

Appendix 2

DEVELOPING THE LOCAL OFFER OF PATHWAYS INTO EMPLOYMENT v.2

1. INTRODUCTION

To be effective, pathways to employment for Young People with SEND must be personalised. By having an individualised approach, the educational programme will build on existing strengths, and support the young person to learn the skills they need for their next step.

The local offer of FE and third sector provision is intended to provide a continuum of employment opportunities. This continuum can include 'job carving' where a learner may carry out a specific element of a job, voluntary opportunities, paid work, part time work, involvement in a social enterprise or supported employment.

This table below, which is included in the 'Guidance for assessing young people aged 19 and above for continuing in education with an Education Health and Care Plan' shows some of the considerations within this approach to employment.

Local Authority Preparing for Adulthood Employability Programme			
Voluntary	Social Enterprise	Supported paid / unpaid employment	Independent paid / unpaid employment
Voluntary employment (including work experience)	Individual enterprise	Supported internships	Part time / full time (including apprenticeships and internships)
Voluntary advocacy work	Group enterprise	Supported part time / full time (including job carving)	Group employment
Group voluntary advocacy		Supported advocacy employment	Job coach
		Group supported employment	

The aspiration for the local authority is to offer a full range of provision incorporating all of the aspects outlined in the model above. However, initial analysis of the current offer has identified some gaps that will need to be addressed.

2. CURRENT POSITION AND PLANS TO EXPAND THE OFFER

The table below outlines the current position in each of the areas and the broad plans to expand the offer:

Voluntary	Social Enterprise	Supported paid / unpaid employment	Independent paid / unpaid employment
<p>Current offer:</p> <ul style="list-style-type: none"> • Full of Life • Mencap • Westminster Employment Services • Pure innovations • Epic • Sweetree <p>What is the plan to expand this offer:</p> <p>Build on existing work shadowing / work experience placements.</p> <p>Use the Education and Business Partnership to extend opportunities for placements for LLDD</p>	<p>Current offer:</p> <p>Via the colleges (e.g. Market Stall)</p> <p>What is the plan to expand this offer:</p> <p>Develop a procurement process to shape opportunities for this.</p>	<p>Current offer:</p> <p>Project Search with:</p> <ul style="list-style-type: none"> • Hilton Terminal 5 • GlaxoSmithKline • Hounslow Council <p>L’Oreal Supported Internship Programme</p> <p>Westminster Kingsway College offer of supported employment</p> <p>What is the plan to expand this offer:</p> <p>To commission FE providers to provide supported employment.</p> <p>To offer supported internships (potentially with Project Search) at Hammersmith and Fulham</p>	<p>Current offer:</p> <ul style="list-style-type: none"> • Action on Disability – pilot to provide 12 placements • Colleges currently support apprenticeships <p>What is the plan to expand this offer:</p> <p>Build opportunities into LA contracts</p>

3. DEVELOPING A JOINT SUPPORTED EMPLOYMENT STRATEGY

The Commissioning Directorate within Adult Social Care has been developing a Supported Employment Strategy for Hammersmith and Fulham, Kensington and Chelsea and Westminster, and this is currently in the process of being finalised. Representatives from the SEN Service have met with Adult Social Care to ensure that the strategy is delivered in collaboration with Children's Services.

The target groups for this strategy include young people with learning disabilities who are transitioning into adulthood. There are differences in success rates across the three boroughs for known adults with learning disabilities who are in employment. In Hammersmith and Fulham this was 1.7% (National average 7.4%) for the reporting period 2013/14.

The strategy seeks to map existing services and the outcomes each service currently achieves.

Through service realignment and a re-procurement process (the finance is reducing principally due to the cuts in the Public Health Grant) new, better aligned supported employment services are anticipated. The specifications for new delivery will be from evidence based best practice ensuring best value.

Young people aged 18-24 represent a small subset of the overall target group for this strategy. While the principles of supported employment may be the same across all age groups, it is important to have parental confidence and trust in the provision being offered. Therefore, in developing an overarching strategy on supported employment it is recommended that:

- resource is developed with the responsibility to source and coordinate opportunities specifically for young people
- that all re-commissioned contracts developed for the employment strategy have targets set which are specifically to support transition of young people into adulthood
- that a named lead for young people within Job Centre Plus is disseminated to schools, sixth form colleges and FE colleges
- that the care and independence services work coherently with the supported employment services as part of the personalised approach (this should not require an EHCP)

4. DELIVERY OF AN IMPROVED OFFER

Our minimum target is to ensure that the local authority is achieving at least the national level of employment for adults with learning disabilities within the next three years. This target should be jointly held by the Children's Service and Adult Social Care directorates.

A strategy is being developed within adult social care to ensure that commissioned services work within an evidence based approach and that

there is collective, integrated approach to meeting employment needs. The proposal is to have a funding approach which builds in incentives for securing paid employment. Within the Children and Families Act there is a clear imperative to improve pathways to employment for young people as part of their transition into adulthood. There is a growing evidence base to show that supported employment is more cost effective than 'care' and living allowances – particularly if health benefits are factored in.

