

BRIDGE TO WORK PROPOSAL

Inclusion London/Action on Disability

More of the same will not lead to change: developing DDPO run employment support models that work for Disabled people. Inclusion London proposal to City Bridge Trust

Aims of the project

1. To sustain, develop, roll out and evaluate a range of Deaf and Disabled People's Organisations (DDPOs) employment support services that will:
 - Reduce the barriers young Disabled people face accessing and remaining in employment
 - Support employers to become more confident, inclusive and accessible employers of Disabled people
 - Develop new recruitment routes between potential employers and potential Disabled employees
2. To provide robust evidence as to the effectiveness and impact of project employment support models on Disabled people, DDPOs and employers, and use this to influence policy and practice in employment support

Evidence of need

Barriers to employment

Unemployment rates of Disabled people are both well-known and shocking:

- Less than half (48%) of Disabled people are in employment compared to 80% of the non-disabled population¹
- In London, in the five years up to 2012/13, unemployment rose by 2.9% for Disabled men. For women it stayed the same despite increases in employment outside of the capital²
- Employment rates for some impairment groups are particularly low: e.g. 14% for people with mental health support needs and 15% for people with learning difficulties³
- The average annual rate of Disabled people making a transition from economic inactivity into employment is 4%, while the equivalent figure for non-disabled people is 6 times higher.⁴
- A graduate with a work limiting disability is more likely to want but not have a job than an unqualified person with no disability.⁵

¹ Office for National Statistics. *Labour Force Survey, Q2 2016*. 2016

² <http://www.trustforlondon.org.uk/wp-content/uploads/2015/03/RR06.pdf>

³ <http://odi.dwp.gov.uk/fulfilling-potential/index.php>

⁴ <http://www.papworthtrust.org.uk/campaigns/disability-facts-and-figures-2014>

⁵ <http://www.papworthtrust.org.uk/campaigns/disability-facts-and-figures-2014>

- Less than 20% of people with a learning difficulty work, but at least 65% want to work. Of those people with a learning difficulty that do work, most work part time and are low paid.⁶
- When in work, there is a significant pay gap between Disabled and non-disabled people (22% for women and 11% for men) and this has been widening since 2010⁷.

Disabled people's access to employment is limited by structural difficulties rather than personal motivation or impairment⁸. This is widely recognised within national research⁹ and backed up by the experience of DDPOs. Key barriers include:

- Poor education
- Low expectations of professionals/family/friends, and often the individual themselves
- Limited work experience/lack of work record
- Discriminatory attitudes of employers resulting in lack of recruitment or promotion of Disabled people
- Inaccessible and risk averse recruitment practices
- Inaccessible public transport
- Poor understanding of work place adjustments
- Lack of flexible and inclusive employment practices
- Limited knowledge of the limited support available to Disabled people (and their employers) in work.

The Equalities Act is 'available' to Disabled people who believe they have been discriminated against but in practice it is difficult for individuals to use and there is little evidence that this is having a direct impact on the proportion of Disabled people moving into work.

Failings of current employment support models:

It has been the policy of the last three governments to move Disabled people into work. However, despite recognition of the structural barriers to employment, employment programmes have almost exclusively focused on narrowly defined menus of support aimed at individual change rather than addressing structural barriers or engaging and educating employers. These have unsurprisingly performed extremely poorly in relation to job outcomes for Disabled people¹⁰. The one successful exception, Access to Work, is not well promoted. Most employers remain ignorant of its existence and it only serves a small minority of Disabled people who could benefit from it¹¹.

⁶ <http://www.papworthtrust.org.uk/campaigns/disability-facts-and-figures-2014>

⁷ <http://www.papworthtrust.org.uk/campaigns/disability-facts-and-figures-2014>

⁸ http://www.equalityhumanrights.com/sites/default/files/documents/barriers_and_unfair_treatment_final.pdf

⁹ <http://www.jrf.org.uk/sites/files/jrf/disability-policy-equality-summary.pdf>

¹⁰ Trotter R. *Work in Progress: Rethinking employment support for disabled people*. 2013

¹¹ Work and Pensions Select Committee 2014

There is good evidence of specialist and personalized approaches to employment support and skills development which have been shown to be more effective than mainstream employment programmes for people with learning difficulties and mental health conditions. These largely fall into either 'individual placement and support', 'supported internships' and 'place and train' models^{12 13} There are very few academic or well-designed studies into what works for other impairment groups.

