needs of each customer'*. It is designed to be a partnership between Government and Providers from across the public, private and third sectors - including social enterprises.

A previous *Briefing Report* reviewed the Work Programme in the South West. It was written for people in local authorities, Providers, Employment and Skills Boards (ESBs) and others who may have been asking themselves:

- How will the Work Programme work in the South West of England?
- Are there areas or groups of people who are most likely to benefit?
- What should we be watching and monitoring?
- How can we help to ensure that none of our people and places gets left behind?

The aim of the *Briefing Report* was to: sketch out the structure and goals of the Work Programme; identify the risks that may arise from its design and delivery; assess its chances of success in the South West; and highlight matters that partners may wish to monitor or influence in order to ensure that the Work Programme works for those in their area. This *Summary Report* explores the issues that emerged at the meeting and is largely taken from the presentations given by the participants and the subsequent, documented discussions. Both this report and the *Briefing Report* were produced by SLIM.

### Disclaimer

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<sup>1</sup> Chris Grayling, Minister for Welfare Reform at the Department for Work and Pensions, Conservative Home Blog, 22<sup>nd</sup> December 2010, [http://conservativehome.blogs.com/platform/chris\\_grayling\\_mp/](http://conservativehome.blogs.com/platform/chris_grayling_mp/)

## Conclusions from Workshop Discussions

The full *Summary of Workshop Discussions* is included later in the report; however, in this section we reflect upon some of the most commonly cited challenges and concerns mentioned by delegates.

The emerging landscape feels very top-down and led by Primes and Jobcentre Plus. The mechanisms and means through which smaller organisations can influence the Work Programme need to be clarified. Indeed, would small organisations want to be involved given the financial risks? How can small employers and voluntary sector bodies find out about developments – there seems to be a lack of information.

There should be consistency in messages to the customer which should have an absolute assumption of employability for everyone on the Work Programme. Robust initial assessments are crucial as they will shape the offer and the subsequent relationships. Customers' needs can be varied so delivery has to be tailored. Jobcentre Plus staff will need training on the Work Programme to be able to sell it to customers. There will need to be a system to enable feedback from Providers and customers to reach Jobcentre Plus advisers. Customer journeys need to be set out very clearly showing what support is available from where and when. Jobseeking should not be at the end of the Programme but throughout.

There is a need to 'sell the programme' – customers often do not understand who/what/where so more accurate information at the point of contact will be key. Offers need to be clearly laid out for customers so that it is accessible and clear; some have literacy problems. Drawings and diagrams should be used to express customer journeys. Customers need regular contact to ensure they receive the support that is needed for them to engage and progress. The journey should be seamless – so it is clear that a customer always has the same contact point even if they are working with different Providers. Identify small positive steps that customers feel they have achieved including soft outcomes. If customers disengage ensure they know they cannot necessarily come back but may need to start again. [*JCP NOTE - Mandatory customers have to attend the Work Programme for 104 weeks of continuous support. Where a customer changes benefit, or leaves benefit participation requirements may change. However, their 104 week support period will continue.*]

Providers may need to train Jobcentre Plus staff in how to identify the best Programme Providers for each customer accurately. However, for now, this cannot be done as the customers are randomly allocated to the providers, ensuring an equal share, to test delivery and monitor performance. It would be beneficial for providers to be invited to Jobcentres meetings and Jobcentre Plus staff to observe provider delivery at their premises. Mental Health training is badly needed by Primes and Providers together with greater understanding of general health issues. Roadshows and events at Jobcentre Plus offices would be a positive step.

There are many local specialists, often with useful local knowledge, that could help but are not currently engaged. Primes need to be willing to share who their end-to-end supply chain / supply chains and specialist Providers are – there needs to be transparency. Primes could organise sub-regional

meetings for all relevant organisations and members of the supply chains and those interested in delivering or becoming new partners.

The language used within the Work Programme can be complicated and potentially off-putting for those not familiar with it. Primes, Jobcentre Plus and Providers need to take this on board.

Greater transparency on the assessment process is needed:

- How does it work / who makes the decision to support?
- How can we be sure the sub-contractor list is appropriate?
- What assurances can be given that Parking will not occur?

Data-sharing and protection are issues. Can Primes use existing databases and information rather than starting from scratch?

There are real concerns about Parking hard-to-reach groups, those who will require significant support to get to a point where they could consider work.

Learn from existing programmes and networks such as the Forum in Bristol where different groups meet, hosted by Bristol City Council and Productive Skills for Devon and Somerset, and facilitated by Devon County Council. Labour market intelligence is crucial and organisations such as CESI and SLIM can help with this.

Reviews need to be carried out into good practice. Case studies and research need to be shared around the Primes, Providers and their partnerships.

In terms of employer engagement, there is still a concern as to whether the new model is actually conducive to partnership working. With so many Small and Medium-Sized Enterprises (SMEs) involved genuine employer engagement will be difficult to achieve, particularly as other partners such as the National Apprenticeship Service (NAS) and training providers are also contacting employers. Providers could frame activities as employer support not engagement – show employers how to protect themselves from the challenges they will face and provide clear guidance and support over the period of employment.

There needs to be collaboration between Jobcentre Plus and Primes to ensure there is a coordinated approach to employer engagement. There should ideally be one contact linking through to Providers, partners and Jobcentre Plus, and this should be at a local level.

More imaginative thinking is needed on securing vacancies – a great many do not come through Jobcentre Plus and there seems to be too much of a focus upon placement into particular sectors, some of which have a high turnover which will not help customers in achieving sustainable outcomes.

It would be useful to have an employer pack. This could detail everything available to the employer and should emphasise the different ways that the Work Programme can work with individuals. Partners such as the Federation of Small Businesses (FSB) could help with checking material to ensure it is employer-friendly. Employers could find out more via open days.

What level of engagement with Local Enterprise Partnerships (LEPs) and ESBs will there be in reality? It needs to be more than just lip-service. Primes and Providers need to be clear about where the added value from interacting with LEPs and ESBs actually is. They both offer the potential of a direct route to employers and local labour market intelligence. However, there is a conflict of interest. LEPs, ESBs and Local Authorities need to ensure a focus on employability. Perhaps Primes could pro-actively contact LEPs and ESBs?

LEPs would benefit from establishing skills and worklessness sub-groups with one key person from each organisation – at a practitioner rather than a strategic level.

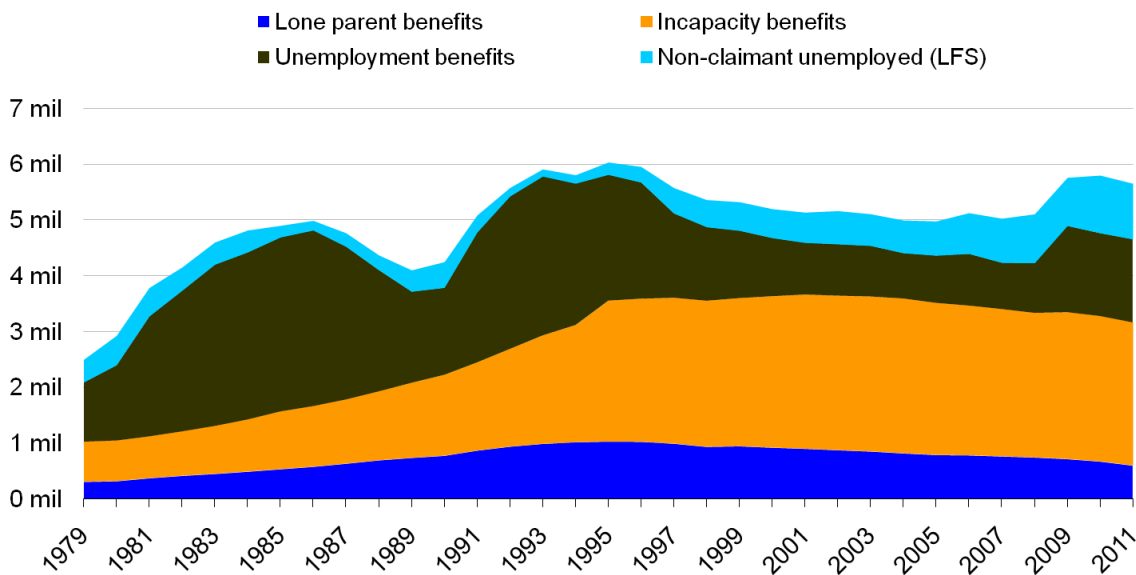
## The Work Programme: meeting the performance challenge

*Presentation by Dave Simmonds, Centre for Social Inclusion (CESI). The slides used below are from CESI if not otherwise stated.*

It is important to begin by understanding the nature and pattern of UK worklessness. Figure 1 illustrates the volume of people identified as unemployed, simplified here into four categories: lone parent benefit recipients, unemployment benefit recipients, incapacity benefit recipients and the 'non-claimant unemployed' – people who identify themselves as looking for work but who are not in receipt of benefits.

Figure 1 reveals the twin peaks of the recessions of the 1980s and 90s and the most recent recession as well as showing the enormous growth in the numbers of people in receipt of various incapacity benefits. It becomes clear that currently, the majority of claimants have health problems and this must have a major impact upon the shape of Work Programme provision. Though not clear from Figure 1, the most recent recession has, at least, not generated the numbers of long-term unemployed that previous ones have, reflecting well on the approach of Jobcentre Plus.