A full strategy is being developed to demonstrate how this will be delivered, but the options for delivery can be summarised as follows:

Increasing the offer:

a) Working with commissioned organisations

Children's Services have asked that specific targets relating to young people are given to all organisations that are commissioned by Adult Social Care to provide supported employment opportunities. It is anticipated that a payment-by-results approach will be implemented for this. The performance of providers will be jointly reviewed so that they work together rather than in competition and so that they don't 'select' only the easiest of clients.

b) Supporting colleges

The proposed Adult Social Care supported employment strategy refers to the British Association of Paid Employment (BASE), which is an organisation that supports Project Search – an employer-led internship model which has been found to be very successful in helping people with disabilities into paid employment.

There is local experience of using Project Search and it is embedded into the approach of Ealing Hammersmith and West London College. This was made possible by delegating funding to the college so that they were able to fund:

- support for students while applying for access to work interventions from Department for Work and Pensions
- college time to oversee essential paperwork/ monitor students
- college time to drive forward links with employers

Having worked in this way for a year, the college have now mainstreamed the approach and can act as a point of contact for other colleges.

Children's Services are currently building a business case to spend some of the DfE Preparation for Employment Grant to provide local colleges with a small amount of funding to follow this model to develop their pathways to employment and supported internships which they will then mainstream once set up.

c) Identifying a range of employers

The borough hosts a significant number of high profile local and national employers, the majority of which do not offer a specific programme of supported employment. The local authority should develop a strategy for systematically engaging these local employers and promoting the benefits of delivering an offer of supported employment. Support should also be provided to these employers in the early stages of implementing an offer. The Education Business Partnership is an example of a service that is part of the local authority and could add significant value in this area.

d) Leading by example

The local authority is one of the biggest employers in the borough and, as such, it is recommended that it should lead by example by introducing a policy that commits to provide a certain number of supported employment opportunities across different departments throughout each municipal year.

e) Contractual arrangements with the local authority

Corporate commissioning and procurement officers should be engaged in discussions around the potential for writing the requirement to provide supported employment opportunities into contractual arrangements with local employers, making use of Social Value clauses and, in the case of developers, the Community Interest Levy and/or S106 arrangements.

Demonstrating early impact:

There are currently five young people attending the pilot Queensmill Post-19 provision, all of whom, under the new Eligibility Guidelines, should be working towards a supported employment destination.

In order to demonstrate the potential for developing the supported employment offer and to generate some case studies, the local authority should work with these young people to develop specific opportunities for them to move into by the time they finish their studies. This work will be undertaken alongside the wider strategic work outlined in this section.

Resourcing options:

a) In-house post with specific responsibility

The establishment of a specific supported employment officer post would enable a real drive between children services and adult services to achieve the cultural shift needed to increase the number of adults with learning disabilities in employment. If young people have clear employment pathways, and the support they need to access paid employment – either as a supported internship or through job carving, working within a social enterprise, they are then more likely to remain in employment as they grow older.

This officer would have the following broad responsibilities:

- Work with Children's Services and Adult Social Care to continually analyse the needs of local young people and develop the strategy for the expanded supported employment offer.
- Engage with local employers (potentially with the support of the EBP) and promote the benefits of implementing a supported employment programme.
- Support commissioners with the delivery of a supported employment commissioning strategy and monitoring the achievement of outcomes that are specific to children and young people.
- To be a named contact for young people that are referred to either Adult Social Care or the SEN Service and require support in identifying a pathway to supported employment.

b) Commissioning a 3rd Sector organisation

Alternatively, a third sector organisation could be commissioned to develop supported employment opportunities for children and young people that are engaged with Children's Services and Adult Social Care.

If this option were to be selected, the local authority would potentially benefit from the extended reach of such an organisation, however, we would need to implement robust contract monitoring to ensure that the organisation is delivering to the strategic aims of the LA and are reaching the required high standard for this cohort of vulnerable young people. Furthermore, the timelines involved in undertaking the commissioning activity may delay the timescales by which outcomes can be delivered.

c) Funding the Education Business Partnership

The Education Business Partnership, which is based within Children's Services, has links with a range of local and national employers based within the borough. The EBP already arranges work experience for students in alternative provision and special education provisions, so there is a logical extension of existing work. There is a model in place for 16-19 and this could be developed to meet the needs of the 19-25 age range. This is flexible in terms of timing and length to meet the needs of the individual. There is already evidence that some placements with alternative provision students have led to employment.

These links can be utilised via a specifically funded programme, led by the EPB, which focuses on converting a percentage of these SEN work experience placements into supported employment opportunities. This programme could follow the stages outlined below:

- i. identify existing and new employers who could provide opportunities;
- ii. design / deliver a support programme that would ensure employer staff were prepared, equipped to take on the young people;
- iii. on-going training/supervision to support these employees;

Placements could take place throughout the year, over specific periods and could be repeated in subsequent years allowing students to enhance employability skills sequentially moving closer to either supported or independent employment.

There is also the potential to ensure that young people have access to these opportunities before the age of 19 so that they are already beginning to feel comfortable with ideas around employment and that they and their families realise that opportunities for meaningful and rewarding employment do exist and are attainable.