

## RESPONDENT INFORMATION FORM

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Views and comments can be made to [EmployabilityinScotland@scotland.gsi.gov.uk](mailto:EmployabilityinScotland@scotland.gsi.gov.uk) by 9th October 2015.

### 1. Name/Organisation

#### Organisation Name

Lead Scotland

Title Mr  Ms  Mrs  Miss X Dr  Please tick as appropriate

#### Surname

Scarlett

#### Forename

Rebecca

### 2. Postal Address

Princes House

5 Shandwick Place

Edinburgh

**Postcode** EH2 4RG

**Phone** 01312289441

**Email**

rscarlett@lead.org.uk

### 3. Permissions - I am responding as...

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<input type="checkbox"/>		X <input type="checkbox"/>
Please tick as appropriate		

**(a)** Do you agree to your response being made available to the public (in Scottish Government library and/or on the Scottish Government web site)?

**Please tick as appropriate**  
 Yes  No

**(b)** Where confidentiality is not requested, we will make your responses available to the public on the following basis

**Please tick ONE of the following boxes**

Yes, make my response, name and address all available

**or**

Yes, make my response available, but not my name and address

**or**

Yes, make my response and name available, but not my address

**(c)** The name and address of your organisation **will be** made available to the public (in the Scottish Government library and/or on the Scottish Government web site).

Are you content for your **response** to be made available?

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 Yes  No

**(d)** We will share your response internally with other Scottish Government policy teams who may be addressing the issues you discuss. They may wish to contact you again in the future, but we require your permission to do so. Are you content for Scottish Government to contact you again in relation to this consultation exercise?

**Please tick as appropriate**  Yes  No

Lead Scotland is a charity that enables disabled adults and carers to access inclusive learning opportunities. At a local level, we do this by providing direct support to learners through flexible person-centred learning opportunities and individualised guidance and support to help them plan their learning journeys. At a national level, we provide information and advice on the full range of post-school learning and training opportunities, as well as influencing and informing policy development.

Disabled people account for a significant proportion of Scotland's population, and make a vital contribution to our economy, culture and public life. Yet, they experience considerable inequalities in relation to education, employment and overall life chances. In comparison with their non-disabled counterparts, disabled people are around twice as likely to be unemployed<sup>1</sup>, around three times as likely not to hold any qualifications<sup>2</sup> and twice as likely to live in poverty<sup>3</sup>.

Removing the barriers to inclusive learning and employment is therefore vital in terms of improving educational attainment and earning potential, reducing reliance on welfare benefits and facilitating access to life-enhancing experiences.

The Scottish Government's refreshed Employability Framework recognises the effect of recent developments on individuals' employability and life chances, including:

- The difficult economic conditions
- The ongoing effects of welfare reform
- The reform of public services and recent spending cuts
- Measures being introduced through the reform of post-16 education

Many of these developments disproportionately affect people with additional support needs, making it imperative to work towards improving employment outcomes for a group already facing significant barriers to the labour market.

## **CONSULTATION PAPER QUESTIONS**

### **QUESTION 1**

What types of employment support services work best in Scotland, reflecting the very different needs of individuals who are unemployed?

#### **Comment**

Lead Scotland believes a blend of national, local and specialist employment support services will work best.

Individuals with few barriers and closest to the labour market are well placed to engage in and benefit from national services. Work Programme performance for this group has been positive on the whole, however a proportion of this cohort would have secured employment without any intervention in time anyway, due to the

<sup>1</sup> The Annual Population Survey, March 2013

<sup>2</sup> Labour Force Survey, Quarter 2, 2012

<sup>3</sup> Employers' Forum on Disability, 2012

natural flow of recruitment in the job market. This would suggest less investment should be placed on individuals closest to the labour market by prime/national providers in order to claim outcome payments, as it does not represent value for money for the public purse.

The results of the Scottish Employability Forum commissioned Cambridge Policy Consultants report highlighted that short, but intensive intervention was an effective method of delivering employability support. We believe offering an effective person centred approach and short term one to one and group employability coaching at an early stage will not only reduce reliance on mandatory programmes but will also offer better value for money for those closest to the labour market. JCP could deliver these services however we have heard reports from both staff and service users that indicate JCP lack the capacity and expertise to offer tailored personalised support. Stories of five minute appointments where people are being offered unsuitable vacancies is the norm rather than the exception, so considerable cultural changes, re-training and re-structuring would be required. SDS could be well placed to offer this 'light touch' level of support, as would local authority employability and third sector partnerships who already have a considerable wealth of expertise in delivering these services, as evidenced by Employability In Scotland<sup>4</sup>. Therefore a blended approach to procurement here based on the capacity of the area is necessary.

