

In tough economic times, we must ensure that those most in need of employment support do not get left behind

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WorkDirections®

A member of the Ingeus Group of Companies



“WorkDirections has enjoyed a year of considerable growth; expanding not only in terms of staff and offices, but in our capacity to assist many more people into suitable work.”

Seth Opuni,
Chief Executive,
WorkDirections

WorkDirections has enjoyed a year of considerable growth; expanding not only in terms of staff and offices, but in our capacity to assist many more people into suitable work. A year on since launching our Pathways to Work programmes, our team has grown from 367 to over 700 employees, while our operational premises have expanded to a total of 26. We have taken on new contracts, developed new strategic partnerships, contributed to the opening of services in France, Germany and Sweden, and welcomed over 37,000 more people onto our programmes.

Our main goal, as always, is to find new ways of assisting more people into suitable, lasting employment. Over six years, we have built a unique team with the professionalism, expertise and determination to achieve this goal. Yet we are only too aware of the challenges that lie ahead in 2009. Labour market conditions have grown increasingly difficult in this global recession, yet this does not provide an excuse to leave people behind. The increase in redundancies and the numbers of newly unemployed people should not divert our attention away from those most in need.

Employment providers must find ways of helping the Government meet challenging employment targets; it is imperative that long-term unemployed people and those on health-related benefits have the same opportunities as those who have recently become unemployed and have a more recent work history. To do this, WorkDirections will continue to focus on maintaining the quality of our provision, developing further meaningful partnerships and learning from the Ingeus Group's experience as one of Europe's leading welfare-to-work providers. The expertise is there, but there has to be the appetite to commit to funding good quality programmes.

Beyond the question of the economic climate, it remains crucial that the welfare reform agenda presses ahead. The Ingeus Centre for Policy and Research is in a strong position to contribute constructively to discussions about these reforms, with upcoming research projects on localisation, debt, and parental employment. While there will be many immediate challenges, it is paramount that any changes to welfare-to-work programmes do not just focus on the current economic situation, but remain effective after the eventual upturn.

In this year's annual review we also feature the thoughts of four leading figures from significant partner organisations with which we work: Mel Groves, Chief Executive of Jobcentre Plus; Dr Stephen Duckworth, Chief Executive of Disability Matters; Stephen Dering, Chief Executive of Dering Employment Services; and Geoff Mulgan, Director of The Young Foundation. Their unique experiences and insights provide interesting food for thought with regards to the current welfare-to-work agenda and its potential future direction.

Seth Opuni
Chief Executive, WorkDirections

**In 2008,
WorkDirections
grew from a
company of
367 to over 700
employees**

In 2008, over 37,000 unemployed people joined our programmes in London, Birmingham, Nottinghamshire, Edinburgh, Lothian and Borders, and Dorset.

Delivery

- In 2008, over 37,000 unemployed people joined our programmes in London, Birmingham, Nottinghamshire, Edinburgh, Lothian and Borders, and Dorset.
- WorkDirections is one of the largest providers of Pathways to Work in the UK, and we welcomed over 24,000 new clients onto this programme in 2008.
- WorkDirections was awarded The Matrix Standard in October 2008, with the assessment team noting that clients in all of the operations they visited 'experience very positive and motivating support tailored to meet their specific needs.'
- WorkDirections was awarded five of the eight awards at Jobcentre Plus' 'Building LEPs Together' event, held in November 2008. They included: Employer engagement; Best Employment Zone performance; Best Employment Zone PG1 performance; Best PSL New Deal performance; and Best IB Pathways to Work performance.

New contracts

- Vital to delivering new contracts has been the establishment of several key partnerships, enabling us to expand our range of services that assist clients with specialist needs. These include:
- A New Deal for Disabled People programme in Dorset, in partnership with MAXIMUS Employment & Training UK (July 2008).
 - A programme to deliver support for minority groups with English language needs and health conditions, in partnership with Tower Hamlets Primary Care Trust (July 2008).
 - Two ESF-funded Employability Skills programmes in London, which assist job seekers deemed most in need by the UK's Department for Work and Pensions by enhancing their employability and basic skills (July 2008).
 - A Skills for Jobs contract in west London, in partnership with Ufi Ltd and learndirect, which provides integrated employment and skills services (November 2008).

2008 highlights

Our team of in-house health specialists increased from 10 to 31.

Growth

- In just 12 months, WorkDirections has grown from a company of 367 to over 700 employees.
- Our operational offices expanded from nine in 2007 to a total of 26 throughout the UK by the end of 2008.
- As our Pathways to Work operations expanded, our team of in-house health specialists increased from 10 to 31.

Policy

- The Ingeus Centre for Policy and Research published three papers to inform policy discussions on: international best practice in employment programmes, the link between housing and worklessness, and choice and voice in welfare reform.
- WorkDirections responded to key government consultations, including the Green Paper on welfare reform: *No one written off: reforming welfare to reward responsibility*.
- James Purnell, Secretary of State for Work and Pensions, attended the official launch of our Edinburgh Pathways to Work office, alongside representatives from Jobcentre Plus and other partner organisations.
- The Prime Minister, Gordon Brown, and James Purnell met clients and advisors at our King's Cross office as part of the launch of the Gregg review: *Realising potential: A vision for personalised conditionality and support*.

The Ingeus Group of Companies

- In Germany, Ingeus began delivering new programmes to assist lone parents in Nuremberg and long-term unemployed people in Berlin, while in France, Ingeus commenced delivery of the Plan Espoir Banlieues (Hope for the Suburbs Plan) in four regions across the country.
- Ingeus won a contract to assist between 1,000 and 1,500 recent migrants and refugees in Stockholm, Sweden. Delivery of the programme begins in early 2009.

WorkDirections was awarded five of the eight awards at Jobcentre Plus' 'Building LEPs Together' event.



Our clients
at work
Simon Cole

Keen to share
his extensive
knowledge of
London with
others, he is
now employed
as a Yeoman
on HMS Belfast.

**Finding the right
job can liberate
a person on
health-related
benefits from
being defined
by their condition**

The Government's goal of attaining an 80% employment rate is underpinned by a drive to move one million of the UK's 2.6 million health-related benefit recipients into lasting employment.

Helping clients overcome health-related obstacles

“The 2.6 million health-related benefit claimants in the UK represent a tremendous amount of skill, experience and productivity that has been marginalised.”

Seth Opuni
Chief Executive,
WorkDirections

The UK's health-related benefits system underwent significant reform in 2008. From October, Incapacity Benefit and Income Support claimed on the grounds of incapacity were replaced by the Employment and Support Allowance for new claimants. The new system considers what an individual is capable of, focusing on what they can do, rather than what they cannot. The Government's 2008 White Paper, *Raising expectations and increasing support: reforming welfare for the future*, outlines the next steps for health-related benefits reform. In future, we can expect an integrated health and work agenda to deliver more intensive work-focused support to those claiming health-related benefits.

Our policy view on health-related benefits

WorkDirections believes that the integration of health condition management and employment support can be mutually reinforcing and change people's lives for the better. We have long argued for a focus on capability rather than incapacity in engaging those who have long-term health conditions or a disability. We advocate the embedding of health support within employment programmes and improved coordination between health and employment services. We support the Government's proposals to replace the 'sick note' with a 'fit note' and the piloting of a 'Fit for Work' service which will provide early intervention employment support for people who fall out of work due to ill health.