**Figure 1: Unemployment in the UK 1979 - 2011**



The Work Programme shows clear origins in the work of the previous Government through its flexible New Deal. This has been taken forward with further enhancements in provider freedoms and flexibilities (the black-box approach) making 'joining-up' easier and allowing more flexible partnerships. The Government is anticipating the Work Programme generating more and longer jobs – linking payments to the sustainability of employment and, crucially, has provided more money by using money from savings achieved in getting people off benefits.

Also, the Work Programme, as a single entity, promises reduced bureaucracy and longer-term contracts, which many think have been needed for many years, particularly to support and encourage greater voluntary sector involvement. Providers will also have longer to work with the unemployed – two years, rather than the often far too short periods provided by previous programmes.

The advantages over previous programmes, described above, do come with some caveats. The element of ‘risk’ has been shifted from the Government to the Provider/Contractor. Significantly, the DWP has placed high performance expectations on Contractors which, should the labour market deteriorate over a prolonged period, could lead to Contractors missing their targets by some considerable distance. After all, the Work Programme can only succeed if there are jobs.

Many Providers prefer to work collaboratively rather than competitively, particularly smaller and voluntary sector Providers. For now, the sub-regional work split will be 50:50 but over time the DWP has stated that ‘better’ Contractors and Providers will be expected to get more business. There are very significant fears over ‘Parking’. This is where either individuals or geographic areas (such as hard-to-reach rural or poor urban) will be left without provision as Contractors seek the easier-to-work-with and potentially more lucrative clients. In the background, there are still uncertainties over wider welfare reform.

Exploring some of the potential problems in detail, there is the issue of high expectations from DWP. Figure 2 illustrates the percentage of starts in work from those entering the New Deal programmes (18-24 and 25+) – the ‘wavy lines’. The dotted lines reflect current estimates for DWP expectations.

**Figure 2: High expectations. New Deal starts versus current targets in the UK**

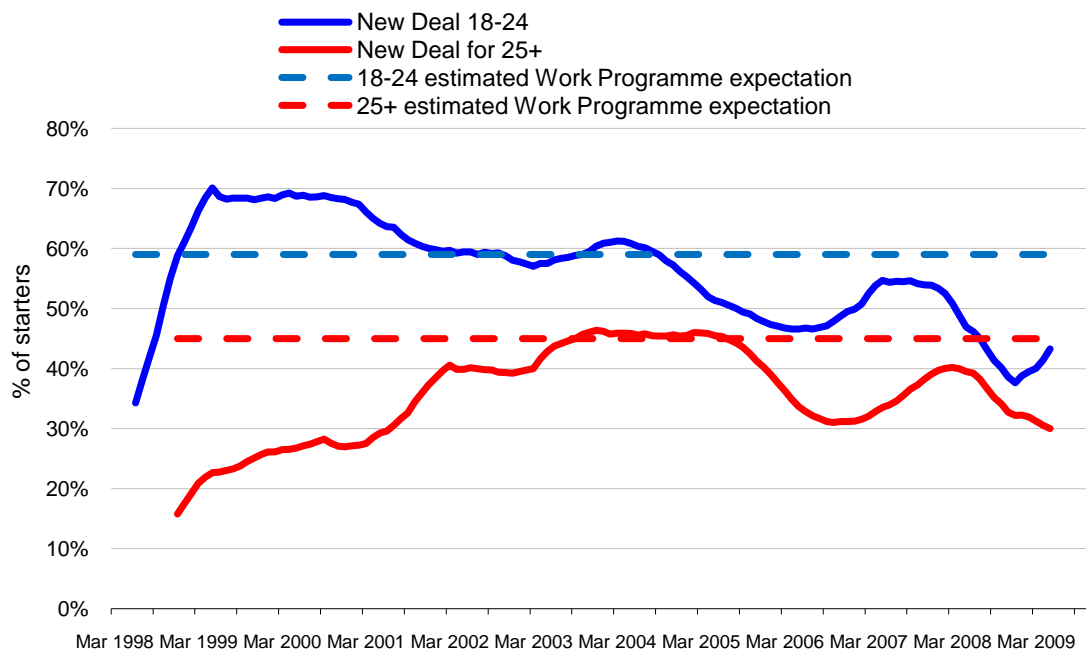
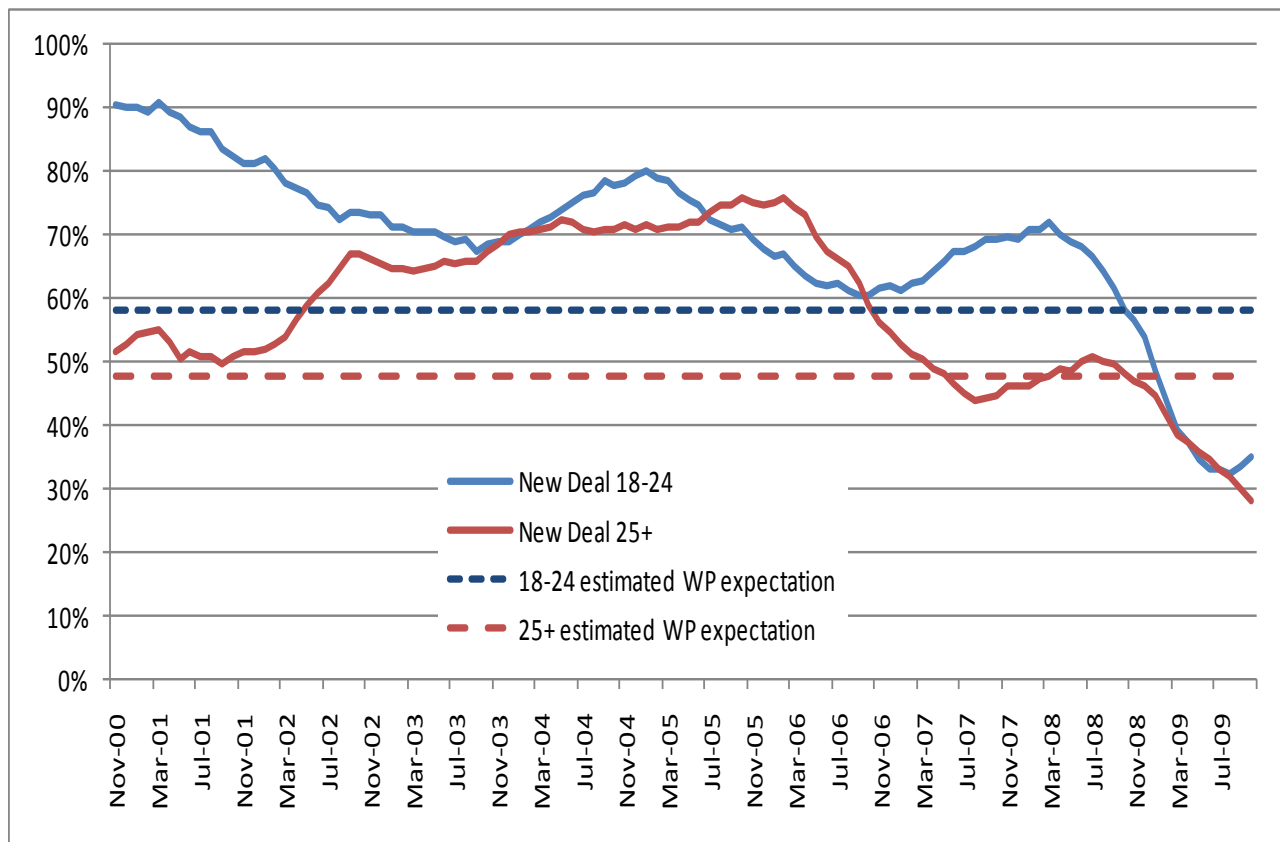


Figure 2 therefore reveals that, through some of the period for New deal 18-24, when the labour market was strong, the targets could be achieved. This cannot be said of New deal 25+. Success will therefore require a real 'step-change' in delivery.

In the South West, the situation appears to be significantly stronger. Figure 3 illustrates this using the same targets.

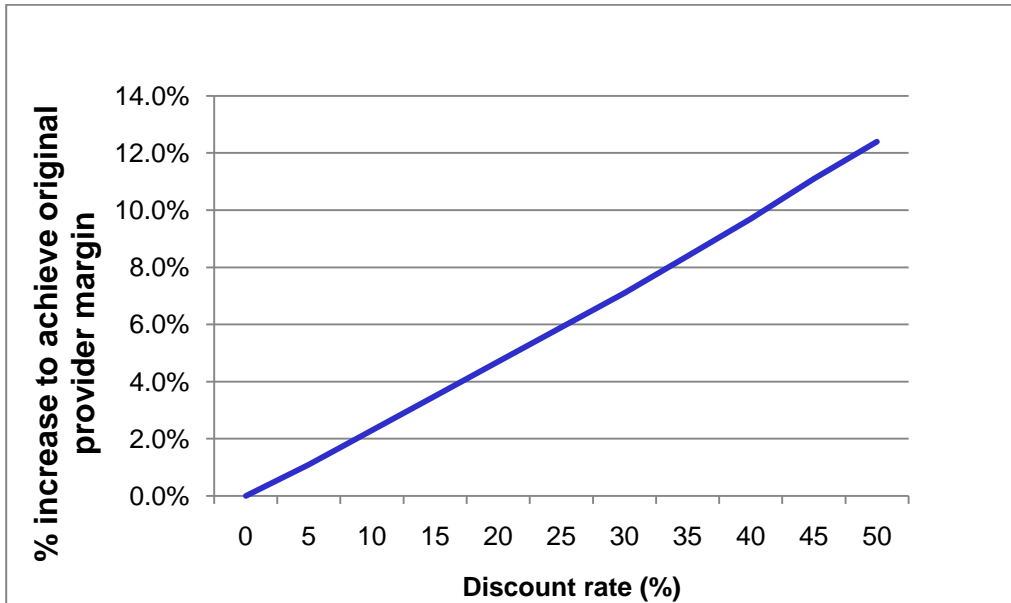
**Figure 3: High expectations. New Deal starts versus current targets in the South West**