Lead Scotland also believes there should be a parity of level of mainstream employment services available to anyone in Scotland who requires help to find, sustain or progress in employment, regardless of benefit status. Too often people are prevented from engaging in services due to their lack of eligibility for DWP benefits, resulting in the exclusion of groups such as migrant workers, underemployed workers and Mums from two parent families. People can experience poor mental and physical health and wellbeing, regardless of their benefit status. Therefore individuals ineligible for DWP benefits could effectively meet the legal definition of disability under the Equality Act, but be prevented from accessing employment support when they most need it. Considering many families with one working parent are still living in poverty, socio-economic factors serve to further disadvantage this group of people from moving into or progressing in work. Therefore if Scotland is to become a fairer, more equal and socially just place to live, then Lead Scotland believes employment support should be available to anyone who needs it, regardless of benefit status.

Performance on the Work Programme has evidenced disabled people and those furthest from the labour market are not getting the appropriate tailored services and support they need to find suitable and sustainable employment, with the latest DWP report revealing only 15.9% of disabled people achieved a job outcome to date<sup>5</sup>.

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<sup>4</sup> <http://www.employabilityinscotland.com/policy-and-partnership/local-employability-information/>

<sup>5</sup> <http://cesi.org.uk/responses/dwp-work-programme-how-it-performing-september-2015>

While performance on Work Choice is better, with 36.5% of people referred achieving a job outcome to date, an evaluation of the programme carried out by the Centre for Economic and Social Inclusion found that there were concerns over the quality of service provision by some providers, and the referral process from JCP required improvement to ensure all disabled people who could benefit from Work Choice could access it<sup>6</sup>.

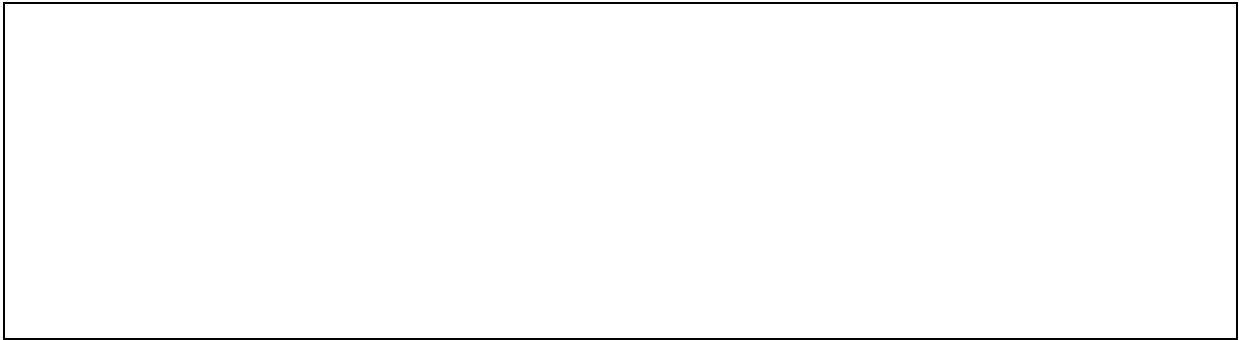
Lead Scotland believes specialist providers with considerable expertise of supporting disabled people into employment should be contracted to offer these services, whether they are national or local. A prime provider managing the contract could work in theory, with local and specialist provision being subcontracted to deliver services, however the design of the programme, commissioning strategies and outcome measures will significantly impact its effectiveness.

Lead Scotland believes it is key to measure progression towards employment as a successful outcome rather than solely measuring job outcomes and sustainment. This would ensure organisations have the financial means to support disabled and disadvantaged people to engage in meaningful activity and contribute to their local communities, regardless of their job readiness. It is also vital to offer a flexible tailored specialist service to anyone who needs it, again regardless of benefit status. Following welfare reform thousands of people have undergone work capability assessments and been deemed fit to work and required to claim JSA instead of a health related benefit. Often people with poor mental health are disproportionately affected due to the rigid design of the assessment, making it difficult to score the full 15 points required to remain on ESA in the mental health section alone. Therefore there are thousands of people who experience mental health problems being subjected to the inflexible and punishing sanctioning regime of the Work Programme, but who need more specialist tailored services.