WorkDirections is actively engaged in policy discussion about the future direction of employment support for those claiming health-related benefits, drawing on our operational experience. Most recently, this has been facilitated through our response to Dame Carol Black's review of the health of Britain's working age population and meetings with Dame Carol Black and her team.

Our unique approach

WorkDirections was the first organisation to integrate psychologists, cognitive behavioural therapists and physiotherapists into its welfare-to-work programmes. This model was implemented in 2004, for our New Deal for Disabled People programme in Birmingham, when our research showed that up to 50% of people registered on our programmes had a mild-to-moderate mental health need. The success of our approach can be attributed to our focus on addressing employment and health issues concurrently, a philosophy that also forms the basis of our Pathways to Work programmes which assist people with a wide variety of health conditions to move into work.

WorkDirections is one of the largest providers of Pathways to Work in the UK. We worked with over 24,000 people on this programme in 2008, from 18 offices in London, Birmingham, Nottinghamshire and Edinburgh, Lothian and Borders. On our programme, clients can access a range of group-based health and well-being activities, including Pilates and relaxation sessions, walking groups, and pain management and motivation workshops, as well as one-to-one sessions with health specialists and employment advisors.

At the heart of our Pathways to Work programme is an unprescribed, holistic service that caters for each individual.

Whereas traditional condition management programmes tend to centre around physical health issues, we focus on clients' mental and physical conditions at the same time. We then provide clients with the tools and resources they need to manage their health better, while they are looking for work and once they have found a job.

Health professionals on the front line

WorkDirections' team of in-house health professionals has grown rapidly throughout 2008. We now employ 16 mental health specialists and 15 physiotherapists from a wide range of backgrounds, including the NHS, mental health, counselling, clinical and forensic areas. Our professionals work closely with employment advisors to help clients manage their health conditions so that they can return to work.

Belinda Quinlan, a physiotherapist at our City of London office, says, "We know that the longer a person remains on benefits, the more likely they are to develop secondary health conditions, and so in addition to their primary health issues we look at each client's diet, activity levels, social networks, and beliefs about their condition, any or all of which can act as constraints to their return to work. It's also very important that we provide clients with information and skills they can use to maintain good health once they have completed the programme."

Our health professionals developed a number of new workshops in 2008, as a result of high demand from clients. We now deliver workshops on over 20 different topics such as tackling depression, overcoming anxiety, healthy eating and the health benefits of work.

Assisting clients to self-manage their health

Research shows that people who have been trained to self-manage their health conditions make fewer visits to the doctor, take less time off work, and are less likely to suffer acute episodes requiring admission to hospital.

The NHS-led Expert Patient Programme (EPP) is designed to help people with long-term conditions take control of their lives. WorkDirections delivers the EPP in eight of our Pathways to Work offices, in partnership with the NHS. All of our course facilitators have a long-term health condition, and draw upon their own experience to teach others to take more control of their health conditions. Sessions include dealing with pain or chronic fatigue syndrome, coping with depression, relaxation, healthy eating and goal-setting. Participants have found lasting employment as a result of the programme, with some becoming paid EPP tutors themselves.

"The Expert Patient Programme has really helped me to take more control of not just my arthritis, but also my life."

EPP patient

"WorkDirections equips local people on health benefits with the skills and confidence they need to improve their health and secure employment."

Sadia Ahmed

Tower Hamlets PCT

Promoting psychological therapies

Only a quarter of the six million people in the UK suffering from depression and anxiety disorders are receiving treatment. The debilitating effects on society, and in particular the economy, were summed up in a speech by Ben Bradshaw MP, Minister of State for Health Services, on 16 September 2008: "The total cost to the UK economy of depression, anxiety and stress is estimated to cause companies to lose as much as £17 billion a year through time off sick, unemployment and lower output."

As a result, the Government has invested in Improving Access to Psychological Therapies (IAPT) programmes, a new initiative that supports Primary Care Trusts by providing more talking therapies for people with such conditions. Our Pathways to Work programme in Stratford, east London, has developed close links with Newham Council, referring clients to its IAPT programme. The treatments provided can help people overcome stress, anxiety, panic, trauma and other common mental health problems. WorkDirections clients referred to IAPT are able to access cognitive behavioural therapy and other mental health support that complements the work of our in-house health professionals. Following the success of this partnership, Camden, Southwark, City of London and Hackney councils also plan to develop similar referral pathways with WorkDirections for their newly opened IAPT programmes.

Linking employment support with primary healthcare

In 2008, the Government gave councils greater autonomy to organise local health services, with more responsibility handed over to Primary Care Trusts (PCTs). This localisation is intended to create a more responsive and personalised service, which WorkDirections fully supports. In July 2008, we began delivering an employment programme for Tower Hamlets PCT, providing work-focused ESOL (English for speakers of other languages) training, employability courses and access to our in-house condition management programmes for disadvantaged adults engaged with the health service.

Sadia Ahmed, Placement Coordinator at Tower Hamlets Primary Care Trust, says, "The ESOL, Health and Employability project delivered by WorkDirections equips local people on health-related benefits with the knowledge, language, communication skills and the confidence they need to improve their health and secure employment."

In addition to this programme, we have built partnerships with PCTs across the UK. For example, we run 'Health and Employment Days' in GPs' surgeries in Edinburgh, Lothian and Borders to promote our services and the role of employment in improving well-being to GPs and to their patients.



Our clients
at work
Ramiz Selimi

—
Last worked as
a mechanic 26
years ago in his
native Serbia.
Now employed
as a mechanic
at Deniz Garage,
east London.



Opinion formers

“I believe that if a GP signs someone off sick, they are making a major clinical intervention equivalent to heart surgery.”

**Dr Stephen Duckworth,
Chief Executive,
Disability Matters**

Dr Stephen Duckworth is Chief Executive of Disability Matters, a consultancy he set up in 1989. Stephen has advised Ministers on welfare reform and more than 400 public and private sector organisations on how to improve services for disabled people whilst increasing their representation in the workforce.

Stephen is a member of WorkDirections' Pathways to Work Advisory Group, which conducts ongoing reviews of our Pathways to Work programmes and makes recommendations for improvements on how the service is delivered to our clients. Stephen also sits on the board of the 2012 Olympic Delivery Authority.

Q. What led to the establishment of Disability Matters?

A. I set up Disability Matters 20 years ago because I was meeting with many employers who said, "we would love to employ disabled people but they never apply for jobs here", and I met many disabled people whilst I was working in rehabilitation who told me, "I've applied for 50 or more jobs and never even got as far as the interview. To tell you the truth it's not worth bothering any more." I also recognised that businesses wanted a commercial solution that was driven by business needs which was not being met at that time by the voluntary sector. So I set up the company to help organisations profit from the potential of disabled people.

Q. What are the main challenges that disabled people encounter when seeking employment?

A. The principal problems are assumptions of limitation. These assumptions are not only held by employers but also held by disabled people themselves. The Disability Discrimination Act has helped to challenge employers' assumptions, and conditionality within the new benefit system will help challenge disabled people's assumptions.