Slide courtesy of SLIM

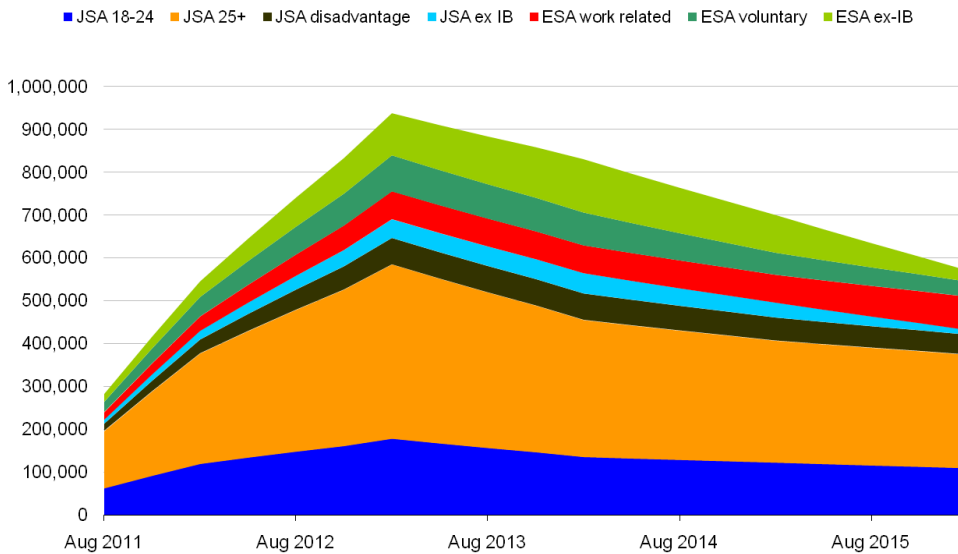
When bidding, Contractors will probably have discounted fees. CESI have calculated that the more Contractors have discounted their fees from the old programme levels, the greater the performance levels they will need to attain just to achieve their original provider margins, (Figure 4).

**Figure 4: Provider performance needed to overcome discounting**



The Work Programme will undoubtedly be the largest programme of its kind in UK history. It will also have to work with a very diverse number of groups (Figure 5.)

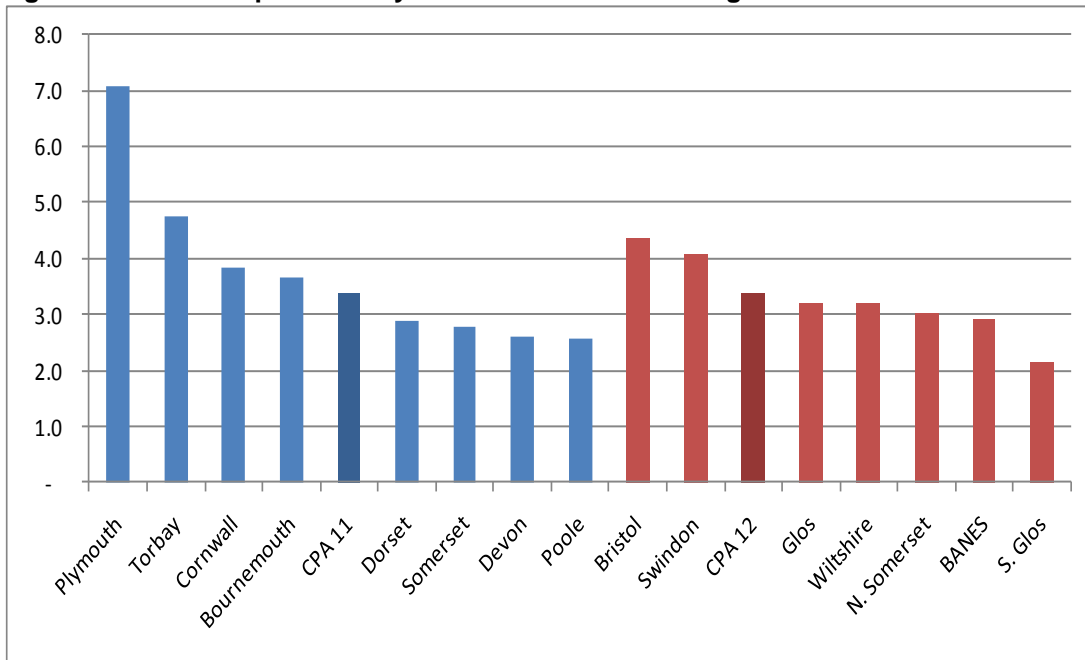
**Figure 5: Work Programme volumes and groups**



The workless group has changed since the recessions of the 1980s and 90s. Half will have health problems so Contractors need to be sensitive to these needs. Figure 6 illustrates the claimants per vacancy quota for the local geographies of the South West. Looking at these local geographies, we see that some areas will find it a great deal more difficult to progress clients into work than others. Plymouth and Torbay stand out from the more southerly Contractor region, while Bristol and Swindon stand out

from the more northerly region. Differences of this kind will persist to ward level and it is easy to see how the concerns about Parking have arisen.

**Figure 6: Claimants per vacancy in the two Contractor Regions**



Slide courtesy of SLIM

Local partners will have a significant number of new roles to fulfil:

- **Delivery:** as sub-contractors; difficult for some but need to think long-term.
- **Scrutiny:** monitoring performance; 'Fairness indicators'.
- **Aligning local provision:** community budgets; childcare; health; housing; skills.
- **Information for Contractors and individuals:** labour market info; employers; welfare advice.
- **Increasing performance:** competition and collaboration.

CESI is producing some 'fairness indicators' to try to help organisations and authorities assess performance and ensure Parking is not happening. In terms of performance, there are a number of key drivers:

- **Initial job match:** knowing employers and local labour markets; routes to paid jobs.
- **Maximising sustained employment:** in-work support; income maximisation; skills; careers.
- **Combining specialist support:** personalising services; health; older workers; drugs; etc.
- **Reaching deprived and isolated areas:** sharing costs; outreach and community credibility.
- **Innovation:** lots of it will be needed.

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**Centre for Economic & Social Inclusion**

## Jobcentre Plus – The Customer Journey to the Work Programme

*Presentation by Linda Germon, Jobcentre Plus*

The Work Programme is one element of the Government's 'Get Britain Working' Programme. To deliver this it will require Jobcentre Plus to work with partners, employers and providers, who together have the expertise and local knowledge to give individuals the tailored support they need to enter sustainable employment.

The key target for Jobcentre Plus is simple – to get people off benefits and into work. This will be tackled by introducing a greater focus on diagnosing claimants' individual needs and, at the same time, more flexibility and responsibility for Jobcentre Plus advisers. There will be a raised expectation placed on claimants to find work and an extended range of digital services. District Managers will have powers and greater autonomy to provide:

- a Flexible Support Fund;
- resources as needed locally.

Support can vary, not only at District level but down to site level.

The Get Britain Working measures can be employed locally to improve local labour markets. A suite of options is available:

- **Work Clubs:** for sharing experiences and networking.
- **Work Together:** develop skills through volunteering
- **Work Experience:** gain experiences in the world of work..
- **Enterprise Clubs:** to exchange skills, share experience and work through their business ideas
- **New Enterprise Allowance:** support for those JSA claimants 6 months plus unemployed. Who wish to start their own business.
- **Mandatory Work Activity:** 30 hrs per week community placements for four weeks.
- **Sector-based work academies** (to be launched August 2011): will offer accredited sector specific pre-employment training, a work placement, leading to a guaranteed interview.

Additional support will be available, including through the existing Support Contract, with modular job-search support; and 'Work Choice' to support those with disabilities who have more complex needs. There is also more support through links with partners for those people who are dependent on drugs and/or alcohol. In terms of people with mental health issues, there is a network of Mental Health Co-ordinators in each JCP District and mental health awareness training for JCP advisers.

The skills offer (vocational training, life-skills and pre-work training etc) is now a key part of the pre-Work Programme offer for Job Seeker's Allowance (JSA) and Employment and Support Allowance (ESA) Work Related Activity Group (WRAG) claimants from day one of their claim. This will involve Jobcentre Plus delivering light-touch skills screening. Next Step will be available for in-depth assessment and careers and skills advice.

There will now be no ring-fenced skills budgets for individual programmes, but there will be greater freedoms for working with colleges and training Providers so Jobcentre Plus can be responsive to local needs. Those on active benefits will be entitled to full fee remission. There will be a greater focus on giving claimants the necessary skills to move quickly into work and working with the National Apprenticeship Service (NAS) to maximise apprenticeship take-up.

European Social Fund (ESF) via the Skills Funding Agency will provide skill training, possibly leading to a grant for SMEs to take on an apprentice. Support for those threatened with redundancy.

ESF will also fund voluntary access to the Work Programme for Income Support and/or Incapacity Benefit claimants who would otherwise be ineligible for the Work Programme and can support people in workless households, with complex needs, overcome barriers to employment.