Lead Scotland believes any employment support programmes need to take a holistic and person centred approach to assessing a person's suitability for either mainstream or specialist provision rather than basing it on benefit status. We also believe health and social care professionals engaging with individuals should be consulted as part of the assessment process as they are much better placed to offer evidence on work capability than the current Work Capability Assessment due to the complex and fluctuating nature many health conditions and impairments can present with.

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<sup>6</sup> <http://cesi.org.uk/publications/evaluation-work-choice-specialist-disability-employment-programme>



## **QUESTION 2**

How best can we ensure the needs of different businesses and sectors in Scotland, are aligned with employment programme outcomes?

### **Comment**

Consultation with the chamber of commerce, a robust employer engagement programme, sector based academies, increased in-work support services and improved and better regulated work placements.

### QUESTION 3

What are the strengths and weaknesses of existing employment support programmes and delivery mechanisms in Scotland?

#### Comment

See answer to question 1 for more detail. The biggest weakness in the current Work Programme is the indiscriminate and punishing sanction regime and the payment on outcome system that doesn't measure progression, despite the time and resource required in order to progress someone to move closer to employment. So called 'creaming and parking' for financial gain and targeting vulnerable groups with sanctions has contributed to increasing levels of poverty and unemployment for disabled and disadvantaged people across Scotland. A 'black box' approach has led to a lack of regulation on the level of service these groups of people receive. As a result the programme is open to a reduced frequency of quality one to one appointments for those facing multiple barriers.

On a local level in Edinburgh, there is a need for more joined up partnership working between third sector organisations delivering employability services as part of local authority contracts. Multiple organisations with considerable overlap in their offer are competing for the same pot of money, so sense would dictate increased consortium and partnership bidding and service delivery would be most beneficial to the community. Service users engaging with more specialist organisations can end up being excluded from accessing local authority support like transition funds for childcare/travel/clothes when moving into work. Support should be tailored to meet the needs of the individual rather than be driven by organisations competing for job outcome payments. Individuals should be able to access the specialist provision they require before seamlessly accessing other services to top up/supplement this support without having to disengage from their main service. If there is local authority funding to cover the costs incurred as a result of moving off benefits and into work, then every individual living in that local authority should be able to access it, regardless of which organisation is providing the primary employability support. Again drive and competition for job outcomes has resulted in services being directed at eligibility rather than need. The local employment hubs across Edinburgh offer an effective mainstream service for unemployed people but those who need more specialist provision should still have access to the specific elements of support that would benefit them without being forced to disengage from their main provider when consistent engagement with hard to reach groups is already challenging.

Strengths exist across all offers of employment support, both nationally and locally. Feedback from some service users have indicated a high level of inconsistency on the Work Programme, with multiple accounts of much more positive feedback for some providers compared to others. Ingeus for example have previously offered health condition management as part of their offer. This has included short waiting

lists for one to one appointments with either a Psychologist or Physiotherapist to complement the support of an employment advisor as well as access to exercise and relaxation classes. Some third sector organisations have the flexibility to place more emphasis and focus on confidence and wellbeing before starting the employability phase. Women Onto Work (now closed due to loss of funding) for example, offered a four week course focussing on self-development and addressing multiple wellbeing barriers before moving into employability training then work placements, all complemented by person centred one to one coaching. Funded childcare was an essential factor in allowing women to engage in these services which they wouldn't have otherwise been able to access. Funding for childcare is scarce across employability services, but it is vital in order to allow parents to access flexible community learning and development training and employment support – especially after welfare reform is requiring single parents claiming income support to move on to JSA when their children are much younger. We believe it is vital to address barriers around health, wellbeing, debt, housing and childcare before people can be in position to start thinking about work. These specialist services should therefore be easily available to all Scottish people who need it.