Essential aspects of these successful employment support programmes are personalised and flexible support, employer engagement, and in work support beyond recruitment.

Employer engagement programmes (EEP) have their own challenges. They often have an impressive list of blue chip companies involved. However, the model used is most commonly one where the EEP mimics the role of a recruitment agency. The employer becomes the 'client' and it is difficult for the EEP to challenge their recruitment practices or identify barriers within the workplace. The pressure, both self-imposed and external is to find the 'right kind of disabled person' for a role rather than to identify barriers, discrimination or seek any kind of structural change.

Most employer engagement focusses on large employers because they are easy to find, have well-structured recruitment and HR processes and may already have internal targets for diversity. However, of the 5.2m UK businesses 99.2% are classed as SMEs (>250 employees). Of these, the vast majority are very small, sole traders, businesses employing a handful of people. It would be very labour intensive to work with businesses this small. There are 31,000 (0.6%) businesses with 50-250 employees. This segment of the market is largely untapped in disability employer engagement programmes.

Commissioning models in the field of employment support work against innovation. It is a common problem that commissioning practice favours larger providers¹⁴ and in employment support this is particularly problematic. In addition, payment by results commissioning models which only reward employment support providers for getting people into jobs encourage the "parking" of people with higher barriers to employment and discourage longer term support that helps people move closer to employment e.g. training, volunteering, placements¹⁵. Smaller organisations including DDPOs trialling different approaches struggle to access funding for scaling up innovative practice.

¹² Mind. *We've got work to do*. December 2014

¹³ Centre for Economic and Social Inclusion. *Fit for Purpose*. July 2014

¹⁴ <http://www.parliament.uk/business/committees/committees-a-z/commons-select/public-accounts-committee/news-parliament-2015/commissioning-contracting-smaller-providers-report-published-15-16/>

¹⁵ London Assembly. *A Helping Hand. Enhancing the role of voluntary, community and social enterprise organisations in employment support programmes in London*. October 2015

Why Inclusion London, and London's DDPOs, are best placed to deliver more successful approaches

Inclusion London is actively engaged with over 70 DDPOs (organisations run by and for Deaf and Disabled people) with a combined annual turnover of over £24million, and supporting at least 68,000 Disabled people in London. We have a track record in leading DDPO partnerships to deliver successful initiatives, embed new work, and effect policy change.

DDPOs are widely recognised as bringing a range of added value to project delivery including: existing engagement with local Disabled people; benefiting from the expertise of lived experience through employment of Disabled staff and trustees; in depth knowledge of barriers facing Disabled people and the policy, operational and strategic solutions that remove barriers and increase inclusion; and experience of adapting delivery models or using innovative approaches to improve accessibility.¹⁶

Inclusion London have been working with 10 DDPOs in London offering employment and skills support to develop a partnership called "Making It Work". Between them, they are already engaged with over 20,000 Disabled Londoners across 19 boroughs. They have an average success rate of 37% for getting people into employment, with Action on Disability's approaches achieving as high as 70%. All are also achieving additional successes in supporting people facing multiple barriers in their journey closer towards employment.

These organisations are using a range of approaches. They have recognised that continuing to do 'more of the same' was never going to change things. They have developed different models of support based on similar common principles:

- a social model focus on challenging structural barriers to employment rather than focusing on individual change by the Disabled person
- personalized approaches to support which look holistically at a person's needs rather than only focusing on "pre-employment skills", and which take into account the context of wider barriers to inclusion, not just in employment
- specialist employment coaching which can last longer periods of time than in mainstream approaches and can include in work support
- effective employer engagement including training and advice for employers, innovative approaches to job finding, removing recruitment barriers, and in work support. This is informed by their own experiences as employers – 75% of paid staff and 84% of trustees in London DDPOs are Disabled people

¹⁶ Williams. SENDPO. *Confident Commissioning. Building Relationships Between Local Authorities and Disabled People's User Led Organisations*. 2014

Focus on Action on Disability (AoD)

AoD stopped offering traditional employment support five years ago to focus on a mix of support methods that address barriers and give Disabled people and employers the tools for success. Employment rates vary between 60-70% and Disabled people may need to access more than one method before getting a job. The methods are described in more detail in the later project description

AoD offer Supported Internships which address barriers to employment associated with the individuals and employers at the same time. The individuals get an opportunity to make up for poor education, low expectations and lack of life or work experience. The employers are given real world examples of workplace adjustments, the additional support some people need and how people with apparently significant impairments can flourish in the workplace. AoD provide job-coaching and management for 6 internships (each for 12 interns) based in GSK, L'Oreal, St George's hospital, Charing Cross Hospital / Imperial Trust, Sodex, and Hounslow and Hammersmith & Fulham Councils.

