



Department
for Work &
Pensions

Extending labour market interventions to in-work claimants

Learning from existing trials

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DWP Work Programme

The Initiative

The Work Programme (WP), launched in June 2011, is the biggest single payment by results employment programme Great Britain has ever seen, providing personalised support to an expected 3.3 million customers in its first seven years.

It is designed to help those people who are at risk of long-term unemployment. WP providers are free to design support based on individual and local need and are paid for supporting claimants into employment and helping them stay there for longer than ever before, with higher payments for supporting the hardest to help.

The aims:

1. Better participant outcomes (i.e. increased benefit off-flow rates and average time in employment, lower average time on benefits and a narrower gap between the off-flow / time in employment rates for disadvantaged groups and everyone else).
2. A decrease in the number of workless households.
3. Better value for money through larger, more flexible 'multi-client group' contracts.
4. Reduced "creaming and parking" through innovative funding.
5. Improved investment in support through longer programme length.

What we hope to learn:

- The evaluation is exploring delivery and success of the WP by assessing participants' experiences and outcomes including those in work.
- The **commissioning evaluation** looks at how the commissioning approach influences the provider market and the decision-making processes of WP providers, thereby driving service delivery and participant outcomes. The **programme evaluation** uses research with Jobcentre Plus, providers and participants to understand service delivery from their different perspectives. The qualitative and quantitative evidence will pick up information from participants who have recently moved into work or achieved sustained employment.

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- The evaluation will also use econometric analysis to identify key factors that influence provider effectiveness, for example:
 - Which aspects of service delivery, prime contractor characteristics tend to lead to better performance?
 - Which participant groups appear to benefit most?
 - How strongly do area characteristics (e.g. labour market conditions) influence delivery and performance?

Timescales

Early evaluation results and performance statistics were released in November 2012. Evaluation continues throughout 2013/14. A final synthesis of all qualitative and quantitative evidence exploring the commissioning approach, programme delivery and participant experiences and outcomes will follow in 2015.

Wiltshire Council: project IMPRESS

The Initiative

Project IMPRESS is a collaborative initiative delivered by 10 local authorities and agencies in southern England and northern France. The project aims to provide effective post-employment support, helping those who are new to employment, or returning to employment after 6 months or more of being out of work, and are at the most risk of falling out of employment and becoming welfare dependent. The 10 partners work closely together undertaking research, developing tools and sharing best practice.

In Wiltshire, the project is delivered by providing 'Employment Support Workers' (ESW's) to support and guide eligible individuals in assisting them with their transition to work and career advancement and the impact of this on their personal lives (transport, move from benefits, childcare, stress, cultural barriers, etc.).

The aims:

- To engage with employees and employers to improve staff retention. To work with employers to provide a package of business support services enabling their businesses to grow.
- To establish a post employment support package, that will support employees in the transition from unemployment/education and help to sustain their employment
- To develop new employee skills to help them achieve career progression

What we hope to learn:

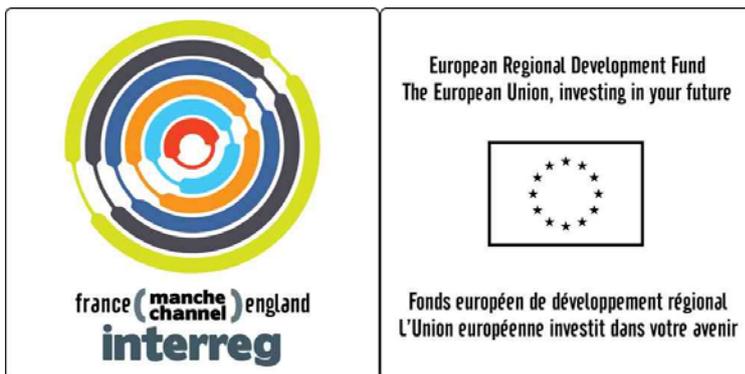
- How to engage effectively with employers to improve staff retention, provide better skills opportunities and contribute to employee's own growth and personal development.
- How to develop practical approaches and techniques that will improve the performance and retention of individuals at work and overcome barriers to their sustained employment.
- How to develop a post employment support strategy across multiple employment sectors (e.g. construction, retail and care) to understand what works well for employers and beneficiaries.
- Through working in partnership with a spectrum of organisations to share findings and ideas in addressing common issues on the subject on in-work employment support.