Into Work specialise in supporting disabled people into employment and the employer engagement work they carry out is vital to building relations with employers in order to raise awareness, overcome barriers and dispel myths around employing disabled people as well as securing suitable work placements and job vacancies. The supported employment and supported business programmes offered by organisations like Real Jobs with the Action Group, Enable and social enterprises like The Engine Shed (now closed due to loss of funding), Forth Sector and Breadshare offer real opportunities for paid work for disabled people. Project Search has also been proven to be worthwhile investment for disabled people with increased levels of work readiness and employment<sup>7</sup>. Supportive and flexible environments and a holistic person centred approach allow individuals to flourish and develop new skills and confidence that are an essential component of sustaining employment.

We believe work placement experience should be an essential part of any employment support programme for those who want or need it. Learning and confidence can often only truly embed when an individual is given the opportunity to be in a real work situation. However there seems to be inconsistency across the spectrum of employment support over when and how a person can access work experience. Mandating an individual to take part in an unsuitable work placement opportunity at an inappropriate time can hinder progress and be ineffective. Lead Scotland believes in putting the learner at the centre of their own learning action plan, so an individual must want to undertake a specific placement and it must align with their own development goals in order to give them the best chance of succeeding. Many work placement schemes have led to exploitation of individuals, utilised for weeks of free labour with little in the way of support, development or any

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<sup>7</sup> <http://cesi.org.uk/publications/project-search-evaluation>



possibility of a paid job at the end of it. However, well managed, supportive and supervised work placements with specific client-led objectives are an extremely effective way of improving job readiness and employment prospects.

Lead Scotland believes investing in charities, supported businesses and social enterprises that train and employ disabled people should be at the forefront of the agenda of any employment support reforms considering the statistics and levels of unemployment amongst disabled people in Scotland, with only 46% of working age disabled people being in work in comparison to 80% of their non-disabled counterparts.

Ultimately effective employment support needs to consist of a comprehensive suite of person centred and holistic services that address multiple barriers to allow people to realistically engage in self-development, learning and confidence building coupled with assistance and advice around the practicalities of making the transition back into employment. Effective and well managed work placement opportunities should also be an essential part of the offer.

Ultimately, if a payment system based purely on job outcomes remains, then strategy, service delivery and behaviours will not adjust accordingly to ensure people furthest from the labour market get a comparable level of input and service to find and keep a job.

#### **QUESTION 4**

Where are the current examples of good practice in relation to alignment of services to most effectively support a seamless transition into employment?

**Comment**

## QUESTION 5

What are the key improvements you would make to existing employment support services in Scotland to ensure more people secure better work?

### Comment

See previous answers, but in summary:

- Remove current sanctioning regime
- Review of the current WCA to include input and evidence from all health professionals engaging with an individual to determine work capability
- A payment structure that recognises progression towards employment
- Offer tailored and specialised employment support based on needs and barriers rather than benefit status
- Offer well managed and supported work placements to everyone who requires them
- Offer expert one to one wellbeing and employability coaching
- Allow individuals to seamlessly 'top-up' support from various other services in

addition to their main provider

- Offer childcare to single parents as standard who otherwise wouldn't be able to access employability training
- National employer engagement programme to develop strategic partnerships, raise awareness, dispel myths and boost availability of flexible vacancies and placements.

## QUESTION 6

How best can we assess the employment support needs of an individual and then ensure the support they receive is aligned with their requirements?

### Comment

See above. The Work Capability Assessment process has come under scrutiny and has remained controversial since it was introduced. Input is required from health professionals such as GP's, CPN's and Support Workers to determine an individual's capability for work. Subcontract specialist staff to JCP to hold initial assessments as there does not seem to be the capacity or expertise to correctly identify needs and barriers at the right time. Ideally the whole assessment process for services would be better placed in an impartial and non-threatening environment in the community, rather than job centres to encourage full engagement from individuals. Sometimes part of the problem is the pre-determined ideas individuals have about JCP that

suppresses their will to be completely honest and fully engaged. The threat or perceived threat of loss of benefits is often the key to people being incorrectly assessed.

#### **QUESTION 7**

How best can the employability pipeline framework help providers best assess and deliver services people need?

**Comment**

#### **QUESTION 8**

How can early intervention best be integrated into employment support and the design of future programmes?