For host employers, involvement in the internship approach fundamentally challenges their approaches to employment of Disabled people. For example, GSK usually find employment for 1 or more of the interns each year. Our internship site employers also take on a role in advertising the benefits of the internship approach to other employers. For example L'Oreal have produced a video to promote what they are doing at their head office to the rest of the company. They are working with us to put on a business breakfast event in April this year to help attract other businesses to work with us on more employment opportunities and internship models. LB Hounslow have set up a business board to encourage local businesses to offer jobs and work trials for the interns.

Our employer engagement work has built up a further group of employers we have active and positive relationships with. Some provide work trials and employment opportunities for interns including National Theatre, Shangri La Hotel Shard, Hammersmith Hospital. With KPMG we maintain contact after running a business board for them for 3 years. Dorsett Hotel (a Hong Kong company, with a first hotel in Shepherd's Bush and another opening in Angel this Spring) are interested in starting an internship and in the meantime have been interested enough in the initiative that they have stopped an open recruitment for an HR assistant to turn this in to an apprenticeship for which we have found someone to fill.

The 'Direct Approach', launched by AoD two years ago, supports Disabled people to bypass inaccessible recruitment processes and risk averse HR departments. About half of these letters get a personal response from the CEO. Feedback from CEOs describe the process as "refreshing", "meeting a diversity target already identified by

the business” and a “welcome break from ‘The Apprentice’ style letters of over achievement” they usually receive.

We are currently trialling a joint approach with MIND to equip Disabled people with an understanding of their rights and the tools to take care of their mental wellbeing. Workshops offering this support will be followed up by support with the Direct Approach.

The project

Inclusion London will lead a partnership of London DDPOs to further develop, roll out and evaluate effective DDPO models of employment support across the next 5 years. We will develop a researched evidence base for successful models and ensure they influence wider policy and practice in employment support.

The project has 6 key elements of delivery covering different forms of employment support, engagement and brokerage with employers as well as research, evaluation and strategic policy work:

Key elements of proposed models:

The projects employment support models will:

- Identify and remove barriers in recruitment and retention, including learning from employers to understand their recruitment and retention problems
- Give employers the tools to address inaccessible recruitment
- Support employers to understand work place adjustments and support available including provision of case studies and real world examples
- Support young Disabled people to understand and use their rights, the social model of disability and the available support mechanisms
- Support young Disabled people to develop the right skills and appropriate experience to move into work including: how to bypass recruitment processes, make a ‘business case for employing me’, use knowledge of rights and support mechanisms to improve employment chances and how to recognise internal barriers and become more resilient.
- Identify and pilot new recruitment routes between young Disabled people and potential employers

Project delivery

1. Roll out supported internship models:

Description of model: 12 young people with learning difficulties are placed with an employer for one academic year. They have an on-site tutor, one or two on-site job coaches and a dedicated class room. They are given work placements within the business and a business mentor. The work placements must be real positions for which there is a business need. They rotate through three different work placements over the year. In the final term the job coaches will assist them to find

a job either within the host employer (who usually take one or two interns on permanently) or with another employer. These are funded through the money that young people with an Education, Health and Social Care Plan bring with them. The college partner draws down the funding which can cover a dedicated tutor, two job coaches and the management costs of the project. In the case of the Project Search version of the model a one off £25k fee is payable for the licence, access to resources and evaluation of the programme. In our experience some host employers prefer to use this recognised Project Search model and are willing to pay for the licence. Others prefer to use a variation on the model which does not require the licence.

Supported internships address the poor education and low expectations of people with learning difficulties. Provides them with a work record, references and practical experience and understanding of work rather than theoretical ideas.

Outputs:

- Develop one new supported internship site per year (each with places for 12 young Disabled people per year once established). Project Manager to coach 5 DDPOs (one new DDPO per year) to develop relationships with colleges and employers and provide the job coaching element. We anticipate that these DDPOs will then sustain these internship sites independently beyond their supported first year, reaching a minimum of 160 Disabled interns across the 5 years.
- Two of these supported internship models will be trialled with other groups (not just young people with learning difficulties eligible for EHCPs). The Project Manager and Job Coaches will attempt to secure public sector funding alternatives. We will use these trials to identify successes and challenges in using alternative funding sources, and to compare how effective this model is with people with different employment challenges.

