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Resource 4b: Case Study

Employment World @ Derby College

Working in Partnership





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Employment World @ Derby College

We are delighted to share with you the history of Employment World @ Derby College, and our progress and success to date.

At Employment World @ Derby College we work in highly effective partnerships with our colleagues, a range of employers, funders, stakeholders and Jobcentre Plus (JCP) to create local jobs for local people, and facilitate the delivery of skills training to empower learners to progress into sustainable employment.

Work with Jobcentre Plus forms part of the College's third strategic aim promoting Community Cohesion and Social Action, with one of the sub aims the provision of appropriate interventions to those who need to enter or re-enter the world of work. Objectives common to both Employment World @ Derby College and Jobcentre Plus include making a difference via progression routes into sustainable employment, and the creation of local jobs for local people.

Our adult learners are 19+ with the majority on a pre-work programme, referred by Jobcentre Plus and in receipt of either Jobseeker's Allowance or the Work Related Activity element of Employment Support Allowance. Self referrals are eligible provided they are in receipt of a state benefit, and those on the Work Programme can access provision if additionality can be proven.

Working in partnership with Derbyshire Probation Service we provide facilities and support for their weekly Work Club, and a bespoke Work Skills Programme for offenders in the community.

“Making a difference by working with disadvantaged groups to advocate on their behalf and empower them to make informed decisions and gain skills, confidence and motivation required to enter or re-enter the world of work.”



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Background to Employment World

In response to the economic climate and consequential labour market situation, Derby College launched 'Employment World' in 2009, equipping JCP claimants with the skills required to re-join the workforce. Employment World @ Derby College is an adult only city centre venue where employability skills, specifically tailored to sector/ employer requirements are delivered.

Over the first two years the focus was delivery of the six month offer together with the Economic Challenge Investment Fund programme (ECIF) funded through the Higher Education Funding Council (HEFC.) Employment World was successful during that period in both re-skilling and up-skilling participants with 80 per cent retention and achievement.

Integral to the offer has been our in house Next Step service, providing impartial advice and support for exploring options and progression routes in learning and work. Over the past eleven months we have provided Next Step interventions to 781 new customers, 458 subsequent sessions, evidencing 318 learning impacts, 149 progressions into work and seven career progressions within work.

The voluntary nature of the original programmes made both referrals to start and post programme tracking employment outcomes more challenging. We have therefore built on the development and success of our best practice model of employer led pre-employment training programmes (PETs) as the base moving forward for our skills offer for the unemployed.

Launch of programmes for the unemployed: transitional arrangements

With the cessation of the six month offer funding scheduled for March 2011, and our responsibility for skills for the unemployed offer proposed with effect from August 2011, we identified a gap in provision to the detriment of our learners. We also identified a window of opportunity to continue our partnership with Jobcentre Plus and trial unit delivery as part of the pilot phase. As one of a small number of providers offering provision during this four month period, we worked with the Jobcentre Plus Employer Partnership Managers, our Retail Faculty and in the main food retailers to deliver over 400 accredited units securing fifty-four jobs. We understand from Eskogen who were commissioned to undertake research on the success of the unit trials for the Skills Funding Agency, that we were the only provider to deliver employer-led work.



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Tracking of sustainable employment outcomes

Work has commenced on tracking sustainable employment outcomes, and we are beginning to work with individuals and employers to establish retention at the nine month stage from our work during the transitional period. In this connection there has been 80 per cent retention in relation to the jobs secured with Sainsbury's at both their Swadlincote and Kimberley stores.

Relocation

With the prospect of Job Outcome Incentive Payments (JOIPs) on the horizon, the strategic decision was taken to support the Manager - Community Cohesion and Social Action's Business Plan to relocate to a more central location, housing within the same building both the largest job centre within the city and the district office. This decision was taken prior to the announcement from the Skills Funding Agency that the 2.5 per cent of the Adult Skills Budget related to JOIPs for 2011-2012 could be utilised for building capacity.