Timescales

The project was officially launched in October 2012. There was an initial focus on promotion, training and partnership development before offering the support to both eligible individuals and businesses. The project will come to a close in March 2015.

Wiltshire's Targets:

- Direct support to 275 clients
- 125 (50%) Clients to retain their job post 3 months
- 50 Clients to be supported in their training and skills development
- 13 clients to achieve career advancement
- Deliver a series local workshops/events with the aim of attracting employers who want to learn techniques and best practice in recruiting and retaining their staff
- Deliver support to 280 Wiltshire businesses



UKCES Employer Ownership of Skills Pilots – Phase 1

The Initiative

The Employer Ownership of Skills pilots are testing approaches to joint investment in skills between employers and government.

The aims

The employer ownership vision is for investment in the skills and talent of people to be an intrinsic part of growth and prosperity. The principles behind this vision are:

- Employer ownership and responsibility drives jobs and growth
- Customer focused and outcome driven ensures that businesses and people are at the heart of how the skills system operates
- Alignment of strategy and investment leverages more and better outcomes
- Simple and transparent systems engage customers
- Collaboration delivers relevant skills for jobs and growth

What we hope to learn:

- Proposals through round one have demonstrated some of the principles of working with employers that could be followed for the purposes of progression. For example existing proposals seek to work through the supply chains of large businesses to reach their SME suppliers.
- See [case studies published on the website](#) for detailed examples
- We aim to ensure evaluation obtains an understanding of what has happened in each pilot to support progression.

Timescales

The evaluation began last autumn and is due to complete with final reporting on impacts, costs, value for money and additionality in 2017.

The evaluation framework is currently being finalised through deeper understanding of the nature of the pilots. Case studies and baseline surveys will begin in 2013 and case studies will be reported on at several points during the evaluation.

UKCES Employer Ownership of Skills Pilots – Phase 2

The Initiative

Round 2 launched in November 2012 included scope for employers to develop “*career pathways and training frameworks to ensure routes for progression to higher skilled jobs*”. This round also asked employers to establish “Industrial Partnerships”, which would take wider responsibility for skills in a place or sector. Part of their role could be to “*set out what a pathway to a great career looks like which ensures future talent and capabilities for industry success, for example by setting standards for apprenticeships and training, or in higher education, by identifying quality through kite marks and building links with business*”.

As part of this process of establishing pathways for sectors opportunities for the “in work could do more” group could be identified.

The aims

The application stage for round 2 has now closed and we are pleased to confirm receipt of 314 applications. There has been a high level of interest in the pilot, with employers bidding for over six times the amount available in the round 2 fund. Proposals have come from a wide range of leading businesses and include a substantial number of ambitious proposals to take “end to end” responsibility for skills through sector wide or local area based industrial partnerships. But this is not just about large companies. Many of the proposals are collaborative with the focus on innovative ways to encourage smaller firms to train for the first time.

The bids involve a large number of employers, universities, colleges, training providers, unions and other key partners in the skills landscape.

There is a strong emphasis on helping young people into work through high quality work experience, pre-apprenticeships, traineeships and apprenticeship programmes tailored directly to employer needs.

What we hope to learn:

- Through both rounds of the pilot, leading employers have stepped up and shown both ambition and leadership in the design of new skills solutions.
- We want to learn how employer led training can best support progression.
- The number and range of proposals received in Round 2 demonstrated the strong appetite for the pilot funding, a high level of private investment and strong collaboration.
- Round 2 has seen over 100 partnerships of employers in key industries and localities come forward with proposals to take end-to end responsibility for investing in the talents and capabilities of their workforce. This shows that there is

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huge ambition amongst employers to help create the conditions to help their people progress.

Timescales

The important work of assessing the applications will now begin and there may well be bids that can be built on for progressing staff.

The assessment stage will be completed by July and an announcement on successful projects will be made later in the year.