2. Trial an 'Internship on the High Street' model:

Smaller employers do not have the capacity to take on 12 interns. In order to expand internship models into smaller businesses, we will trial an 'Internship on the High Street' model, setting up a programme with 6-10 employers on a high street who could provide one or two internship opportunities each.

This will begin with an 'Internship on the High Street' focussed on Lyric Square and King Street in Hammersmith, using experienced job coaches from Action on Disability. We have a number of employers already interested including head of HR for Boots (nationally) and Lyric Theatre Hammersmith who employed one of our interns last year, and are interested in becoming one of the businesses in our high street internship

3. Direct Approach model:

Description of model:

Provision of a range of support and workshop training to enable Disabled

people to approach employers directly and ask if they can demonstrate their skills in the workplace. This can be done formally through Job Centre Plus Work Trials or can be on a less formal basis agreed between the individual and the employer.

The Project Manager will design a programme of workshop training and on the job support on this model and will train the Job Coaches employed on the supported internship programmes or employment staff already working in DDPOs. Those staff would cascade this training to interns and Disabled people on employment programmes. We expect each of the 5 DDPOs to train 20 young Disabled people per year in Direct Approach methods (once they have started getting support in developing their internship sites), resulting in approximately 300 young people trained across the 5 years. We will evaluate the impact on job outcomes.

4. Employer engagement:

The project will carry out an employer engagement programme using the social model of disability with a focus on:

- Supply chain or supply network engagement working with large employers to identify their suppliers and partners and get introductions from the CEO of one business to their contacts. We will be able to build on existing relationships with current internship providers, such as GSK
- Leveraging support from the public sector. The public sector is a huge employer in its own right and we are already supporting local councils and hospitals to employ more Disabled people. However, many services are now outsourced and we would like the opportunity to influence tendering processes and contracts – setting targets for recruiting Disabled people or for working with local DDPOs on an employment support programme.

The Project Manager will strategically lead on employer engagement, with the Employer Engagement officer supporting local DDPOs and their job coaches to make connections with businesses in their area and at commutable distance for residents. The purpose will be to find new internship sites, create or open up job opportunities and support employers to implement accessible recruitment processes.

5. Evaluation and research into long term impact:

Action on Disability have been working with Standard Chartered to develop a cost benefit analysis tool for employment programmes. This is currently being used on their supported internship data to demonstrate the benefit to the public purse. This model will be used to analyse all employment support models delivered.

The Project Manager will hold the central monitoring and evaluation role tracking outputs and outcomes.

We would hope to work with City Bridge Trust on how our project monitoring and evaluation can feed into wider research of their funded employment programmes, so as to:

- Track long term impact and wider outcomes for young Disabled people using the project models (beyond employment outcomes)
- Provide robust quantitative and qualitative evidence of long term impact on Disabled people, employers, colleges and DDPOs involved in the project.

6. Influencing policy and practice

Development of employment support resources:

Production of 4 toolkits and guidance on the successful employment support models. We envisage these toolkits covering:

- a. Proven techniques to remove barriers to employment
- b. Internship models
- c. Effective employer engagement
- d. Follow on support

Resources will be used with DDPOs. As they are developed, the Project Manager will use them within training and support for DDPOs and will review and improve them across the 5 years. They will be published online via Inclusion London's website to ensure that wider DDPOs can access and learn from them.

Related guidance will be disseminated across Business Disability Forum, employer's associations, Trade Unions and commissioners and funders. We will encourage employers to be involved in this dissemination of learning. For example GSK are Business Disability Forum members and one of the leading businesses that are part of the government's disability confidence standard.

Policy influence:

IL will utilise its policy and voice capacity and profile to ensure evidence and findings from the project will be fed into regional and national policymaking on employment issues including relevant work undertaken by the GLA, London Councils, central government, DDPO and voluntary sector, and funding bodies. IL will also host an end of project national conference to disseminate final learning.