St Peter's House, Gower Street

Employment World is based on the sixth floor with St Peter's job centre on the ground floor and District Office of Jobcentre Plus based on first floor and a range of other agencies and providers domiciled within the building.

This has been an excellent move which has cemented our co-location arrangements for our in house Next Step Service with our Advisors based at St Peter's Job Centre



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one day a week together with weekly group interventions to motivate their 'amber' 25 plus customers.

The partnership work during the transitional period provided an excellent foundation for the commencement of our Skills for the Unemployed Offer through the delivery of the Government's initiative of employer led sector-based work academies combining skills training, comprising contextualised employability units designed to meet employer needs with a guaranteed interview linked to real vacancies and an element of work experience.

Skills for the Unemployed Offer: August 2011 to date

Our partnership with Jobcentre Plus

Our main partnership linkages with Jobcentre Plus are through our Manager - Community Cohesion and Social Action, Helen Stevenson, linking at district level with their Senior Partnership Manager, Babu Ganatra. They are the deputy chair and chair respectively of the Barriers to Work meetings which are a sub group of the Employment and Skills strategy group, feeding into the Employment and Skills board.

At operational level a local partnership plan has been drawn up subject to monthly review and revision which is agreed by the College and Jobcentre Plus third party provision. Planning of employer led pre-employment training and sector-based work academies are with the dedicated Employer Partnership Managers, with both the College and Jobcentre Plus bringing employers to the table.

Aligning Supply and Demand

As detailed, our work to date, under the Skills for the Unemployed offer is primarily employer led wherever practical, working in partnership with Jobcentre Plus to deliver the Government's initiative of sector-based work academies - combining skills training with an element of work experience and a guaranteed interview.

During the transitional period of April–July 2011 we worked mainly with food retailers as part of planned expansion programmes. Since August 2011 the work we have undertaken has been more varied and challenging in relation to forward planning. We adopt a "can do" attitude and endeavour to respond to employer needs and maximise opportunities for our learners. The bespoke location at St Peter's House and our additional outreach provisions, provide the ability to respond. We also work



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closely with our faculties to allocate sector specific staff to deliver the respective skills training. From September 2012 we will have the use of an additional site at Alfreton.

The process

With the introduction of Skills Conditionality it is important that customers referred by Jobcentre Plus have the opportunity to explore their options. If they accept a place on a programme, and then fail to attend their benefits may be compromised. Our Selection Day process of which our Next Step Service is an integral part is delivered in partnership with Jobcentre Plus, and is recognised as a model of good practice.

The format of Selection Days

A Selection Day is held for each of the employer-led programmes we deliver. It is jointly facilitated by teams from Employment World and Jobcentre Plus led by our Manager of Community Cohesion and Social Action and an Employer Partnership Manager from Jobcentre Plus.

The format of the day includes employer presentations, an overview of the skills training on offer, a Next Step intervention for learners to explore opportunities and make informed choices, a basic skills screening and a competency based interview.

Where basic skills or ESOL needs are evidenced, learners are referred to appropriate provision. A recent development has been the provision of more in depth assessments and literacy and numeracy entry level classes. These take place at Employment World on a weekly basis to provide a more seamless transition from Selection Day.

The objective for the day is for attendees to decide whether the opportunity is for them or not, and for the partnership team to select the most suitable candidates for the programme.

We have run in excess of twenty Selection Days over the past eleven months. On many occasions we attract four times the number of candidates for places on the programme of which the maximum is fifteen.

Telephone feedback is given to all attendees prior to the end of the day. For unsuccessful candidates we have a variety of options including additional access to our Next Step service and Work Clubs, the opportunity to take part in MyWork



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Search, a web based job search facility and access to alternative provision at Employment World which will include pre-Apprenticeship programmes and provision within the wider College and externally.

The range of sector-based academies and pre employment training delivered

Work to date has been aligned with labour market information and vacancies. The table below details the work undertaken and appendix one details our success to the end of December 2011. Quarterly tracking to the end of March is in progress. There are, however, timing delays in relation to job offer and start dates, particularly in relation to work with the Health and Social Care Sector where enhanced criminal record bureau checks and occupational health assessments are required in addition to references.