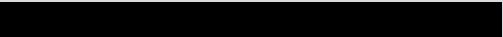
Q. What challenges do governments face in improving employment opportunities for people with health conditions?

A. The main challenge for government is that there is a 'legacy of long-term unemployment' amongst disabled people. Many exist within what I describe as their 'comfort zone'. The Government needs to award contracts to organisations that understand this issue and can help disabled people increase the scale, scope and size of their comfort zone in a way that encourages them to seek employment. The other main issue is the credit crunch, but this is not an excuse to do nothing – it creates an opportunity to get things right when the economy begins to recover.

Q. What are your views on the impact of long-term unemployment on health?

A. My work with Dame Carol Black has clearly highlighted how damaging long-term unemployment can be, not only to an individual's but also to a society's health. Legacy unemployment across generations creates sick societies. I believe that if a GP signs someone off sick, they are making a major clinical intervention equivalent to heart surgery. If it goes wrong and the individual does not recover, they are more likely to remain on benefits or die than return to work.

“The other main issue is the credit crunch, but this is not an excuse to do nothing – it creates an opportunity to get things right when the economy begins to recover.”



Q. Dame Carol Black's review has made a number of recommendations to help improve the health of Britain's working age population. How do you think these can be best carried out in practice?

A. The most important factor in this review is to establish a strong governance system to ensure that our recommendations are implemented. I believe that a body external to government should be tasked with developing a project plan, KPIs and an implementation strategy. Thereafter, they should be responsible for monitoring its implementation and taking remedial action should any government departments or other bodies not pull their weight. I would recommend a majority representation of private sector business leaders with a knowledge of disability and ill-health to serve on this governance board.

Q. Can public, private and voluntary organisations work together more effectively, or should they concentrate on what they each do best?

A. I believe that they should cooperate more effectively but this will only be achieved if the funding streams encourage this. It will be interesting to see what happens with the Flexible New Deal.

Q. As a board member of the Olympic Delivery Authority, what impact do you think the 2012 Olympic and Paralympic Games will have on employment in London and the UK?

A. I visited Beijing during the Paralympics. There was a huge impact on both disabled and non-disabled people. It clearly demonstrated potential, achievements and success. It is essential that the Government invests now in developing a marketing strategy in partnership with employers (probably using some of the skills within their marketing departments) to develop a campaign to harness the opportunity of London 2012 in raising the expectations of long-term unemployed disabled people.

Q. What legacy would you like the 2012 Olympic and Paralympic Games to leave?

A. The most important legacy for me would be to change the attitudes and behaviours of disabled people and employers so that the economy can harness that potential and transform people from inactivity, worthlessness and benefit receipt into individuals who become accomplished in employment, gain enhanced self-esteem and make a net contribution to the economy as we accelerate away from what will be a distant memory in 2012 – the credit crunch.

**Helping lone
parents to find
suitable, lasting
employment
is a major
step towards
eradicating
child poverty**

Between 1997 and 2007, the employment rate for lone parents increased by over 12%. However, to achieve the Government's overall employment rate target of 80%, it is predicted that a further 300,000 lone parents need to enter employment.

Supporting more lone parents into lasting work

The Government's objectives for lone parent employment are linked to its commitment to eradicate child poverty by 2020. Lone parents are the family group – when the parent is unemployed – in which children are at the greatest risk of poverty. This risk falls dramatically when the parent enters employment; they are three times less likely to be in poverty if working part-time, and more than five times less likely if working full-time. Despite this, lone parents continue to be twice as likely to leave employment as other workers.

Our approach

Since November 2003, WorkDirections' Employment Zone and New Deal programmes have provided employment and support services to more than 4,600 lone parents across the country, including over 1,200 in 2008.

WorkDirections provides personalised employment support for lone parents which addresses their individual needs, aspirations and circumstances. Lone parents face the challenge of finding employment that is sustainable, accommodates their caring responsibilities and ensures financial stability for the family. Our view is that lone parents respond well, and achieve better employment outcomes, when supported by a specialist advisor within a programme that provides flexible, tailored support.

Kabaya, a lone parent who joined our Employment Zone programme in Southwark and now works as a part-time care assistant, sums up the impact of WorkDirections' support: "WorkDirections were very good to me. I feel like a different person now that I'm in work. I didn't know I could access childcare services when I was looking for work, and that was a big help. And it's good to know my advisor is there if I need her, even now that I'm working."

"The greatest cause of child poverty is worklessness among parents – a child in a household where no one works can be up to seven times more at risk of living in poverty than a child in a working family."

James Purnell MP
Work and Pensions
Secretary

Lone parents achieve better employment outcomes when supported by a specialist advisor within a programme that provides flexible, tailored support.

Preparing lone parents for benefit changes

Between 2008 and 2011, the terms of entitlement to Income Support for lone parents will change, depending on the age of their youngest child. By 2011, lone parents whose youngest child is over the age of seven will no longer be eligible for Income Support, with most moving onto Jobseeker's Allowance. Increasingly, lone parents will be expected to look for work, with the Government taking added steps to ensure that skills advice and training, personalised employment support and adequate childcare are provided to support the transition. This will complement financial incentives such as tax credits and in-work credit.

In late 2008, we worked in partnership with Jobcentre Plus to help lone parents receiving benefits to prepare for changes to the welfare system. The series of Options and Choices events informed lone parents about the initial phase of changes to Income Support, affecting those with a child aged 12 or above, and detailed how they could be better off in work, the additional benefits of working and how WorkDirections could help them find suitable employment. The events, which will continue throughout 2009, are held at WorkDirections offices throughout the country and local community venues such as Children's Centres and libraries.

Joy Arogundade, Adviser Services Manager for Kilburn and Willesden Jobcentre Plus says, "WorkDirections has been instrumental in making our Options and Choices events successful and has helped our lone parent advisers to engage effectively with customers at their Work-Focused Interviews. WorkDirections' outreach advisor Paulette's sincerity and enthusiasm at the events has helped to convince customers who were previously sceptical about joining the programme. She uses her experience as a lone parent to demonstrate what can be achieved if people are willing to make a change in their lives."

"WorkDirections has been instrumental in making our Options and Choices events successful."

Joy Arogundade
Adviser Services
Manager,
Kilburn and Willesden
Jobcentre Plus

"Working with WorkDirections on an area that is important to our partners and their clients has been an excellent experience and will, we hope, secure change."

Kate Bell
Head of Policy and
Research, Gingerbread

Our policy engagement on child poverty

WorkDirections firmly supports the Government's commitment to eradicate child poverty by 2020, and believes that, for many, the best route out of poverty is employment. We have actively engaged with the Government's Child Poverty Unit and Ministerial Working Group on London Child Poverty. Our contribution to the Child Poverty Unit's research fed into the priorities for tackling child poverty outlined in *London's Children: Our future capital* and led to our involvement in the development of the Future Capital pilot, which will be delivered from October 2009.

We also advocate government policy that will support our clients in finding and keeping sustainable jobs – for example, 'making work pay' through in-work benefits, increasing the availability of affordable and flexible childcare and working with employers to create a more flexible labour market.