**Comment**

See previous answers. Individuals should not have to wait until a year into their claim to be mandated to attend employment support. As previously stated, specialist support should be available as soon as an individual needs it, not when their benefit claim determines it. Improved rapport between JCP advisors and individuals and better consistency in service levels would contribute to early intervention referrals. As stated above, co-location or subcontracted non-JCP services carrying out assessments would improve this process.

There are countless excellent examples across the country of knowledgeable and effective Job Centre Plus advisors, understanding the local landscape of service provision and ensuring timely and appropriate referrals, but this can be inconsistent both within Job Centres and across geographical areas. Improved levels of partnership working between JCP and organisations delivering employment support is essential to ensure early intervention and appropriate referral takes place. There should be an offer of short and intensive employability training for those closest to the labour market, then investment-heavy specialist services throughout the rest of the employability pipeline framework. In Edinburgh Joined up for Jobs produces an excellent online database of services based on pipeline stage and client group making it easy to see what is available locally. Frequent organisation exchange visits between JCP staff and services have sometimes resulted in short lived improved referrals rates, but constant staffing, system and process changes can make it difficult to sustain this.

## QUESTION 9

What is the optimal duration of employment support, in terms of both moving individuals into work, and then sustaining their employment?

### Comment

Anyone who has worked in employability will know there is no 'optimal' duration as a rule of thumb. Peoples' lives, needs, barriers and goals can vary so dramatically – both from person to person and within themselves. The pipeline stages are used to determine job readiness, but there needs to be a degree of flexibility around duration on the understanding that people can change. People can make much quicker progress than first expected but similarly set backs are frequent and can put people back months in terms of their progression – therefore reassessment needs to be possible to ensure people are not disengaged from a service too early. Obviously individuals cannot engage with services indefinitely and an experienced advisor/coach will understand how and when to move people on at the right time. If expectations are set from the start and an organisation has an in-depth understanding of its identity and purpose then the majority of service users will naturally move on or into work at the right time – strong partnership working with other services is key to making this work.

It is also important to note that sometimes people cannot move on from a service and into a job because they simply cannot get a job due to the inflexibility of the current labour market. Many people requiring employment support are searching and applying for entry level positions in sectors such as retail, care, catering, cleaning and hospitality. Without exception, none of these options offer flexibility in working patterns – shift work is standard and with the amount of competition, people who cannot be flexible with their working hours due to health reasons and caring commitments are immediately excluded from a huge chunk of the labour market.

For example, care work is a very realistic job prospect for many people applying at entry level and the volume of vacancies in this sector are always high. For some unpaid carers this often feels like a natural career fit, but finding a paid care job with suitable flexible hours can be very challenging. A sector based care academy in Edinburgh has been known to exclude single parents from the course unless they would commit from the outset to being available for early, late and overnight shifts if they were to get a job as a result of the course – and again this was driven by a payment by results system. A recent report from the Chartered Institute of Personnel and Development revealed 58% of university graduates are moving into non-graduates roles after university<sup>8</sup>. Therefore employers are now requesting qualifications in roles where they were not traditionally required or preferring

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<sup>8</sup> <http://www.cipd.co.uk/pressoffice/press-releases/overqualification-190815.aspx>

graduates over non-graduates. Presumptions over careers breaks, gaps in employment and sporadic work history further add to the barriers people can face finding work. Therefore, as previously stated, there needs to be a huge drive, shift and commitment in terms of employer engagement programmes as well as a commitment from the Scottish Government to further protect carers', disabled people and parents' rights to flexible working patterns. The right to request flexible working once in a job does little to help unemployed people.

Additionally, businesses in the open market are not currently in a position to employ disabled people with complex needs requiring high levels of support – creating a more inclusive society that removes barriers for disabled people should be part of our ambition for a fairer and more equal Scotland.

In terms of duration, disabled people and those with multiple barriers and furthest from the labour market could benefit from up to two years of provision, but there needs to be a degree of flexibility to extend this for those with the most complex support needs. Some people moving over from Incapacity Benefit on to ESA have been out of work and living on the fringes of society for decades, so it unrealistic to expect even two years of input and support to be enough time for everyone to get a job.

## **QUESTION 10**

What are the benefits and challenges of a national contracting strategy for Scotland's future employment support service(s)?