Employer	Business Need	Programme provided sector-based work academy (SBWA) / pre-employment training programme (PET)	Job Roles
Engineering			
Blue Arrow / Toyota	Additional vacancies	PET preparation for assessment day at work in progress	Production line
Health & Social Care			
Mount Carmel Sister of Mercy residential care homes	Beaumont House new dementia unit	One sector-based work academy	Care assistants Housekeepers
Royal Derby Hospital	Facilities Vacancies for ISS – churn	Rolling programme of sector-based work academy in progress	Catering staff Ward Hosts/Hostesses Telephonists Receptionists Porters Cleaners
Your Health Swadlincote	Vacancies - churn	One sector-based work academy in progress	Care Assistants Domiciliary Care



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Hospitality			
Genting Casino	Opening of casino at Riverlights Derby	First sector-based work academy in Derbyshire	Hospitality Administrative roles
Retail			
Dunelm	Relocation and expansion	One sector-based work academy	Sales Assistants
Iceland	New store	One pre-employment training programme	Sales Assistants
Next Wyvern	New home ware store	Pre-employment training programme	Sales Assistants
Sainsbury's: Swadlincote Kimberley and Osmaston Park	Planned expansions	Employer led	Various
Servisair East Midlands Airport	Additional staff for seasonal work	Two sector-based work academies in progress	Baggage handlers

Skills training has incorporated a combination of vocational units and contextualised employability units at level one.

Widening participation

Two gaps in eligibility have been identified and in this regard, as detailed below, we are working with funders to advance equality and influence and inform our adult strategy going forward.

The first is the nineteenth birthday ruling for classroom based learning which our Skills for the Unemployed offer is classified as. Eligibility is restricted for this academic year to 19 year olds who were nineteen by 31 August 2011. This disadvantages learners when the offer is modular provision. For future delivery with effect from April 2012, we have been successful in tendering for phase two of the European Social Fund, Skills Support for the Unemployed for our LEP area of Derby and Derbyshire and Nottingham and Nottinghamshire. Here eligibility is 19 years of age on the start of programme.

Receipt of Jobseeker's Allowance eligibility for the majority is aged eighteen, but the Skills for the Unemployed unitised offer has the nineteenth birthday ruling. Therefore



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eighteen year olds are not eligible to be funded for sector-based work academies incorporating unitised provision. Whilst we are able to offer our Next Step service to eighteen year olds referred by Jobcentre Plus, they cannot access our unitised skills training. In this respect a tender has been submitted at district level to Jobcentre Plus under their Flexible Support Fund to pilot 20 places for eighteen year olds over the next six months, with the potential subject to take up and success rates to expand this provision going forward.

Employer feedback

There has been excellent feedback from employers in respect of our pre-employment training programmes and sector-based work academies. Detailed below are extracts of feedback and comments from our work with Sainsbury's and Royal Derby Hospital.

Comment from Sainsbury's

Jenny Gaunt HR Manager at the Swadlincote store said:

"The success the Pre Employment Training Course is twofold. Firstly it ensures local jobs for local people. Secondly we have found that those who complete the two week course are prepared for work in Sainsbury's. Their career progression is good with exceptionally high retention rates, from the course last year 95 per cent compared with our normal retention rate of 85 per cent."

"It is great to see everybody's confidence grow and the induction process was much easier because they all know about the company and what the job entails, so that they can hit the ground running much faster than an external candidate."

"Having met the candidates during the course, we could also identify their strengths and allocate them to jobs that we think they are suitable for. They have also built up a network between themselves so can turn to each other for support and help."

"People on the courses appreciate that they have been given a chance and that is what we want – staff that are committed to working for us and want to do well."



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Comment in relation to the first sector-based work academy for facilities posts at Royal Derby Hospital

Adam Collishaw, Training Manager at ISS which provides more than 800 support staff to the Royal Derby Hospital, said:

"It can be difficult to successfully recruit people for jobs at the hospital because it is a very different working environment and there are so many different facets from patient confidentiality to infection control."