A joint policy initiative with Gingerbread

In 2008, WorkDirections and Gingerbread (formerly One Parent Families/Gingerbread) embarked on a joint policy initiative in response to the Government's proposal to increase the integration of employment and skills: *Opportunity, Employment and Progression: making skills work* (November 2007). WorkDirections and Gingerbread produced policy papers and held meetings with key policymakers to discuss how these proposals could best be implemented to support lone parents into sustainable work.

Kate Bell, Head of Policy and Research at Gingerbread says, "Working with WorkDirections on an area that is important to our partners and their clients has been an excellent experience. By combining our unique areas of expertise to focus on the same issue, we have shown civil servants and ministers that this is a real issue and will, we hope, secure change."



Our clients
at work
Paulette Harris

—
A lone parent
and active local
community
volunteer. Now
employed as
a lone parent
outreach advisor
at WorkDirections.



Opinion formers

“Jobcentre Plus is well-equipped to meet the challenge of the economic downturn but it is crucial that we work closely with our partners and providers to achieve this.”

Mel Groves

Chief Executive, Jobcentre Plus

Mel Groves is Chief Executive of Jobcentre Plus, which he helped to revamp in 2001 when the employment and benefits services were combined. A lifelong public sector manager, Mel worked in his first Jobcentre at the age of 18 and has accumulated a wealth of experience in the state's employment and benefits services.

Q. You have worked for the public employment service in the UK for over 40 years. What are the most significant changes you have witnessed over that period?

A. One of the key changes is the way that the public sector actually operates. We are far more joined-up across departments, with a clearer focus on customers, what they need and how we can work together to meet their needs. This is also reflected in our approach with other organisations where we are working far more collaboratively to achieve shared goals. Underpinning this is a performance target approach where departments are clearly held to account, and rightly so, on the outcomes achieved.

Q. You have been instrumental in helping to shape Jobcentre Plus from the merger of two different cultures. How successful do you think this has been and what further changes would you like to see?

A. Our business is now very different from the old Benefits Agency and Employment Service. Now, claiming benefits and supporting people into work go hand in hand. We have modernised our structure by establishing one of Europe's largest virtual Contact Centre networks, adopted centralised benefit processing and rolled out a network of Jobcentre Plus offices nationally.


We have become a far more target/outcome orientated organisation which places the customer at the heart of all that we do. As with any other organisation, our customers expect access to our services as easily, directly and flexibly as possible. We need to continue to meet this challenge and, against a backdrop of rising business volume, we must ensure that all our resources are efficiently focused and targeted on supporting customers into work.

Q. What challenges do you expect the recent rise in benefit claimants to bring?

A. The challenge is twofold – ensuring that benefit claims are processed efficiently and ensuring that we provide the right support to help large numbers of people back into work. It is important to recognise that there are still jobs being notified to us all the time. The claimant count is rising but that does not mean people are not finding work – in fact, large numbers of people are still moving off benefits and into jobs. In December, 231,000 people came off benefits and current figures show that 60% of people making a new claim spend less than three months on Jobseeker's Allowance.

Having gone through two previous recessions I do believe that Jobcentre Plus is well-equipped to meet the challenge of the economic downturn but it is crucial that we work closely with our partners and providers to achieve this.

“We need a high quality offer for longer-term unemployed people to prevent them being written-off, given the economic difficulties.”



Q. How has the partnership between Jobcentre Plus and welfare-to-work providers developed over the past 10 years?

A. Providers have long had an important role to play in delivering services to unemployed people. That role has broadened over the last 10 years as we have experimented with models where providers have more end-to-end responsibility, e.g. in Employment Zones and in private sector New Deal areas. Flexible New Deal is a natural progression – seeking to harness innovation to help the most disadvantaged people. It is essential that we continue to work closely together to meet Ministerial aspirations, which will inevitably mean challenging timescales in terms of delivery.

Q. How can private welfare-to-work providers assist Jobcentre Plus in dealing with the consequences of the recession?

A. All our partners and providers bring different perspectives in terms of understanding the needs of the various communities we serve. This is particularly important in helping us to tailor our support to meet the needs of ethnic minorities, lone parents and other disadvantaged groups. We need to work with providers to ensure that there are effective services for newly unemployed people, which recognises that many will not have experienced unemployment before and addresses their individual needs. And we need a high quality offer for longer-term unemployed people to prevent them being written-off, given the economic difficulties.

Q. Jobcentre Plus is rightly seen as a world-class public employment service, but are there any initiatives you have seen in other countries that you would like to bring to Jobcentre Plus?

A. Jobcentre Plus has hosted countless visits from other countries such as France, Germany and Australia, as they are interested in taking elements of our model. But there is always useful insight to gain from talking to others, particularly on their use of technology, and I am keen to look at how Holland's social security system operates to help people back into work.

Q. What has been your greatest achievement so far?

A. At the moment it would be how Jobcentre Plus has responded to the economic downturn and how well our operating model is coping with the significant increase in numbers. All organisations have areas where improvements can be made but we have a tremendously strong foundation to build on. I've been very pleased with the way people across Jobcentre Plus have responded with energy and creativity to the current economic downturn, and how they have maintained their focus on providing a coherent and customer-focused service.

**There is no
one-size-fits-all
solution to
unemployment.
Partnerships give
us the edge in
delivering local,
specialist and
joined-up services**

Partnerships are essential to the delivery of all WorkDirections programmes. Our partners and subcontractors are selected on the basis of high quality, complementary services that demonstrably add value to our provision.

Adding value through effective partnerships

WorkDirections' commitment to the LEP agenda was recognised at Jobcentre Plus' 'Building LEPs Together' event, in which we won five of the eight available awards.

We are committed to developing strategic partnerships that ensure our provision meets local requirements, avoids duplication of services and provides clients with greater choice and specialist provision. In 2008, WorkDirections established several new partnerships that enabled us to tailor our programmes to the specific needs of different client groups.

Addressing the Local Employment Partnership (LEP) agenda with Jobcentre Plus

The Jobcentre Plus network is our main source of client referrals and the primary provider of employment services and benefits in the UK. In 2008, Jobcentre Plus focused largely on the Government's aim to assist 250,000 disadvantaged people into work by 2010 through Local Employment Partnerships (LEP). This nationwide initiative aims to tackle the increasing recruitment and skills requirements of the UK's labour market. By signing up to a LEP, employers agree to offer disadvantaged people opportunities to get back into the workplace through, for example, giving them guaranteed interviews, offering mentoring, and providing on-the-job training or work trials. Jobcentre Plus assists LEP employers by ensuring that clients get the preparation and skills they require to meet employers' needs and expectations.

WorkDirections has partnered with Jobcentre Plus to provide staff for hundreds of LEP employers to date, including Marks and Spencer, the London Probation Service, Group 4 Securicor and Premier Inn. We have established strong links with Jobcentre Plus LEP Coordinators, who are regularly based in our offices to communicate details of new opportunities to clients and to conduct interviews for LEP employers. WorkDirections' Employer Liaison Officers work closely with employers to understand their business, recruitment and training requirements and agree conditions for work trials and interviews. Further LEP employer referrals are generated through our partnership with Jobcentre Plus' Employer Engagement Teams.