See Service Delivery Plan below
See Budget Spreadsheet attached

Project Delivery Plan. 5 year programme with anticipated start date September 2017				
Outcomes	How you will achieve these outcomes	Timelines and key milestones for delivery	Implications and risks	How will you measure success
Reduce the barriers young Disabled people face accessing and remaining in employment	Roll out supported internship models to 5 DDPOs (one new DDPO per year). Internships provided to a minimum of 160 young Disabled People over 5 years	<p>Sept 17-Jan 18: Colleges and businesses identified. Contracts and intern funding negotiated. DDPO trained.</p> <p>Feb/March 18: First Interns recruited</p> <p>First local DDPO internship Sept 2018</p> <p>Additional DDPO supported each year</p> <p>Internship starts Sept 2018</p> <p>From Oct 17: Training for employment staff in DDPOS</p> <p>From Jan 18: Delivery of sessions for Disabled people</p>	<p>Risks:</p> <ul style="list-style-type: none"> -delay in finding businesses of suitable size -difficulty identifying minimum of 12 young people with EHCPs -dropout of YP from the programme - difficulty securing alternative funding for non EHCP young people -DDPOs not being able to sustain the model independently after 1 year of support -Requires cultural change in DDPOs <p>Action taken to reduce risk:</p> <ul style="list-style-type: none"> -We have set realistic target of min. 160 internships rather than greatest possible reach of 180 to take into account risks re: trial of non EHCP funding and some dropout rate, but we also have systems in place within the model for replacement of YP to prevent any dropout rates jeopardising funding stability for internship sites -We will work with DDPOs with previous experience of some kind of employment support 	<p>DDPOs signing up</p> <p>Partners sign MOU, contract signed between college and DDPO</p> <p>Steering group is formed and meeting, and a project plan is developed.</p> <p>Numbers of Young people recruited onto internships and families engaged</p> <p>Numbers trained in direct approach</p> <p>Numbers using direct approach</p> <p>Numbers and percentages getting work</p> <p>Jobs sustained at 6 months and 1 year</p> <p>Agreed M&E plan to capture wider outcomes and impact including qualitative evidence</p>

Support employers to become more confident, inclusive and accessible employers of Disabled people and identify and develop new recruitment routes between potential employers and potential Disabled employees	<p>Work with partners to identify potential employers in the area/links .</p> <p>Local Chambers of Commerce and Business In Development organisations – support DDPOs to become members. Give briefings at their events.</p> <p>Use supply chains of existing business contacts to identify and work with new businesses.</p> <p>Deliver 10 training sessions to big businesses per year.</p> <p>Introduce businesses to the government's Disability Confidence agenda and Business Disability Forum</p>	<p>First three months target LCCs and BIDs</p> <p>First training for business within three months</p> <p>Annual business event from year 2 hosted by businesses.</p>	<p>Risks:</p> <p>DDPOs do not have the funds to join LCCs.</p> <p>Businesses accept training but do not make lasting changes as a result.</p> <p>Action taken to manage risks:</p> <p>Employer engagement approaches will spread net wide and deliver training and engagement to more businesses than we need to actually deliver</p> <p>Project Manager will support DDPOs to identify potential ways of covering unfunded elements of the programme</p>	<p>Number of DDPOs members of LCCs and BIDs.</p> <p>Numbers of business leads</p> <p>Numbers of business taking up training or other engagement</p> <p>Feedback from training & toolkits etc</p> <p>Numbers of businesses changing recruitment</p> <p>Numbers of businesses recruiting more Disabled employees.</p> <p>Agreed M&E plan to capture wider outcomes and impact including qualitative evidence</p>

Influence policy and practice in employment support	Production of employment support toolkits x 4	2 by end of year 1, 2 by end of year 2 and then disseminated, piloted and improved across years 3-5	<p>Risks: Toolkits are not implemented</p> <p>National and regional policy agenda is not open to the recommendations</p> <p>Action taken to manage risks: Project Manager will provide training alongside toolkits to aid implementation</p> <p>IL has existing networks with DDPOs across London through which to promote toolkits and learning</p> <p>Events and conferences planned within programme to aid influencing policy agenda.</p> <p>IL has existing experience and high profile in policy influence and will integrate this employment theme into existing work</p>
	Policy guidance will depend somewhat on the policy agenda of the national government and the Mayor's office.	Years 2-5	
	A final guidance document to be produced towards the end of the project and disseminated at the national end of project conference .	Year 5	
			<p>Numbers of DDPOs and businesses signing up for toolkits</p> <p>Numbers of businesses engaging with the wider programme and changing recruitment practices and employing Disabled people.</p> <p>Agreed M&E plan to capture wider outcomes and impact including qualitative evidence</p>

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