"Working with Derby College and Jobcentre Plus to have input right from the start of the selection and training has therefore been invaluable and the success speaks for itself with fourteen people now preparing to start work with us."

"By working with the candidates both in the classroom and at the hospital, we have been able to give them a far greater insight into the jobs that they would be doing and the expectations we have of them."

The next stage is our in-house training which obviously requires significant investment so, as an employer, it is important that people are fully engaged and motivated to embrace this and quickly become part of the team."



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Employer Led Courses: Sainsbury's Case Study

In June 2010 Employment World @ Derby College ran two bespoke employer-led PETs for Sainsbury's in partnership with JCP and a Routes into Work provider, Care Training East Midlands.

Delivery was local to the Swadlincote store, which was the subject of an expansion programme. The two courses ran concurrently with eleven attending the 19+ programme under the six month offer funding, and twelve 18-24 year olds under Routes into Work.



Working in partnership with Sainsbury's, JCP and Care Training, East Midlands.

Pre-employment training for six month offer and Young Person's Guarantee Routeways.

Local delivery in Swadlincote.

Success rates for job offers which were all over sixteen hours were 100 per cent for the 19+ group and 66 per cent for the 18- 24 year olds.

Customised courses took place in June 2010.

Six month offer 100 per cent job success rate for eleven learners.

Young Person's Guarantee 66 per cent job success rate twelve learners.





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Twelve months later in June 2011, evidencing sustainable employment with 90 per cent retention for the 19+ group and 100 per cent retention for the 18-24 year olds with two of them now securing supervisory positions.

Sainsbury's Swadlincote: Sustainable employment

"Where they were" June 2010: Employer led PET

"Where they are now": Snapshot



Adam Brown (29)

"I had been out of work for eleven months and had worked as a driver before in Southampton. When I was made redundant down there I decided to come here to be near family and have a better standard of living as it's very expensive down south. I now work in home deliveries which is great. We get regular customers and it is nice to get to know them. The course has really helped me. I have learnt so much more about retail and it certainly helped me to do myself justice in the interview."



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Joanne Johnson (40)

“I was looking for a job for a long time but rarely even got an interview. As a single parent, childcare is obviously an issue but I now work flexible hours to fit in with my family commitments. If I hadn’t done the course before going for an interview, I doubt I would have got the job. I was able to build up my skills and confidence which was a big issue before. I now work on the tills and I love it – getting to know the regular customers. It has also made a huge difference to my family and for the first time in eight years, we will be going on holiday this year.”



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Kurt Molloy (19)

“I didn’t get any qualifications at school but have a lot of work experience. The course was great and I learnt a lot. I work on fruit and veg – checking availability and re-stocking. You get a chance on this course to prove your potential and I am very proud of myself that I have got a job.”



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Alex Bales (19)

“I did my first year at A-levels but didn’t like it and wanted a job. At first I didn’t want to do the course because I didn’t want to work in a supermarket. I am really pleased that I was encouraged to go on the course because I loved it and it was great to be offered the job. I started on produce before moving onto grocery. Now I have been promoted to a chief display assistant so I’m obviously really glad that I came on the course! I love the job – it doesn’t feel like work. There are loads of chances to move around and you never get bored.”



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Sally Webber (36)

“I hadn’t worked for quite a few years since having a family and my confidence was quite low. I have always struggled with interviews so when I heard about this course where we were guaranteed an interview at the end I really wanted to come on it. I now work in clothing and it’s my ideal job – I love it.”

Employment World will continue to track retention and progression within employment for each cohort, and in June 2012 we will be evidencing retention at the two year stage.

Royal Derby Hospital Case Study



Bob Lacey pictured above with John Hayes during a ministerial visit to Derby College. Bob attended our first sector-based work academy for Royal Derby Hospital and this case study told in his own words:

My Derby College Experience

My name is Robert Lacey. In 2011, I was sixty two years old, and had been unemployed for three years following redundancy from an engineering company. During that time I applied, unsuccessfully, for many, many jobs. I never gave up hope of gaining employment, but always carried the fear that I may never work again.