Julie Skelton, External Relations Manager for Jobcentre Plus in Edinburgh, Lothian and Borders says, "Since the introduction of LEPs, WorkDirections has played a significant role in assisting our district to achieve its current level of LEP outcomes. WorkDirections has embraced the LEP agenda and their work both with Jobcentre Plus and employers across the district has produced, without fail, a high number of LEP outcomes for our Incapacity Benefit customers."

Our commitment to the LEP agenda was recognised at Jobcentre Plus' 'Building LEPs Together' event, held in November 2008. WorkDirections was awarded five of the eight awards for: Employer engagement; Best Employment Zone performance; Best Employment Zone PG1 performance; Best PSL New Deal performance; and Best IB Pathways to Work performance.

“We are proud of our partnership with WorkDirections and strongly value their commitment, support and professionalism.”

John Gaudry
Managing Director,
MAXIMUS Employment
& Training UK

“Our strategic partnership allows us to support even more Londoners and provide more options to help them find the jobs they want.”

Sajaad Minhas
Regional Partnership
Manager, Ufi Ltd

Co-delivering health and employment support with MAXIMUS

In July 2008, we began delivering the New Deal for Disabled People (NDDP) programme in Dorset, in partnership with MAXIMUS Employment & Training UK (formerly WTCS Ltd). MAXIMUS provides a job brokerage service from their established local offices, while participants receive assistance from WorkDirections' in-house health specialists. WorkDirections has introduced a range of employment and health-related workshops for MAXIMUS to deliver to assist clients on the programme. We expect to engage with over 1,200 people over the two-year contract period.

John Gaudry, Managing Director of MAXIMUS Employment & Training UK says, “We are proud of our partnership with WorkDirections and strongly value their commitment, support and professionalism. WorkDirections has supported our delivery approach and has been very responsive in adjusting to variations in referral arrangements, enabling MAXIMUS to improve its referrals and service delivery for participants.”

Integrating work and skills with Ufi Ltd

In November 2008, WorkDirections began delivering a Skills for Jobs programme in west London in partnership with Ufi Ltd and learndirect, the UK's largest online training provider. This combination of expertise provides clients with sector-specific pre-employment training and job preparation, ensuring they gain the right skills to meet employers' needs. WorkDirections uses its links with LEP employers to provide clients with work trials and interviews that can lead to employment in their chosen area of work.

Sajaad Minhas, Regional Partnership Manager at Ufi says, “By linking up our skills provision with WorkDirections' employment expertise, this strategic partnership allows us to support even more Londoners – at a time when it is needed more than ever – and provide more options to help them find the jobs they want.”

Skills for Jobs is a practical example of the Government's policy to integrate employment services with skills provision, and its commitment to boosting the UK's skills base to enhance productivity and increase employment. From 2009, most benefit claimants will undergo a skills health check to identify skills gaps and training needs and to identify the support they will need to gain lasting employment.

WorkDirections has produced several policy documents outlining the links between skills and sustainable employment, and highlighted areas for consideration in the implementation of an integrated skills and employment agenda. These papers argue that an understanding of the labour market and the needs of employers is critical to ensuring that training will increase people's chances of moving into work.

WorkDirections was named Dering Employment Services' Partner of the Year, in recognition of our commitment to supporting disabled clients into work.

Supporting deaf clients with Dering Employment Services
Dering Employment Services is the UK's market leader in delivering specialised employment programmes for deaf, hard of hearing and deaf/blind people in the UK. In 2008, WorkDirections was named Dering's Partner of the Year, in recognition of our commitment to supporting disabled clients into work. Due to this innovative partnership, WHSmith has used our services to hold a recruitment day for hearing-impaired clients.

Graham Beckwith, Senior Employment Advisor at Dering Employment Services says, “For too long, deaf people have been marginalised as a difficult and hard-to-reach group, simply because people cannot communicate with deaf people easily. WorkDirections welcomes deaf people as equals. By working together and openly sharing ideas, we have successfully assisted clients into a range of jobs, including database manager, BBC researcher, learning support assistant, administrator, and health records clerk.”

Signing up to a common agenda with local councils

WorkDirections is actively involved with local councils across the UK. With our Pathways to Work programme in Edinburgh, Lothian and Borders, we work alongside West Lothian Council and West Lothian Economic Partnership, a local strategic partnership that aims to increase the number and quality of jobs in the local area. In Fauldhouse and Breich, two deprived former mining areas in West Lothian, a WorkDirections advisor undertakes outreach to engage socially excluded clients in support services. This is part of a multi-agency approach in conjunction with the council, further education colleges, Skills Development Scotland (SDS) and the voluntary sector.

In Birmingham, WorkDirections is part of the Employment Strategy Group, a local consortium that includes Birmingham City Council, Jobcentre Plus, the Learning and Skills Council, Connexions and Business Link. The Group's monthly meetings allow us to contribute to the development of new initiatives that focus on meeting local employment targets. They also provide an opportunity for us to identify new local schemes such as Working Neighbourhood Fund programmes, so that we can align our services with these programmes.

WorkDirections has strong links with Southwark Council; their staff regularly visit our Employment Zone and Pathways to Work offices to identify how our programmes can fit with other provision in the borough. In addition, Southwark Council's Housing Benefit team deliver Housing Benefit advice sessions in our offices, support clients' transition into work, and help to increase sustainability rates.



Our clients
at work
Inas Abdelaziz

—
Her long-term
goal is to work
in fashion retail
management. She
is now employed as
a sales assistant at
Marks and Spencer.



Opinion formers

“Traditionally, services for deaf people have been rather insular. Our goal is to change this.”

Stephen Dering

Chief Executive,

Dering Employment Services

Stephen Dering is the founder of Dering Employment Services, which delivers specialised employment and training programmes for deaf, hard of hearing and deaf/blind people in the UK. Deaf since birth, Stephen became one of London's youngest councillors in 2002, when he was elected to represent Lambeth Council. He worked for Shelter, the national homelessness charity, for over two years and is a member of the Federation of Small Businesses.

Q. Why did you decide to set up your own company, Dering Employment Services?

A. Deaf, hard of hearing and deaf/blind people habitually shun mainstream employment providers because of the difficulty in communication. The length of time taken to secure interpreters – six weeks being the norm – means that many vital opportunities are lost and deaf people become disillusioned and sceptical of any support offered to them. This results in a higher than average number of deaf people remaining on benefits even though many are highly qualified or skilled in their chosen line of work. Working with deaf people is a highly specialised area, so I set up Dering to focus on this.

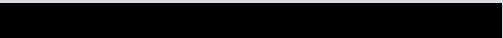
Q. What are the key factors that enable Dering to assist people with hearing and sight impairments into work?

A. Of our 31 staff, 86% are deaf, so not only do we represent the community we serve, we are able to empathise with our customer group and show that deaf people can be successful. By working with WorkDirections, deaf people with low self-esteem and low confidence – including those who are sceptical of hearing people – are able to see a deaf advisor in an environment of hearing people. This means that as well as developing the confidence to communicate with hearing people, deaf people are also exposed to the same range of opportunities as hearing people when looking for work. Traditionally, services for deaf people have been rather insular and our goal has been to change this. We are the only deaf-owned and deaf-run employment service in the world specifically for deaf people and that, in itself, enables deaf people to believe in themselves that they too can aspire to and achieve anything.