In Cornwall, with Convergence, the above will be possible too, but there will also be the potential to fund the delivery of motivational, confidence-building, and personal development through social enterprise (until December 2011).

Skills Conditionality goes live very soon – 1 August 2011 – whereby individuals can be mandated to take certain training if the skills need is identified as the material barrier preventing them from finding work.

The changes outlined above are all part of a broader, changing, welfare agenda which includes the Universal Credit designed to make sure that work pays.

The ongoing re-assessment of incapacity benefits claimants, will be completed, by Spring 2014. At the start of the process there were approximately 151,000 incapacity benefit claimants in the South West.

Lone Parent Obligations. The latest phase was introduced this April for lone parents with the youngest child aged seven and it was announced in the Budget 2010 the age threshold is set to be reduced further to age five, subject to the passage of the Welfare Reform Bill.

There is a time limit of one year for Contributory Employment and Support Allowance for all new and existing recipients in the WRAG. For those with severe health conditions or disabilities in the Support Group, time-limiting will not apply.

Finally, there is the Pension Reform and Equalisation agenda, expected eventually to fix a retirement age of 66 for both men and women.

Figure 7 indicates Work Programme eligibility by Claimant Group (see next page).

**Figure 7: Work programme eligibility**

<u>Claimant Group</u>	<u>Time of Referral</u>	<u>Basis for referral</u>
Jobseeker's Allowance (JSA) claimants aged 25+	From 12 months	Mandatory
JSA claimants aged 18-24	From 9 months	Mandatory
JSA claimants who have recently moved from Incapacity Benefit	From 3 months	Mandatory
JSA claimants who are seriously disadvantaged by one or more factors	From 3 months	Mandatory or voluntary depending on circumstances
All Employment Support Allowance (ESA) claimants	At any time	Voluntary
ESA (income-related) Work-Related Activity Group	When claimants are expected to be fit for work within 3 months	Mandatory

In the South West, the successful bidders to become Work Programme Contractors were:

**Prospects and Working Links**

Devon and Cornwall  
Dorset and Somerset

**JHP and Rehab Jobfit**

Wiltshire and Swindon  
Gloucestershire and West of England

Jobcentre Plus and the above Work Programme Contractors are already working locally to understand individual Provider Customer Journeys and to define joint working with Strategic Partners. Where possible, this will include agreeing co-location and outreach, and a joint strategy for working with employers. There is a real need to work together to share Labour Market Information, understand the local economic position and to recognise the full range of support available from partners.

Jobcentre Plus has identified the following opportunities and challenges in the South West:

**Opportunities**

- working collaboratively to deliver Get Britain Working;
- Localism

- flexibility to meet local need
- use of existing experience and knowledge
- joint working locally between JCP, Providers, employers and partners
- co-location/outreach;
- building on successful implementation;
- innovation;
- employee/employer support;
- complement LEPs and local ESBs;

### **Challenges**

- South West geographical make-up;
- supporting all claimant groups - broadened claimant base;
- sharing of local labour market information;
- understanding local employer needs – a co-ordinated approach;
- Jobcentre Plus stepping back;
- changing economic climate;
- using expertise already gained;
- identifying and sharing early innovative working;
- competition/collaboration;
- sustainable employment with progression.

Linda Germon  
Group Provision Manager:  
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## The Providers – who we are and what we will be doing

### Working Links

*Presentation by Debbie Joce, South West Partnership and Provisions Manager for Skill and Frances Brennan, South West Regional Director*

Work Programme delivery in the various sub-regions has now been devised and consists of:

<b>Sub-region</b>	<b>Provider</b>
Somerset	Working Links
North Devon and Bude	TTS Charity
Dorset and Yeovil	Bournemouth & Poole College – with Partners
Devon	Working Links
Cornwall	Working Links

Working Links consider themselves as no longer simply a Welfare-to-Work Provider – but now as a Sustainable Employment Provider whose work doesn't stop when work starts. From now on, pre-employment will lay the foundations but post-employment still leaves a 'building to put up'. There will be much greater emphasis on how to help customers to stay in work and progress at work. Pre-employment support will consist of intelligence-led services and targeted, evidence-based interventions. Achieving in-work sustainability will require:

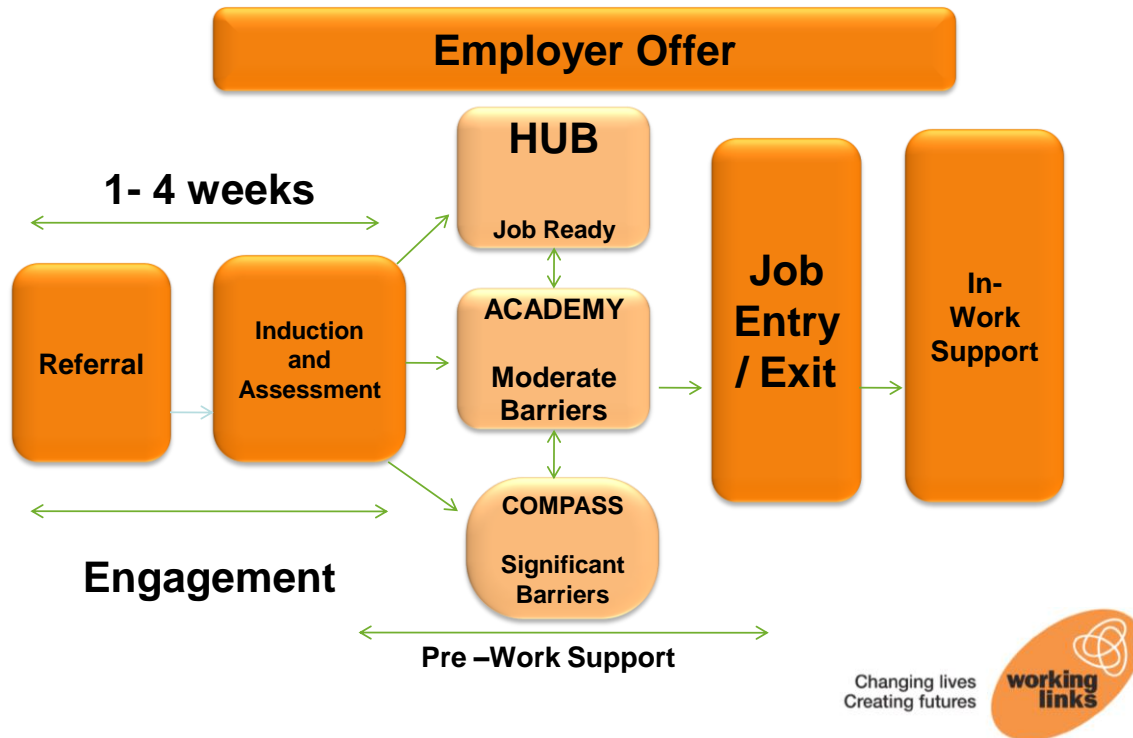
- Skills and career development
- In-work support and employer aftercare
- Retention management strategies

Working Links created a model office in Leicester which consisted of all our contracts (FND, ESF, Skills and Pathways). DWP gave permission for them to trial this delivery within Leicester as it allowed them to test the urban and rural delivery - which is what Providers face in the South West. There are a number of crucial elements:

- **One size does not fit all** – diagnostic assessment is undertaken at the start of clients' journey and is reviewed throughout its cycle. It is a broader, more holistic assessment of an individual's issues, barriers and challenges (Attitude and Behaviour, Employability, Health, Skills, Lifestyle, Goals, Objectives and Aspirations) but also of their opportunities – where have they got skills, competencies etc? What are their immediate job goals, longer-term career aspirations? 'What can you do?' rather than 'what can't you do?'
- **Investment in Technology** – we will support and up-skill clients to become more IT literate. Clients will be able to access our portal 24/7. They will be able to job search and book their own appointments via the portal. The aim is to encourage clients to become more self sufficient
- **Support Catalogue** - Supply-chain intelligence around what works – ensuring that the best placed, most effective partners deliver services and concentrate on areas of expertise, *i.e.* Health, Training Providers and Colleges.

The customer journey is represented in Figure 8 below.

**Figure 8: Working Links Customer Journey**



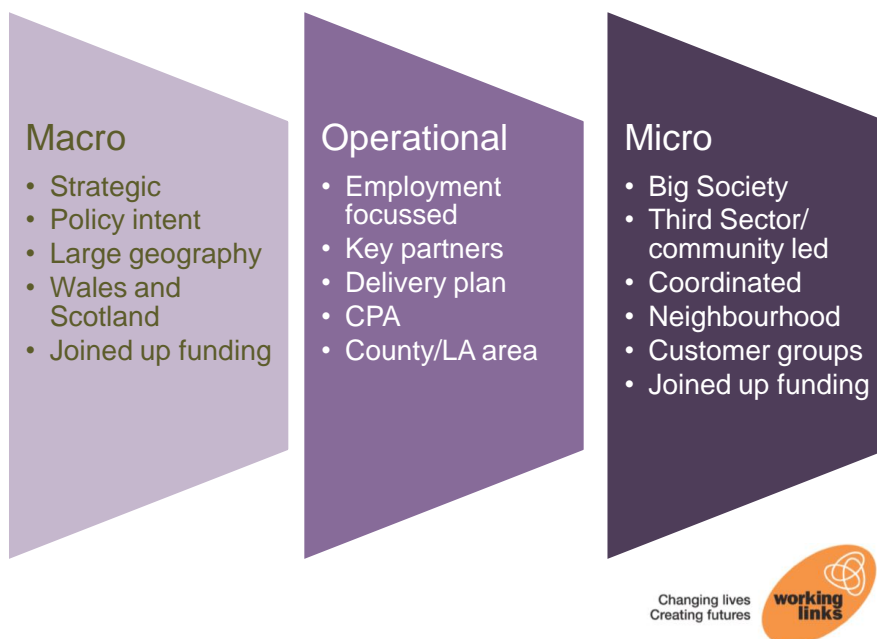
Following referral, clients receive induction and assessment followed by tailored pre-work support depending on their job-readiness. They receive an ‘into work’ plan to help guide their journey and retain a dedicated consultant at all stages in the journey. The academy exists for people who need one-to-one support and training perhaps with WayUp interventions. The Hub is for people who are already job ready and need intensive job-search, and Compass exists for those facing significant barriers to employment.