Then a friend, told me about an employability course at Derby College. A course which, if successfully complete, offered a **GUARANTEED INTERVIEW** with a hospital employer and a formal qualification in employability. I grasped this opportunity with both hands.



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I telephoned Derby College and spoke to Helen Stephenson. I told Helen of my plight, and of my interest in the course. Helen listened very patiently to me, and arranged a meeting for me with an advisor named Kathy Corns.

This meeting was very productive. Kathy listened to me very patiently. She spoke to me about job search techniques in general, and possible ways forward in particular. Kathy helped me modernise my C.V: it needed it, and told me how to qualify for the course. Kathy told me that I must get a referral to the course from my local Job Centre Plus.

I arranged an interview with Jobcentre Plus. My advisor agreed that the course was a positive step, and granted my request for a formal referral to the course. I was then invited to attend the course selection day at Derby College, Gower Street. This process involved literacy and numeracy tests and a formal interview. I was successful and I was granted a place on the course! This did my self-confidence the world of good.

On the first day I found that I was one of fifteen successful new learners, and that I was clearly the oldest. It became apparent very quickly that my age was not an issue to anyone, and my initial apprehension on this matter disappeared very quickly. Our group of learners proved to be a lively bunch. We were a wide mix of ethnic origins, both genders, and an age range of 19 to 62. It was obvious from day one that we all wanted the same thing, we all wanted to work.

The course began with Faye Fitzpatrick guiding us through the myriad of forms, tick boxes and declarations that were required by many, many organisations.

It was then that we met our course leader, Kay Rigby. We knew our course would be focused on hospital work, and it soon became apparent that Kay had lots of experience in and knowledge of, the working life in a hospital environment. Kay was our guide and mentor, kept us on the straight and narrow, and had time for all of us; bless her.

From time to time Kay was joined by a colleague, Sandra Reid. Sandra and Kay would work together, assessing us in various team building, problem solving and situation role play exercises. These were always lively sessions which helped build our knowledge and confidence about 'things' that might happen in a hospital.

Faye Fitzpatrick introduced us to Tom Deeley. Tom, an American businessman gave a very positive motivational talk on how to approach a prospective employer and lots



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of sound advice on interview techniques. This was very useful, particularly to the younger members of our group, who have had little interview experience.

Our course was very focused on gaining employment at the Royal Derby Hospital. Throughout the course we were visited by Adam Collishaw, Training Manager with ISS at the hospital. Adam was our very supportive link between College and hospital.

I completed the course. I gained an employability qualification. I was SUCCESSFULLY interviewed by the hospital, and am now in permanent employment. I am now 63 years old and working in the catering department at the Royal Derby Hospital. I learnt an awful lot on this course and I am delighted.

Derby College gave me some hope for the future.
Derby College made it possible for me to get a job.
Derby College! Thank You!

Robert Lacey
11 February 2012

External Recognition

Our highly successful partnership work has been acknowledged by our LSIS lead provider status for one of their Skills and Employer Responsive projects for Getting People into Work where we are linking with ten other East Midlands and nationally based providers. In addition we are working with the Association of Employment and Learning Providers (AELP), 157 Group and the Association of Colleges (AOC) to share best practice, produce stimulus papers and present our modelling and evidence based findings.

Our work with the unemployed is recognised by our funders and, as detailed, has recently been evidenced by the successful tender for ESF Skills Support for the Unemployed with a value of £3.9m which is to be delivered across the LEP area of Derby and Derbyshire, and Nottingham and Nottinghamshire. This will be in partnership with seven other providers encompassing the spectrum of FE Colleges, training providers and third sector organisations.

Following the successful delivery of our Next Step contract, our Next Step Advisors are working towards a QCF information, advice and guidance qualification at level six. We have been awarded a National Careers Service contract and our matrix accreditation will be reassessed under the new standards in the autumn to comply with eligibility for a continuance of contract in April 2013.