Q. Is there a need for welfare-to-work providers to integrate more effectively with social housing services? How can this be achieved?

A. The further integration of social housing and welfare-to-work provision would be welcomed. Maslow's hierarchy of needs illustrates a close relationship between housing and employment. My work at Shelter showed me first-hand how the lack of a sustainable job can put homes and families at risk. One of the biggest fears of people moving into work is how a job will affect their benefits, particularly housing benefit. People can often quit a job because of fears or frustrations about payment of rent and council tax. By developing a joint approach, we can assist people more effectively during the transitions between the start of a job, the first pay date and the payment of rent.

“Honesty and openness are the key elements of a successful partnership.”



Q. What are the key elements of a successful partnership between mainstream welfare-to-work providers and more specialised providers?

A. Honesty and openness. We share offices with WorkDirections in London, Birmingham, Nottinghamshire and Scotland. In every location, we are not shunted into a corner but made to feel welcome and an integral part of the WorkDirections team. We share ideas and resources including job vacancies if the other cannot fill a specific vacancy, and we have helped WorkDirections to make their offices more accessible to deaf people. The culture is very much about working together to develop a win-win situation for the client.

Q. Are there any significant initiatives that other countries have put in place to improve employment opportunities for deaf people?

A. With the Disability Discrimination Act, the UK is actually in a better position than many other countries in providing support for deaf people. Dering is working very closely with Ingeus to establish our services in France, Germany and other parts of mainland Europe in order to address the lack of specialist employment provision for deaf people. Dering opened an office in Sydney in 2008 and is planning to start delivery from July 2009 in several locations in Australia.

Q. How can local councils work more effectively with the disparate support services in their areas?

A. I had a situation recently where one social services department – on the grounds that deaf people were better off on benefits – declined to inform deaf people that Dering was able to help them look for work. Social services and housing departments should have a duty to promote local welfare-to-work programmes, as often the people they deal with may not be aware of Jobcentre Plus or local welfare-to-work provision.

Q. What do you regard as your greatest achievement?

A. Setting up Dering! Every person we help into work has their own story and their own reasons for being out of work. Seeing the change in people through the new-found confidence and self-esteem afforded by a new job brings home every time that the work we do has a profound impact, not just on individuals but their families and local communities. In Southampton, for example, there has been a dramatic fall in crime caused by deaf people, simply by supporting young deaf people into a position of responsibility. In 2008, we worked directly with over 1,000 people and, through them, touched the lives of thousands more.

**By offering
our knowledge
to help shape
welfare reform,
we place our
clients' interests
at the heart of
policymaking**

The Ingeus Group's policy centre provides policymakers with operational insights gained during our two decades of delivering welfare-to-work services.

Policy and research: influencing welfare reform

The Ingeus Centre for Policy and Research provides support to research institutes and think tanks working on welfare reform issues.

The Ingeus Centre for Policy and Research (ICPR) produces position papers and responds to government consultations on all aspects of welfare reform, from childcare and housing, to tax and benefit reform. Our recommendations are based on evidence gathered through WorkDirections programmes, along with Ingeus' international experience in France, Germany and Australia. This direct practical experience allows us to advocate the policies, programmes, services and procurement processes that we believe will be most successful in achieving sustainable employment outcomes.

Policy engagement

WorkDirections' policy engagement activities in 2008 included:

Responding to government consultations and initiatives

ICPR provided a response to the Government's consultation on welfare reform, including how best to support drug users, the long-term unemployed and those claiming health-related benefits. Other policy issues we have engaged with include how best to support lone parents into work, how reform could lead to better support for those with skills needs, and the most effective means of implementing an integrated skills and employment agenda.

Contact with policymakers

We attend regular meetings with key policymakers – such as the Secretary of State for Work and Pensions and the Mayor of London's housing advisor – which cover a broad range of issues including health, child poverty, skills, housing and local government reform.

Supporting research institutes and think tanks

ICPR provides support to research institutes and think tanks working on welfare reform issues. In 2008, WorkDirections supported the Institute of Public Policy Research (IPPR) with its project on personal advisors, offering access to our advisors and clients for research interviews. Based on this research, WorkDirections spoke at the IPPR conference, and a WorkDirections advisor and client acted as a live case study.

Conferences and workshops

ICPR represents WorkDirections at a number of key conferences. In 2008, these included the UK's National Welfare to Work Convention and European Employment Week in Brussels. We also facilitate workshops in which we discuss the themes of past and upcoming position papers, such as a session on tackling worklessness at a local level held at the Joseph Rowntree Foundation's 'Transforming Disadvantaged Places' event.

Our position papers are designed to influence the development of welfare-to-work policy in the UK, and pull together original research, internal and external expertise and operational experience across a number of contracts. In July 2008, we published three papers.

'It is not sufficient just to give someone a house or pay for their rent; support must also aim to develop independent means and realise sustainable livelihoods.'

Making housing work



Choice and voice in welfare reform
Public service reform in the UK has been closely linked to the idea of increasing consumer choice and voice. This paper looks at the potential for this approach to be applied to welfare-to-work services, assessing the benefits which could arise from offering clients a choice between welfare-to-work providers.



International insights: best practice in employment programmes
Our international experience gives us a unique insight into the delivery of innovative, personalised and individual-focused employment services in Europe. This paper uses this knowledge to draw lessons and share our understanding of best practice in the design and delivery of employment programmes.



Making housing work: the links between housing and worklessness
Housing issues can act as a constraint to people moving into sustainable work (a 'work disincentive'). This paper proposes ways to eradicate these disincentives by enhancing the links between housing and work.

Full copies of WorkDirections' position papers can be downloaded from www.workdirections.co.uk/policy



Our clients
at work
Daniel Ellison

—
Former tennis
coach, with a
passion for sports.
Now employed
as a supervisor at
Wembley Stadium.



Opinion formers

“I’d like government to become serious about innovation, applying some of the same methods used in science and medicine to social problems.”

Geoff Mulgan

Director, The Young Foundation

Geoff Mulgan is Director of the Young Foundation, a think tank that undertakes research to identify and understand unmet social needs and then develop practical initiatives to address them in fields as diverse as health and education, housing and cities. His former roles include founder of the think tank Demos and head of policy in the Prime Minister's office.

WorkDirections is collaborating with the Young Foundation to develop a pilot aimed at tackling worklessness in London boroughs through a 'green jobs' initiative. This collaboration supports our ongoing commitment to sustainable development and procurement, and presents an opportunity to trial innovative new approaches with a view to incorporating them into our operations.

Q. What are the main objectives of the Young Foundation?

A. To innovate creative solutions to social needs. To do that we combine research with the creation of new ventures: from famous ones in the past like the foundation of the Open University and Which?, to contemporary ones like the School of Everything and Uprising. We also do a lot of work with local authorities – including big programmes on well-being, neighbourhoods and youth crime – which generally involve piloting innovative new approaches. More recently we've branched out internationally and we now host the global Social Innovation Exchange.