In defining Stakeholders and Partners it is necessary to think about the micro and operational as well as the macro level. There is a need to translate the big picture into operational reality and make it real at a neighbourhood level. Working Links recognise three levels:

- **Macro:** helping to fill the void left by the end of Regional Development Agencies and Government Office. Understanding the picture with the devolved Governments.
- **Operational:** the Contract Package Area and Supply Chain
- **Micro:** fitting in with the new Localism and Big Society agendas

This relationship is demonstrated in Figure 9, below.

**Figure 9: Differing levels of Stakeholder and Partner Engagement**



## Prospects Services Ltd

*Presentation by Nicola Squib, Operations Director.*

Prospects is a large company, working nationally and internationally in partnership with public, private and voluntary sector organisations, managing and delivering a diverse range of employment, education and training services. They are the largest provider of Connexions services and similarly the largest provider of Next Step services. Other services offered include:

- Ofsted Inspection Service provider
- OLASS
- CfA Recruitment Company
- Gabbitas – for the Independent Education sector
- Education Resources
- Welfare to Work

In designing their Work Programme offer they have recognised a number of key drivers. Notably the black box approach to 'worklessness', its position in the "Get Britain Working" project and its sheer scale, replacing all current DWP contracts, except Work Choice and Support Contracts. Consequently their approach to the Work Programme recognises that each customer group must have its own target

for both performance and sustainability, and payment will be on the basis of performance measured against referrals via three methods: attachment; job outcome and sustainability.

To guide their work with the Work Programme, Prospects have taken a holistic approach to 'worklessness'. It seeks to remove barriers and ensures no one gets left behind whilst measuring and rewarding progress and dealing with the issues of 'worklessness' prior to helping people into employment.

The customer journey begins once a Provider Referrals and Payments (PRaP) referral is received. Contact will then be made by The Listening Company (TLC) (approx 90%) and the Engagement Team (approx 5%). Following an initial assessment, the customer is assigned a named Cohort Adviser. They will then be placed into the Ascent Programme and tailored support will be provided. This can be represented diagrammatically as follows:

For each customer, a one-to-one advisor appointment will be booked within five days of initial assessment. An adviser will guide the customer through their time on the programme and agree and negotiate interventions. They will also agree and sanction 'rewards and consequences'. Contact will be maintained every two weeks and access provided to the Customer Portal. A variety of Ascent Interventions are available including:

- Reality Camps
- Heroes to Inspire
- Ascent Skills Enhancement Projects
- Motivational Speakers
- Aspiration – Consequence & Reward
- Relocation, Relocation, Relocation
- Ascent Sports Team
- Achievement Projects
- 36 Ascent Workshops
- Come Dine With Me
- Life Checks
- Community Events
- Ascent Radio
- Well-being Groups

As the customers progress following the anticipated interventions and learning opportunities they may receive a 'reward activity'. 'Skills Enhancement Projects' are also available to help the customer move closer to work-readiness. Eventually they will be referred to an ESTA.

The ESTA team is tasked with placing customers in real vacancies and have additional opportunities such as Prospects Work Trials and Prospects Employer Engagement Activities available to support the customer. They will be targeted for job-sourcing and customer-placing and ESTA ensures that the customer support continues post employment.

Post employment support is provided by TLC:

- Weeks 1 – 4                Weekly
- Weeks 5 – 26            Fortnightly
- Week 27+                 Bi-monthly

Issues are referred to ACA or ESTA - if the customer leaves work and returns to the Work Programme within 104 weeks.

As far as Providers are concerned, there are some issues with the Work Programme. It cannot fund everything and retains a high level of Ministerial oversight despite the high levels of risk for Primes and supply chain partners. This has necessitated a real partnership approach, building cohesiveness and integration into current and future strategies.

## JHP

*Presentation by Lyn Gardner, Work Programme Director.*

JHP Group Ltd, comprising JHP Training and JHP Employability, is one of the largest and most successful employability and skills Providers in the UK, offering staff training through a range of Apprenticeships, NVQs and foundation programmes across England, Scotland and Wales.

JHP Group Ltd was established in 1983 by Mr J H Pitman of the Pitman family, whose commitment to training dates back almost two centuries. In early 2010, a management buy-out by the Executive Board in partnership with LDC (Lloyds TSB Development Capital) gave significant growth opportunities to the business and enabled skills and employability services to be offered to many more customers.

Through a national network of over 117 Business Centres, they offer a wide range of work-based and job-seeker training for adults and young people alike. The programmes can be qualification-based or focus on building skills, and many courses are tailor-made to suit the needs of individual clients.

The group has a £70M+ turnover and employs more than 1,400 staff. Their expertise in skills and employability is as a deliverer, subcontractor and manager of supply chain arrangements.

JHP is the second largest independent training provider and currently the number one for delivering Apprenticeships. Its NVQs are extremely flexible and span Entry level to Level 5. They also deliver work-based learning and commercial training for employers.

Historically, JHP has been strong in the employability sphere and was awarded the largest contract by the Skills Funding Agency (SFA) for Programmes for the Unemployed including seven ERSS framework contracts (the maximum allowed).

However, the Work Programme will be different. It cannot simply be more of the same kind of delivery as seen in previous programmes. If they were to replicate or continue previous business models and practices then the business model would fail. The Work Programme is a major transfer of risk to the

private sector. Key new elements of the Work Programme are the payments by results and changing the focus from job search and placement to:

- **An holistic approach:** understanding and meeting personal needs;
- **progression:** personal and professional;
- **employer opportunity and support;**

JHP has identified a number of factors that will be key to its success in the Work Programme. These include:

- **Partnership:** 77% delivery via their supply chain
- **Technology**
  - Diagnostic tools feeding into online action plans, CVs
  - Job matching immediately (email, post and texting)
  - Case and employer management – matching and managing
  - MIS, client tracking and performance measurement
  - Staff development through our Virtual Academy
- **Integrated Employment and Skills (IES) and In Work Support (IWS)**
  - Engaging with and meeting employer need
  - Creating opportunities with employers, developing people
- **Leadership and management**
  - Staff : Induction and development programme (ND to WP, 'can do')
- **Regional Stakeholder engagement:** through convergence of government policy - 'making work pay'

**Lyn Gardner**  
0870 478 0919

## Jobfit

*Presentation by Catherine A'Bear, Supply Chain Manager.*

JobFit is a market leading partnership of The Rehab Group and Interserve with real aspirations to grow its influence in the marketplace as new packages of work are let. The partners in JobFit have extensive experience in supporting a wide range of customers to realise their full potential, enabling them to achieve a real step-change in people's lives and deliver a better future.

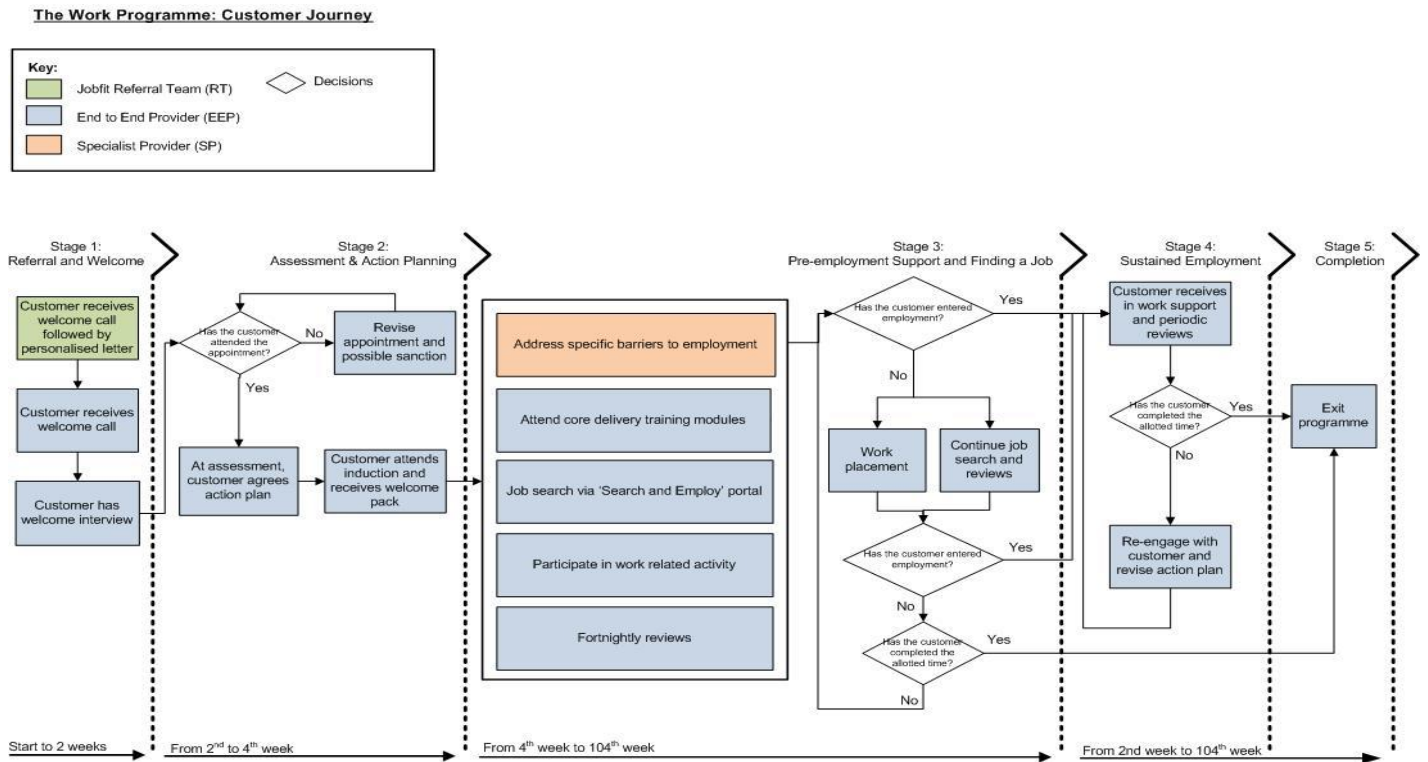
JobFit recognise that a one-size-fits-all approach has been tried before and does not break through the cycles of benefit and worklessness within the customer group. Generating a sustainable work habit will transform the lives of those who can successfully make the journey, and they intend to provide every support to making that happen. JobFit will cover the following areas:

- Wiltshire
- Swindon
- Gloucestershire
- South Gloucestershire

- City of Bristol
- North Somerset
- Bath and North East Somerset

The JobFit customer journey is summarised in Figure 10.

**Figure 10: Customer Journey with JobFit**



JobFit have engaged a series of Providers to ensure end-to-end provision. These are:

Subcontractor	Area Covered
North Wessex Training	Devizes, Trowbridge
Pinnacle People	Salisbury, Chippenham, Horfield, Shirehampton, Cirencester
Prospect Training Services (Glos)	Cheltenham, Gloucester, Cinderford, Coleford, Tewkesbury
TBG Learning	Swindon
Scout Enterprises	Yate, Kingswood, Stroud
Seetec	Bristol Central, Bristol Easton
Tomorrow's People	BANES, Horfield
Salvation Army – Employment Plus	Bedminster, Bishopsworth, Clevedon, Weston super Mare

As well as the above, they will have a further network of specialist Providers supporting their Work Programme delivery. Currently, 23 Providers have been engaged.

JobFit will be running an Innovation Fund totalling £1,050,000 over the life of the contract. This will be allocated to the hardest-to-help customer groups and ‘slow growth’ areas. It will provide funding and support for customers to set up new businesses and funding to help subcontractors to create work placements. The fund can also be used for social enterprise start-ups that will create outcomes and placements.

Catherine A’Bear  
[cabear@rehabjobfit.com](mailto:cabear@rehabjobfit.com)

## Panel Session - Questions from the floor

*Summary of Panel Discussions with Dave Simmonds (CESI), Linda Germon (Jobcentre Plus) and the representatives from the four Work Programme Contractors (Working Links, Prospect, JHP and JobFit)*

**Q There is a general fear that ESA customers, particularly those with Mental Health issues will be Parked. If ESA customers join the Work Programme voluntarily and then leave - do they lose ESA?**

**A** (Linda Germon) Those claimants in the ESA Support Group can join the Work Programme voluntarily and can leave without losing entitlement to benefit. Those ESA WRAG claimants who join the Work Programme voluntarily will be then mandated to complete the 104 week programme.

**Q Can CESI clarify their Fairness Indicators and how they could prevent Parking?**

**A** (Dave Simmonds) There is no official monitoring of the Work Programme until Autumn 2012. Local Authorities will wish to drill down into the data to ensure that Parking is not taking place. However DWP will only publish data to Local Authority level – so this will be difficult. However, there might be enough data to identify issues with specific groups. There is a need for a robust and common basis for performance monitoring and a need to avoid knee-jerk reactions. The structure needs to be agreed sooner rather than later.

**Q The Work Programme can only succeed if there are jobs. Currently there is nothing to enthruse SMEs to recruit. There is also nothing prescribed for LEPs to take forward. What are the panel's thoughts?**

**A** (Frances Brennan, Working Links) Primes should work with organisations such as the FSB, Chambers of Commerce and the CBI to ensure that LEPs drive the Government's Agenda. The LEPS can help align SMEs and Local Authority agendas.

**Q Many people with Mental Health problems will be involved in the Work Programme. Do Providers have sufficient training to ensure their needs are met?**

**A** (Nicola Squib, Prospects) There is a recognised need across the Primes to ensure more partnership working at a local level. Prospects are working with PLUSS to help them in this area.

**Q What is your employer engagement strategy?**

**A** (Catherine A'Bear, JobFit) We are encouraging Providers to link and share information about who they contact to avoid repeated contacting of the same businesses. We are engaged with our supply chain to help build our employer engagement strategy.

**A** (Nicola Squib, Prospects) We have a dedicated Employer Solutions Team to help build relationships to suit employers' needs.

**A** (Lyn Gardner, JHP) Our employer engagement strategy works at different levels. There is emphasis on skills and employment and both are supported on the ground. There is no one way to do this – so we need to remain flexible. There is a need to support employers as well as the employees. It is good that Skills Funding Agency funding is moving towards supporting SMEs for engagement in the Work Programme.

**A** (Frances Brennan, Working Links) We already have a large employer base in the region and work closely with Jobcentre Plus. We will link with Prospects to ensure we are not all knocking on the same doors. It is also our intention to link with local Chambers of Commerce, LEPs, ESBs, FE and supply chain Providers.

**Q What is your voluntary sector strategy?**

**A** (Nicola Squib, Prospects) The voluntary sector makes up 50% of our supply chain and 70% of our specialists. We will keep a watching brief on different groups and successes and refresh the supply chain when necessary. At the same time, we will support the supply chain by being flexible on issues such as payments so we bear the brunt of the DWP financing arrangements.

**A** (Catherine A'Bear, JobFit) Our priority is delivering success for the Work Programme. We are open to conversations about how we can help to ensure successful voluntary sector participation. We have an existing relationship with a number of organisations from the sector, notably the Citizen's Advice Bureau (CAB).

**A** (Frances Brennan, Working Links) The voluntary sector is integrated in what we do. We will engage with organisations such as the CAB, Gingerbread and Child Poverty Action Group. Our partners already include experts from the sector such as PLUSS, Fata He and St. Loyes. Finally, we will also work flexibly to engage with local-level expertise and knowledge.

**Q There are a lot of voluntary sector organisations in Cornwall that could assist delivery but do not feel included at the moment.**

**A** (Frances Brennan, Working Links) We already are very involved in Cornwall Works + and utilize a diverse supply chain which is still developing and growing. The financing for the Work Programme is tough – but there are opportunities and the voluntary sector need to look for tendering opportunities in their area.

## Summary of Workshop Discussions: How can we support the Work Programme?

The Alliance attendees worked in table groups to address, typically, a choice of two from the following three core questions:

1. How can key partners, including Providers and Jobcentre Plus, work together to ensure that the customer has a positive journey through to the Work Programme in all areas?
2. How do we ensure better joined-up working when taking forward the employer engagement agenda?
3. How can we create an environment that supports Work Programme Providers to complement LEP and LESB delivery, to respond to and meet local needs?

These are tackled under the same headings below.

### **How can key partners, including Providers and Jobcentre Plus, work together to ensure that the customer has a positive journey through to the Work Programme in all areas?**

The emerging landscape feels very top-down and led by Primes and Jobcentre Plus. The mechanisms that mean that smaller organisations can influence the Work Programme need to be clarified. Indeed, would small organisations want to be involved given the financial risks?

Robust initial assessments are crucial as they will shape the offer and the subsequent relationships. Customers' needs can be varied so delivery has to be tailored. Jobcentre Plus staff will need training on the Work Programme to be able to sell it to customers. There will need to be a system to enable feedback from Providers and customers to reach Jobcentre Plus advisers.

We need to sell the programme – customers often do not understand who/what/where so more accurate information at the point of contact will be key. Offers need to be clearly laid out for customers so that it is accessible and clear; some have literacy problems. Drawings and diagrams should be used to express customer journeys. Customers need regular contact so that they receive the support that is needed for them to engage and progress. The journey should be seamless – so it is clear that a customer always has the same contact point even if they are working with different Providers. Identify small positive steps that customers feel they have achieved including soft outcomes. If customers disengage, ensure they know they cannot necessarily come back but may need to start again. [*JCP Note - Mandatory customers have to attend the Work Programme for 104 weeks of continuous support. Where a customer changes benefit, or leaves benefit participation requirements may change. However, their 104 week support period will continue.*]

Mental Health training is badly needed by Primes and Providers together with a greater understanding of general health issues.

Primes need to be willing to share who their end-to-end supply chain / supply chains and specialist Providers are – there needs to be transparency. They should also set out their customer journeys very clearly showing what support is available from where and when.

How can small employers and voluntary sector bodies find out about developments? There seems to be a lack of information. Perhaps a portal is needed where voluntary sector organisations can register their interest?

It will be difficult to engage with large numbers of SMEs. The voluntary sector could have a role here.