### **Comment**

The benefits include:

- A fair, consistent, streamlined and quality assured service available to all Scottish people

- Optimal opportunity for consistent performance management systems and processes
- Historically serves people closest to labour market well
- Potential for stronger employer engagement links/programmes
- Potential for increased budgets to deliver innovative services

Challenges:

- Increased potential for less personalised services with a blanket approach
- Potential for reduced local and specialist knowledge and expertise
- Potential for national providers to have a reduced track record of delivering high quality employability support.
- Onerous procurement and reporting systems. The level of bureaucracy and paperwork required to claim starts, outcomes and progressions on both the Work Programme and the Employability Fund can be time consuming and do not always justify the ends

Lead Scotland would urge the Scottish Government to seek qualitative feedback from participants who have engaged in national programmes in order to evaluate the suitability for any future contracts.



## **QUESTION 11**

How best can we secure effective regional and local delivery of employment support in future?

### **Comment**

Utilise the knowledge and expertise of the local communities across Scotland through Community Planning Partnerships, Third Sector Interfaces and local employment networks. The wheel does not need to be re-invented and countless successful programmes and providers already exist. It is important to consult with the people who will be using the services – people need to be given a more accessible platform than this discussion paper to talk about what works for them, what they need and which organisations have helped them most. It is essential that Scottish Government considers both performance and qualitative evidence to measure success.

## **QUESTION 12**

Do national or more localised employment support programmes work better for different client groups? If so, which ones and why?

### **Comment**

See previous answers. National contracting can work by sub-contracting regional/localised specialists, especially in the provision of services to disabled people. As previously stated, a blended approach should be utilised that responds

best to the needs of the local community.

As previously stated, the commercial drivers of the contract are the most important aspect to consider. Current national employment support programmes do not recognise or reward the importance and value of **progression**. For some people, finding paid work might not ever be a realistic life outcome until attitudes in society change, and more inclusive and innovative practices are developed. For this reason, disabled people and those furthest from the labour market are excluded from getting the help and support they need to engage in worthwhile and fulfilling activity which is essential for positive wellbeing and ultimately a socially just and equal society.

National programmes can work well for mainstream provision but minimum standards quality assurance should be in place for all client groups to ensure parity of service level. There is currently too much inconsistency from WP providers which stems from the lack of regulations over service design and the 'black box' approach. If an individual is engaging in an employment support programme they should be able to expect a high quality, competent and effective service.

### **QUESTION 13**

Who should be the contracting authority for devolved employment support provision?

#### **Comment**

The discussion paper has already stated current resource would prevent the establishment of a new body so nationally this would likely fall to Skills Development Scotland or DWP – see previous answers for comments on current services/processes but consideration to reduce the level of Management Information, reporting and evidence is important to not deter smaller organisations from bidding. Local authorities would be well placed to oversee contracts on a local

level on behalf of SG and could provide a more streamlined contract management support service, but as previously stated, joined up and consortium bidding should be considered to strengthen the capabilities and capacity of local organisations.

#### **QUESTION 14**

Which client groups would benefit most from future employment support in Scotland and why?

#### **Comment**

See previous answers – disabled people and those furthest from the labour market with multiple barriers are the most important client groups to consider as these are the people who have been marginalised and in some cases forgotten about in the past. Women have also been disproportionately affected by welfare reform due to the increased likeliness of care commitments.

There should be a high quality service for mainstream provision so that all Scottish people have access to employment support but the biggest investment needs to be in these marginalised groups. The reasons and statistics for this speak for themselves – there are still too many disabled people out of work and too few sustained job outcomes achieved for those furthest from the labour market in the current landscape of employment support. Ultimately reliance on welfare benefits and healthcare provision will be reduced if these groups are given the priority and investment they need. Savings can be made by offering employment support at an earlier stage, earlier intervention, appropriate assessment, better partnership and referral processes and spending less money on those closest to work.

## QUESTION 15

What should be our ambitions for these client groups?

### Comment

Effective, competent, personalised holistic employment support that focusses on the progression they make on their journey **towards** employment as well as into it. This means focussing on health, wellbeing, housing, social relationships, activity levels, confidence, non-accredited and accredited training, soft skills, personal development milestones, routine and self-sufficiency before 'employability' is at the forefront of provision.

We have to raise ambitions for disabled people, put them on the same level playing field with non-disabled people, reduce the employment inequalities by closing the gap between the number of disabled people in work compared to non-disabled people. We have to work with Scottish businesses to improve practices, dispel myths and create more flexible employment opportunities that disabled people, single parents and those with multiple health and wellbeing barriers can access.