Q. If you were asked to return to central government, what is the key area in which you would like to achieve change?

A. I wish we had done more to rewire government to get it more focused on outcomes rather than processes or inputs. It requires a fairly fundamental revolution in how budgets are set, and how commissioning is done. I'd also like government to become serious about innovation, applying some of the same methods used in science and medicine to social problems; with dedicated budgets for innovation, systematic testing of alternatives, measurement and evaluation to find out what works, and then spreading successes. I see this as the common sense way of dealing with difficult issues like ageing or long-term unemployment, but it's still remarkably rare.

Q. What do you think governments can do to help improve social inclusion?

A. Looking back, 20 years ago there was widespread fatalism. But around the world many governments have achieved remarkable successes in reducing child poverty, unemployment and urban decay. Some of these have just been about transferring money or providing better services. The greatest successes, however, have come from seeing people, families and places in the round. Often that leads to improving skills and capacities, but I'm increasingly convinced that the key to success is also to help people to become more resilient to shocks and setbacks.

Q. Is the Government's aspiration to raise the employment rate to 80% still realistic, given current economic conditions?

A. It's certainly going to be very difficult in the context of a recession. But it remains the right long-term goal, and it's vital that as many people as possible remain in touch with the labour market, even as unemployment rises.

“It is vital that as many people as possible remain in touch with the labour market, even as unemployment rises.”



Q. Why is the localisation agenda important?

A. Britain has suffered from a unique degree of centralisation – in both national government and local government – which is very large by international standards. Some of the best local authorities have a great deal to contribute in terms of imaginative job creation, apprenticeships and ensuring that teenagers are ready for the world of work, and many are champing at the bit to get a bigger role to play in commissioning and provision. One example of this is that we're working with many local authorities to help them set up new kinds of schools – Studio Schools – that integrate work and learning.

Q. How can local councils provide a more joined-up service for unemployed people?

A. There are simple things they can do, and in many cases are already doing, like co-location of housing services and debt advice. I'd also like to see them providing much more intensive programmes of support and work creation in the housing estates with the most entrenched unemployment. The lack of interaction between housing policy and employment policy means that many are stuck.

Q. How can social enterprises help to achieve efficient economic outcomes?

A. Social enterprises have proven that they have a lot to contribute. The health service alone holds contracts with well over 30,000 enterprises. At their best they help to deal with people's needs in a holistic way, and they're good at mobilising assets, from volunteer time to empty buildings. On the other hand they tend to find it difficult to grow without encountering severe strains.

Q. What do you think the UK welfare-to-work industry will look like in 10 years' time?

A. The industry is likely to consolidate around a smallish number of operators with strong brands and the capacity to do things to scale, alongside a wider penumbra of smaller organisations and NGOs with more specialised skills. I hope that the industry will be more sophisticated about what works with different kinds of people; and I hope that it will have moved down the age range, helping both teenagers to get work-ready and older people to continue to work. My fear is that the pressures of the economic downturn will make it harder to concentrate effort and resources on those most in need.

**European
governments face
similar targets
to replace welfare
culture with work
culture – sharing
best practice
makes good
business sense**

As a member of the Ingeus Group of Companies, WorkDirections draws on the Group's international experience and expertise to develop best practice across different countries.

The benefits of an international network

Ingeus extends operations in France, Germany and Sweden

In France, Ingeus secured five new contracts to deliver the French Government's flagship Plan Espoir Banlieues (Hope for the Suburbs Plan) from September 2008. The programme assists people aged 16-25 and living in deprived suburban areas to find work or training through an innovative outreach programme.

In October 2008, Ingeus began work with the Arbeitsgemeinschaft (the joint body of the German local public employment service and regional municipality) in Nuremberg to assist 2,000 lone parents into employment over two years. On-site childcare is provided for parents while they access our services, and specialist lone parent advisors support them to source local childcare while they are attending interviews and once they are in work.

In Berlin, job seekers face particularly challenging labour market conditions: unemployment is at around 14%, one in every two new jobs is short-term, and only the service sector is recording significant employment growth. From November 2008, Ingeus started delivering a programme designed to meet the needs of long-term unemployed people in Berlin, and will assist more than 2,000 clients over a two-year period. Stefan Fietz, Operations Manager for our Berlin office says, "Despite its challenges, the Berlin labour market has incredible potential: the new construction of the Berlin-Brandenburg International Airport; the Science Park and Economic Centre; and the numerous small and mid-sized companies, not to mention the open-minded people who are keen to seize new opportunities with the help of their advisors. All of this inspires us to achieve the very best for our clients."

In November 2008, Ingeus won tenders in Sweden to assist between 1,000 and 1,500 recent migrants and refugees living in Stockholm and its suburbs. By helping clients on this programme to find suitable, lasting work, we can help to facilitate their integration into their new communities. Delivery of the programme begins in early 2009.

"Despite its challenges, the Berlin labour market has incredible potential."

Stefan Fietz
Operations Manager,
Ingeus Germany

In 2008, we worked closely with our sister organisations in France and Germany to share our expertise and enhance our respective programmes.

“Whether in the UK, France, Sweden or Germany, Ingeus has one overall goal: to help people find suitable and lasting work.”

Mark Hanke
Operations Manager,
Ingeus Germany

Sharing knowledge across Europe

International management exchange programme

Over four days in summer 2008, two of WorkDirections' London-based Operations Managers swapped roles with counterparts in Nuremberg and Munich. The aim was to share experience and expertise across a number of mutually important areas, including mandatory client engagement, partnership working with the public employment office, targets, and sustainability.

James Weait, Operations Manager at our Brent Employment Zone says, “The visit we undertook with the Nuremberg and Munich operations in Germany was an incredibly useful exercise in understanding how their operations function. We were able to compare strategies and share knowledge with the teams at both sites, share best practice on a range of issues and, most interestingly, engage in healthy debate about how to drive advisor performance.”

WorkDirections focused on learning from Ingeus' developments in the field of sustainability, while our German colleagues implemented several innovative and effective measures to improve clients' chances of sustaining their jobs in the longer term. Mark Hanke, Operations Manager at our Munich operation says, “Whether in the UK, France, Sweden or Germany, Ingeus has one overall goal: to help people find suitable and lasting work. National and international exchange among the operations enables us to learn from each other, to develop new methods of assisting our clients and provide them with more opportunities. Both Ingeus employees and clients profit from that continual knowledge transfer across countries.”

UK experience contributes to new contracts in France

For the first time in any welfare-to-work programme in France, clients of the Hope for the Suburbs Plan receive support incentive payments (for training, travel etc), paid directly by the provider. WorkDirections' proven experience of making payments to clients through the UK Employment Zones contributed to our success in securing the contracts in France.

Policy insights

Our international experience has given us a unique insight into the delivery of innovative, personalised, and individual-focused employment services in Europe. In June, we published the policy paper *International insights: best practice in employment programmes*, which draws lessons from the core elements of successful employment programmes in the UK, France and Germany. The paper advocates five core elements of employment programme design, including partnership working and outcome-based funding.

“The Hope for the Suburbs Plan presents an opportunity for us to make a real difference to people living in France's deprived areas.”