Some Colleges are in the process of establishing pre-Work Programme delivery which will incorporate single referral systems, single gateways and a standard consistent offer. Skills training needs to be delivered at different levels rather than just one. Customers will have varied technical and academic abilities.

The ESF funding layer needs to be superimposed on the Work Programme in a way that adds value but maintains the distinct elements of the ESF activities.

It would be useful to monitor where referrals go from Providers to other agencies, such as the CAB.

Journeys need to be consistent from the point of referral to the end of the programme. This means that relationships can be built and clients get the support they need.

Primes could organise sub-regional meetings for all relevant organisations and members of the supply chains and those interested in delivering or becoming new partners. They could also make better use of websites and blogs etc to confirm transparency and help engagement with local organisations and supply chain contractors.

The language used within the Work Programme can be complicated and potentially off-putting for those not familiar with it. Primes, Jobcentre Plus and Providers need to take this on board.

Payment structures may need to be flexible if smaller organisations are to be involved.

Greater transparency on the assessment process is needed:

- How does it work / who makes the decision to support?
- How can we be sure the sub-contractor list is appropriate?
- What assurances can be given that Parking will not occur?

Roadshows and events at Jobcentre Plus offices would be a positive step.

Data-sharing and protection are issues. Can Primes use existing databases and information rather than providing new again?

There are real concerns about Parking hard-to-reach groups, especially young people with no qualifications who will require significant support to get to a point where they would consider the Work Programme. This could be facilitated by better links with schools.

There is still work to be done around the conflict of interest between pre-Work Programme and those on the Work Programme.

There are issues with individual Job Centre cultures in relation to targets and referrals. There also needs to be a change away from the 'them and us' culture as all partners and the customer seek the same ultimate aim.

Providers are crucial but their knowledge of the ins and outs of the Work Programme is still variable – this could be a stumbling block for its success. They also have a wide variety of delivery models which could complicate customers' understanding of the Programme.

Details such as whether members of a family should see the same provider will need to be addressed, probably at Jobcentre level.

Some felt that Providers may need to train Jobcentre Plus staff in how to identify accurately the best Programme Providers for each customer. However this cannot currently be done as the customers are randomly allocated to the providers in each CPA ensuring an equal share, to test delivery and monitor performance. It would be beneficial for providers to be invited to Jobcentres meetings and Jobcentre Plus staff to observe provider delivery at their premises.

Work Programme Providers could be involved with customers before they get to the Programme to build trust with the Jobcentre.

The need for local joint working was emphasized by many tables, linking Providers, Primes, NHS bodies and LEPs/ESBs. Service level agreements would also be useful to set standards covering most issues. It would also be beneficial to agree levels of communication between all parties:

- Key information – systems integration and data sharing.
- Key timelines.
- Ensuring that the aims of all of the parties are the same – champion each area.

There should be consistency in messages to the customer which should have an absolute assumption of employability for everyone on the Work Programme.

Primes need to work to ensure there is not repetition in the Provider provision. This links to the strategic level working that is needed by Primes.

The service needs to be personalized with an understanding of the customer's benefits position and the consequent implications of work and learning opportunities. There should be early assurance that they will be better off in work.

There is a need to avoid the 'revolving door' that has typified some earlier provision.

How will the DWP's Innovation Fund help? What is the potential to address the kind of concerns stated above?

Jobseeking should not be at the end of the Programme but throughout.

There should be extra support for 'high contact' families framed around a consistent and simple message and an explanation of options.

Learn from existing programmes such as the 'condition management programme' which forged good links with Jobcentre Plus and worked well. There is also much to learn from good practice in certain areas such as the Forum in Bristol where different groups meet, hosted by Bristol City Council and Productive Skills for Devon and Somerset, facilitated by Devon County Council.

There are many local specialists, often with useful local knowledge, that could help but are not currently engaged.

There should be a policy support system for Providers and Primes so they know what is on the way from Jobcentre Plus and DWP. Organisations like CESI and SLIM can help with this. Jobcentre Plus needs to ensure their information exchange is strong enough genuinely to help Providers. This will necessitate a strong link between Jobcentre Plus and the DWP. Providers also need to ensure an effective mechanism for speaking to DWP.

## **How do we ensure better joined-up working when taking forward the employer engagement agenda?**

There is a big question here as to whether the new model is actually conducive to partnership working. With so many SMEs involved, genuine employer engagement will be difficult to achieve, particularly as other partners such as NAS and training providers are also contacting employers.

Primes and Providers need to be able to connect on a one-to-one basis with employers and yet still work effectively at the strategic level. This is not easy.

Primes need to explain their strategy, what they will do and how they will incentivize employers and groups to work with them. It is worth exploring the incentives used under the Future Jobs Fund to incentivize employers, particularly micro and SME employers. The business benefits of taking Work Programme customers need to be clearly identified.

It should be framed as employer support not engagement. Employers need to be shown how to protect themselves from the challenges they will face and clear guidance and support provided over the period of employment.

There needs to be collaboration between Jobcentre Plus and Primes to ensure there is a coordinated approach to employer engagement. There should ideally be one contact linking through to Providers, partners and Jobcentre Plus, and this should be at a local level.

There are major barriers to employment in terms of technical skills/legislative priorities which need to be tackled – such as the card scheme for construction workers. The paperwork can put SMEs and micros off engaging. But the benefits from employer involvement are huge, even down to improvement in a firm's social capital.

It would be useful to link into the wider growth agenda including the emerging Enterprise Zones. Union Learning Representatives can help support a whole host of activities - such as skills for life training - and can also help get people into work. They can link in with other workplace learning provision.

More imaginative thinking is needed about securing vacancies – many vacancies are not advertised through Jobcentre Plus and there is too much of a focus on placement into particular sectors, some of which have a high turnover which will not help customers in achieving sustainable outcomes. Similarly, more imaginative thinking is needed about where to meet with employers – evenings, breakfast meetings and utilizing unusual venues such as public houses.

There needs to be a focus on getting people work-ready before employers are willing to participate. There is a complaint from business that no-one ever listens to them to find out what they want – FE already does this so would be a useful partner. Jobcentre Plus need to link with FE Colleges to rationalize contacts.

Primes need to ensure conversations with employers are not too short-term focused and that they are looking to the next couple of years rather than just the next six months. They should also inform employers about the needs of hard-to-reach groups. Perhaps employers are capable of providing more than just jobs? They could be a genuine help in ensuring effective Work Programme delivery. Financial incentives would help employers in taking on hard-to-reach individuals. The Primes need commercially minded teams to work with employers.

Most jobs are not advertised through Jobcentres so Primes need to capitalize on the hidden job market and explore which companies and businesses do not seem to advertise for staff.

It would be useful to have an employer pack. This could detail everything available to the employer and should emphasise the different ways that the Work Programme can work with individuals. Partners such as the FSB could help with checking material to ensure it is employer-friendly. Employers could find out more via open days.

One suggestion was a geographic-based co-operative for employers to pay into (all partners and Providers to be members). This would also facilitate data and intelligence sharing.

Sector-specific approaches could work well, perhaps drawing in Sector Skills Councils with Primes coordinating communications. Guaranteed interviews and meetings with employers would help motivate customers.

Primes need to find 'mindful employers' and ensure partners do not contact them too often. The relationship needs consistent, careful management. The Work Programme needs to be promoted more heavily; the public sector can help with this.

There should be more co-location and organisations such as the NAS and local authorities should link up better.

A joint PR strategy with local press and media would be beneficial and provide enhanced, consistent messages to be disseminated to employers and the public. An innovative solution would be an 'employee calculator', perhaps on Direct Gov, which could be used to calculate benefit entitlements and the impact of employment/engagement with the Work Programme

Reviews need to be carried out. Case studies and research need to be shared around the Primes, Providers and partnerships.

## **How can we create an environment that supports Work Programme Providers to compliment LEP and LESB delivery, to respond to and meet local needs?**

What level of engagement with LEPs and ESBs will there be in reality? It needs to be more than lip-service. Primes and Providers need to be clear about where the added value from interacting with LEPs and ESBs actually is. They both offer the potential of a direct route to employers and local labour market intelligence. However there is a conflict of interest. LEPs and ESBs are looking longer term whilst Primes need to ensure results quickly and maintain them. Both they and local authorities need to ensure a focus on employability. Perhaps Primes could pro-actively contact LEPs and ESBs?

ESBs and LEPs need to facilitate the following and link them to the Work Programme:

- Engagement
- Communication
- Consistency
- Challenge

There is a need to open up mechanisms for effective communication to take place, particularly when trying to avoid overlap. This will be particularly important to maintain as there will be competition between Primes and Providers.

Primes need to also link with Chambers of Commerce and the FSB.

There should be consistency of personnel – so local organisations will have one representative to communicate with and with whom to build a sense of trust.

ESBs often have very limited geographies and LEPs are of very variable maturity so there is a real challenge for Providers and Primes in knowing who to engage with. LEPs need to avoid ‘glory-chasing’ and engage more at local level if they are to tackle worklessness.

LEPs would benefit from establishing skills and worklessness sub-groups with one key person from each organisation – at a practitioner rather than a strategic level.

ESBs need to engage with this agenda and they and LEPs both still have a lot to learn about the Work Programme. Effective communication and clearly-defined roles would help the complex local relationships.

Intelligence and labour market information/data analysis is key and Primes, Providers and local Authorities need to agree on the best methods for obtaining it.

Smaller Providers could fill the gaps in provision.