**QUESTION 16**

How can we maximise the effectiveness of devolved employment support in Scotland, in relation to the broader range of resources and initiatives available in Scotland?

**Comment**

**QUESTION 17**

What are the advantages, or disadvantages, of payment by results within employment support? What would form an effective suite of outcomes and over what period for Scotland? What does an effective payment structure look like?

**Comment**

See previous comments about payment by results. There is absolutely no doubt that the failures of moving disabled people and those furthest from the labour market into

work are as a result of the payment by result system. The following should be considered as an outcome, depending on client group:

- Volunteering
- Completion of work placement
- Completion of accredited or non-accredited training including sector based academies
- Securing a work trial
- Being offered a job (often clients are unable to start due to circumstances out with their control. Recognition needs to be given to all the work that goes into securing a job offer in the first place)
- Starting a job – including permitted work
- Sustaining a job – up to three years for those with multiple barriers with the option for funded ongoing employment support for those who need it

There has to be an understanding and recognition that getting and sustaining a job will not ever be a realistic life outcome for some people until society changes. Organisations should not be penalised for not forcing these individuals into unsustainable jobs that are going to be detrimental to health and wellbeing and ultimately result in increased reliance on health care and welfare support. In addition, there has to be flexibility around **when** a person is ready to think about work, regardless of triggers in benefit claims. For some people, contributing to their local community through volunteering, learning and community empowerment are significantly more beneficial both to their progression and to society than mandating and conditioning them into an unsuitable and unsustainable job. Lead Scotland delivers the accredited [Community Action and Leadership Award](#) to give real recognition and value to the contributions an individual can make to their local community. For some this is a gateway into further learning or employment, but value should not be detracted for those people not ready to take these steps.

The advantages of payment by results can incentivise staff to work effectively and intensively with people to help them get a job. Working to targets works very well for some and results can appear successful. While there is no doubt this can work for some job seekers, careful management and regulations need to be in place to avoid creaming and parking as well as placement into unsuitable vacancies. There should be no financial incentive for forcing people into temporary jobs, zero hour contracts, minimum wage underemployment or jobs with inflexible hours for carers and disabled people. Additionally, organisations should not be able to build up sustainment periods in blocks as this leaves the system open to a revolving door effect with people constantly going in and out of work while a provider can continue

to claim payments.

### **QUESTION 18**

What are the advantages, or disadvantages, of payment for progression within employment support? What measures of progression and over what period? What does an effective payment structure, which incentivises progression, look like?

#### **Comment**

The advantages of payment for progression means organisations are incentivised to work with those furthest from employment with significantly lower job prospects. Organisations can target their time and investment on disabled people and those with multiple barriers without the threat of being financially penalised for not pouring all their efforts into achieving job outcomes.

Measures of progression can include:

- Engagement on a programme
- Regular and sustained engagement on a programme
- Timekeeping

- Engagement in a group setting
- Community involvement
- Accessing appropriate health care and treatment including counselling, CPN's, support groups, substance misuse recovery, harm reduction and sexual health care
- Moving into a stable, affordable and suitable tenancy
- Control of debt
- Identification of and access to affordable childcare options
- Accessing and engaging in classes to improve English language skills
- Reduced offending
- Sustained escape from domestic abuse
- Improved digital skills and participation
- A whole suite of individualised wellbeing and soft skill outcomes. [The Outcomes Star](#) and the [Warwick Edinburgh Mental Wellbeing Scale](#) can be used to measure these
- Completing a CV
- Applying for jobs
- Achieving and attending interviews, regardless of outcome

### **QUESTION 19**

What are the key aspects of an effective performance management system, to support the delivery of employment support outcomes in Scotland?



**Comment**

**QUESTION 20**

Collectively, how best do we encourage active participation and avoid lack of participation on employment support programmes?

**Comment**

Consider the appropriateness of the time someone is being asked to participate, what participation involves and the relevance/appropriateness for the individual, what conditionality is attached to it and how sanctioning regimes are imposed.

**QUESTION 21**

Do you have any other comments/views in relation to future employment support that have not been covered in the questions above?

**Comment**

**End of Questionnaire**

**Thank you for participating**