Erik Pillet
Chief Executive,
Ingeus France

A plan to restore hope to the French suburbs

The Hope for the Suburbs Plan (Plan Espoir Banlieues) is the French Government's flagship programme to assist disaffected young people living in the suburbs to find work or training. The scheme grew out of President Nicolas Sarkozy's response to the Paris riots of 2005, which exposed the social exclusion and frustrations of people living in the capital's deprived suburbs.

The unemployment rate in these areas is much higher than the national rate: 36% of men and 40% of women aged 16-25 are unemployed. Not all of the population is registered with France's employment service, so the aim of this voluntary programme is to reach the young people who have not come into contact with existing services. Ingeus is one of the key providers helping to deliver this vital programme. We have been awarded contracts to run the programme in four regions across France, assisting more than 10,000 young people over four years to find work or training.

Ingeus' engagement strategy involves outreach advisors visiting the suburbs and encouraging young people to join the programme. Leaflets are distributed to homes within deprived areas and in public locations such as train stations, commercial centres and local markets. Ingeus also runs poster campaigns, a free-of-charge telephone helpline, and an online blog that provides information about the programme. Other localised outreach activities are arranged by our partnership advisors, who have strong links with the local employment service, local authorities, local businesses and training providers. These partnerships are essential to the success of the programme.

Erik Pillet, Chief Executive of Ingeus France says, “The Hope for the Suburbs Plan presents an opportunity for us to make a real difference to people living in France's deprived areas. With our specialist support, we will help to open up new opportunities for many thousands of young people who previously felt excluded from the employment market, and from society. It is our commitment to help change their futures for the better.”



Our clients
at work
Kathleen Scialo

—
A full-time mother
of three, with no
previous work
experience, she
is now employed
as an activities
coordinator at
Peartree Care Home.

**WorkDirections
provides a flexible,
personalised
service for long-
term unemployed
people, lone
parents and
those with health
conditions**

Since setting up in late 2002, WorkDirections is now one of the UK's leading welfare-to-work providers.

About WorkDirections

WorkDirections delivers government-funded employment programmes across London, Birmingham, Nottinghamshire, Edinburgh, Lothian and Borders, and Dorset. WorkDirections works closely with the Department for Work and Pensions and Jobcentre Plus to help the Government meet its goal to raise the employment rate to 80%. We provide a flexible, personalised service for long-term unemployed people, lone parents and those with health conditions. WorkDirections is part of the Ingeus Group of Companies, which also operates in France, Germany and Sweden.

Pathways to Work

(for people on health-related benefits)

- Central London
- City and East London
- Lambeth, Southwark and Wandsworth (London)
- Birmingham and Solihull
- Nottinghamshire
- Edinburgh, Lothian and Borders

Private Sector Led New Deal

(for people on Jobseeker's Allowance and lone parents)

- Hammersmith and Fulham (London)
- Westminster, Kensington and Chelsea (London)

Employment Zones

(for people on Jobseeker's Allowance and lone parents)

- Birmingham
- Brent and Haringey (London)
- Nottingham
- Southwark (London)

European Social Fund

(for disadvantaged unemployed people)

- Central London
- Lambeth, Southwark and Wandsworth (London)

New Deal for Disabled People

(for people on health-related benefits)

- Dorset

Tower Hamlets PCT

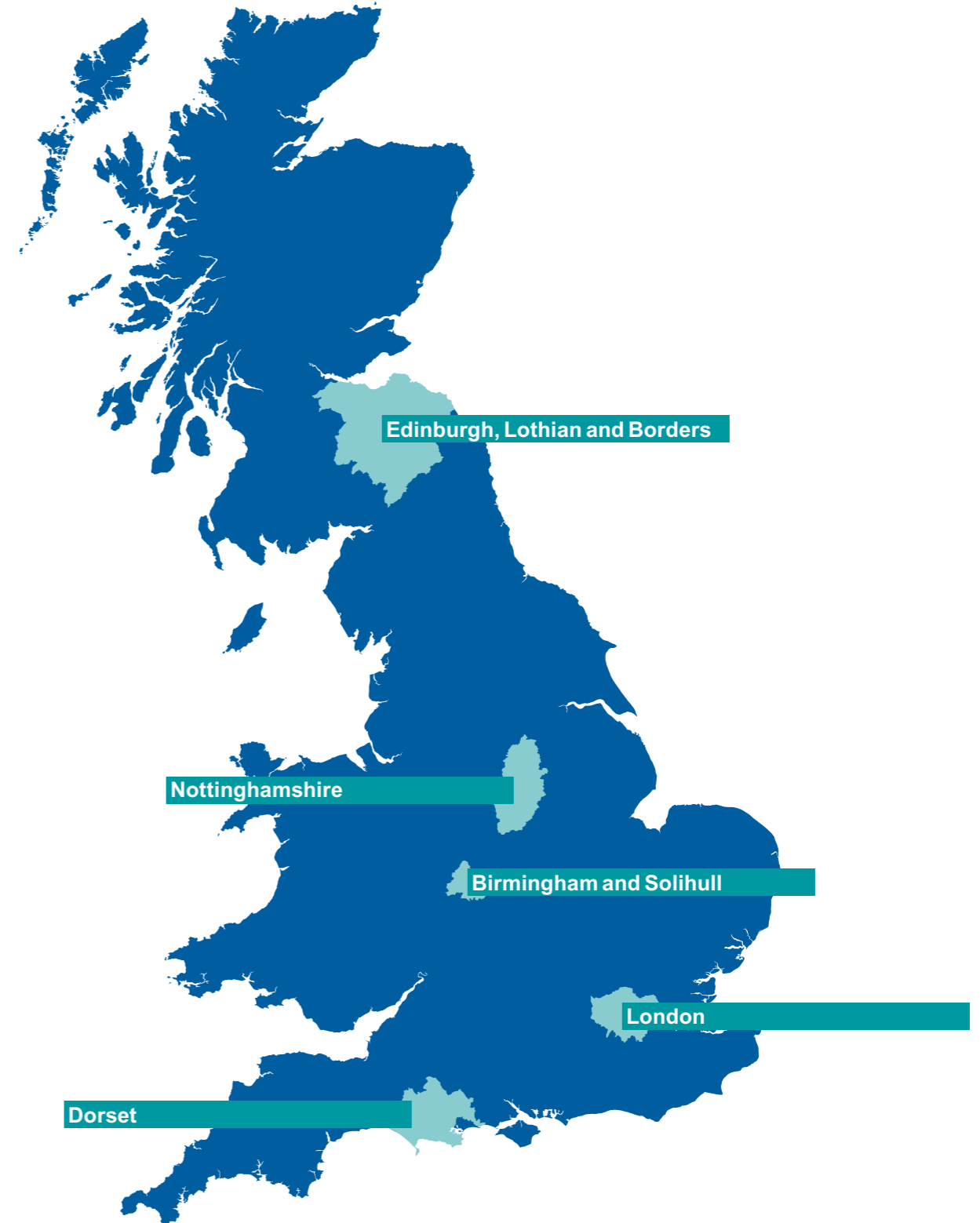
(for people on health-related benefits)

- City and East London

Skills for Jobs

(for disadvantaged unemployed people)

- West London



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