## Further Reading

Alliance Briefing: The Work Programme In South West England

[http://www.swslim.org.uk/Research/searchresults\\_detail\\_page.asp?ResearchID=2661](http://www.swslim.org.uk/Research/searchresults_detail_page.asp?ResearchID=2661)

Centre for Social Inclusion (CESI)

<http://www.cesi.org.uk/>

Framework for the Provision of Employment Related Support Services

<http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/framework-for-the-provision/>

Provider Websites

*JHP* <http://www.jhptraining.com/>

*Prospects* <http://www.prospects.co.uk/>

*Rehab Group* <http://www.rehab.ie/>

*Working Links* <http://www.workinglinks.co.uk/>

Reducing dependency, increasing opportunity: options for the future of Welfare-to-work, DWP. David Freud, 2007, p. 8.

<http://www.dwp.gov.uk/docs/welfarereview.pdf>

Speech by Lord David Freud, Minister for Welfare Reform, IPPR Welfare to Work Conference, Monday 21 March 2011

<http://www.dwp.gov.uk/newsroom/ministers-speeches/2011/21-03-11.shtml>

Speech by Chris Grayling, Minister for Welfare Reform at the Department for Work and Pensions, Speech to Oxford & Cambridge Club, 17 May 2011,

<http://www.dwp.gov.uk/newsroom/ministers-speeches/2011/17-05-11.shtml>

Skills Conditionality – public consultation document, DWP, Dec. 2010, p. 8

[www.dwp.gov.uk/docs/skills-conditionality-consultation.pdf](http://www.dwp.gov.uk/docs/skills-conditionality-consultation.pdf)

What Works for Whom? A review of evidence and meta-analysis for the DWP, 2007

[http://research.dwp.gov.uk/asd/asd5/report\\_abstracts/rr\\_abstracts/rra\\_407.asp](http://research.dwp.gov.uk/asd/asd5/report_abstracts/rr_abstracts/rra_407.asp)

What works with tackling worklessness?, London Development Agency, 2006

[http://www.london.gov.uk/mayor/economic\\_unit/docs/worklessness.pdf](http://www.london.gov.uk/mayor/economic_unit/docs/worklessness.pdf)

Work Programme website

<http://www.dwp.gov.uk/supplying-dwp/what-we-buy/welfare-to-work-services/work-programme/>

Work Programme Prospectus

<http://www.dwp.gov.uk/docs/work-prog-prospectus-v2.pdf>

Work Programme Subcontractors and Partners

<http://www.dwp.gov.uk/docs/wp-supply-chain-cpa.xls>

## Appendix 1. The Employment and Skills Partnership Alliance

The ESP Alliance brings together more than 30 organisations to be responsible for:

*Communicating the needs of the region's employers and learning community in order to refine priorities and to develop joint actions.*

The ESP is 'owned' by the business and learning community with a common goal - matching individual skills to the employer needs in South West England.

Alliance meetings are organised and managed by the ESP which focuses on ensuring that employers and businesses in the region have access to the skills they need to prosper and that individuals can get the training required to enable them to fulfil their career potential and ambitions within the region.

Alliance meetings are single-subject events where partners consider, analyse and debate key skills issues on that subject. The Alliance includes a wide range of partners who represent business, trainers, public funders and individual learners.

This paper is not intended as a 'minute', nor as a precise record of the Alliance meeting. Instead, it sets out the issues discussed and, in brief, the context from which these emerged. In so doing, this paper draws on both the presentations and contributions made at the meeting and the wider policy literature.

## Appendix 2. Delegate List

<b>Fred Bentley</b>	3SC	<b>Neil McEwan</b>	ESG Group
<b>Linda Okuniewska</b>	Acacia Training	<b>Gill Bishop</b>	Exeter and Heart Of Devon ESB
<b>Hazel Lessiter</b>	Acacia Training	<b>Pete Ashton</b>	Federation of Small Businesses
<b>Nasrin Atcha-Patel</b>	Adult Education in Gloucestershire	<b>Patricia Marks</b>	Federation of Small Businesses
<b>Rachel Roost</b>	AOC	<b>Lesley Wilcox</b>	Furniture Re-use Network
<b>Andrew Cook</b>	Asset Skills	<b>Alex Stewart</b>	Gloucester City Council Gloucestershire Deaf Association
<b>Lin Manners +1</b>	Best 2 Train	<b>Jenny Hopkins</b>	Independence Trust
<b>Lorna Gibbons</b>	Borough of Poole	<b>Matthew Ward</b>	JHP Training
<b>Elaine Morrissey</b>	Bridgwater College	<b>Lyn Gardner</b>	JISC RSC South West
<b>Jackeline West</b>	Bridgwater Probation	<b>David Rowe</b>	Jobcentre +
<b>Mike Wheeler</b>	Bristol City Council	<b>Linda Germon</b>	Jobcentre +
<b>David Sanderson</b>	Bristol City Council	<b>Yvette Naylor</b>	Jobcentre +
<b>Nigel Hutchings</b>	Business West	<b>Sue Landolfi</b>	Jobcentre +
<b>Dave Simmonds</b>	CESI	<b>Mike Hodge</b>	Jobcentre +
<b>Gayna Griffiths</b>	Cheltenham Borough Homes	<b>Jennie Murphy</b>	Lifetime Training
<b>Helen Scadding</b>	Citizens Advice	<b>Rebecca Gibson</b>	Mace Group
<b>Rick Szur</b>	Citizens Advice Bureau	<b>Joe Pojunas</b>	Mace Group
<b>Fiona Horrell</b>	City College Plymouth	<b>Louise Brown</b>	Mendip Community Support
<b>Sara Dean</b>	Compass Disability	<b>Tony Shepherd</b>	National Apprenticeship Service
<b>Richard Pitman</b>	Compass Disability	<b>Rob Sly</b>	National Apprenticeship Service
<b>John Allen</b>	Connect SW	<b>Richard Daulton</b>	National Apprenticeship Service
<b>Jayne Cotterill</b>	Cornwall Council Cornwall Learning Partnership	<b>Sally Timmins</b>	National Apprenticeship Service
<b>Louisa Jenkins</b>	CRS Transport	<b>Jack Fleming</b>	National Apprenticeship Service
<b>Linda Price</b>	CRS Transport	<b>Isabell Palmer</b>	Next Step
<b>Clive Skinner</b>	Devon Adult and Community Learning	<b>Laura Knight</b>	NIACE
<b>Jenny Thorns</b>	Diana Lockwood Careers	<b>Simon Mauger</b>	North Somerset Council
<b>Diana Lockwood</b>	Dorset County Council	<b>Christine Ward</b>	North Somerset Council
<b>Richard Road</b>	Dorset County Council	<b>Irene Branagan</b>	North Somerset Enterprise Agency
<b>Ellie Hayne</b>	Dorset County Council Employment and Skills Partnership	<b>Angela Hicks</b>	Peninsula Enterprise
<b>Susan Shield</b>	Employment and Skills Partnership	<b>Ali Cox</b>	Penna PLC
<b>Adrian Bailey</b>	Employment and Skills Partnership	<b>Tim Percival</b>	Pinnacle People
<b>Suzy Wright</b>	Employment and Skills Partnership	<b>Laura Beardsley</b>	
<b>Trish Hill</b>	Energy and Utility Skills		
<b>Nick Edwards</b>	Engage CVS		
<b>Katrina Midgley</b>			

<b>Stephen Puleston</b>	Plymouth Adult and Community Learning		
<b>Mark Looker</b>	Plymouth City Council	<b>John Robinson</b>	South Somerset Association for Voluntary & Community Action
<b>Graham Morris</b>	Plymouth ESB	<b>Gez Bentley</b>	Sovereign South and West
<b>Nicola Squibb</b>	Prospects	<b>Barry Tugwood</b>	Sport Active NSA
<b>Marcia Bricker</b>	Restore Trust	<b>Gill Anderson</b>	Strode College
<b>Alan Peplar</b>	Scout Enterprises	<b>Jane Smallcombe</b>	SW Forum
<b>Brian Thornton</b>	SEMTA	<b>Emily Woodley</b>	SWRDA
<b>Lindsey Thomas</b>	Skills For Care	<b>Alan Hunte</b>	Tab's Training
<b>John Tempest</b>	Skills Funding Agency	<b>Hazel Lonsdale</b>	Third Sector Services
<b>Ingrid Purse</b>	Skills Funding Agency	<b>Robert Panou</b>	Triangle Fusion
<b>Paul Pettigrew</b>	Skills Funding Agency	<b>Jo Leaver</b>	Twin Business Development
<b>Melanie Gibbs</b>	Skills Funding Agency	<b>Elaine Dobson</b>	Union Learn
<b>Chris Evans</b>	SLIM	<b>Angela Kerr</b>	Vista Project
<b>Andy Dean</b>	SLIM	<b>Sam Jury</b>	Volunteer Centre
<b>Matt Tope</b>	SLS Training	<b>Adrian Stone</b>	Weston Works
<b>Paul Morgan</b>	Somerset Business Agency	<b>Brian Dobbin</b>	Wiltshire College
<b>Virginia Byrne</b>	Somerset College	<b>Mary Cary</b>	Wiltshire College
<b>Sarah Smith</b>	Somerset College	<b>Haylea Fryer</b>	Wiltshire ESB
<b>Sarah Kay- Hawker</b>	Somerset Community Access Programme	<b>Debbie Joce</b>	Working Links
<b>Dawn Coleman</b>	Somerset Community Health		
<b>Judi Morison</b>	Somerset Skills and Learning		

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