

A CORE VISION FOR THE SERVICE



Visioning future employment support for Disabled people



Making it Work



CITY OF LONDON

Inclusion London

Supporting London's Deaf and Disabled People's Organisations

Welcome to this Making it Work resource

The purpose of this document is to provide Disabled People's Organisations (DPOs) with a shared vision of what excellent employment support for Disabled people looks like, to help inform future funding applications by DPOs, support service development and promote partnership working across the DPO sector.

By capturing and articulating the key elements of this support, we hope this document will support your DPO to think about developing your capacity to provide employment support for Disabled people in your area.

We would like to thank the following DPOs for working with Inclusion London to produce this document:

- Action on Disability
- Camden Disability Action
- Disability Advice Service Lambeth



Thanks to Camden Disability Action for generously allowing Inclusion London to reproduce graphic illustrations by Sandra Howgate, created during CDA's co-production sessions with Camden Council, on pages: 1, 4, 8, 9, 12-17.

Illustrations in this document have been drawn by

Sandra Howgate

Why is this support needed?

To date employment support for Disabled people has failed to achieve equality in the workplace. Inclusion London evidence (taken from reports by Citizens Advice and the TUC, for example) shows that Disabled people still face a larger employment gap, are more likely to face redundancy and are more likely to be employed on zero-hours contracts.¹ The experience of DPOs is that many Disabled people still do not know what their rights in the workplace are and it is difficult to challenge employers. Access to Work² still presents many barriers and limitations for Disabled people. There is also very little or no involvement by Disabled people in designing employment support.

Vision

Our vision is seeing Disabled people in accessible and inclusive jobs, inclusive workplaces, equality of employment opportunities, with all Disabled people being valued and their access needs being met.

Mission

Our mission is to create and co-produce employment support, led by London's DPO sector, which meet the needs of all Disabled people at every stage of their careers. These flagship services will also support employers and change workplace culture.

Values

Our employment support aims to maximise everyone's potential, is aspirational, holistic and lifelong. 'Lived' experience of disability is essential across all aspects of employment support. Equality, diversity and inclusion will also be embedded across everything we do, so that services are representative of all Disabled people.

¹ <https://www.inclusionlondon.org.uk/campaigns-and-policy/facts-and-information/employment/work-and-pensions-committee-inquiry-into-the-disability-employment-gap-inclusion-londons-response/>

² Access to Work is a government scheme which can help Disabled people to get or stay in paid work, by providing different types of support (e.g. additional travel costs, support workers or equipment, etc.)

Principles

The support will be independent, co-produced, led and run by Disabled staff in DPOs. It will also be free of charge, open to all Disabled people, social model-based³ and will meet everyone's access needs.

Employment support provided by DPOs aims to change the workplace. We believe that every workforce should represent and reflect the communities it serves and this principal also applies to employment support.



³ The social model of disability states that people are Disabled by a range of barriers (e.g. physical, communication, information, attitudinal and environmental).

Meeting the employment support needs of Disabled people of all ages⁴ and with any impairment:

The unique and strategic benefits of employment support delivered by the DPO sector

1) Empowerment and peer support⁵ work

Many Disabled people have no knowledge of the social model of disability and do not understand what legal rights they have in the workplace. Providing empowerment work will increase Disabled clients' confidence and raise their aspirations around career development.

The following types of empowerment and peer support are needed by some Disabled people, starting in education and then at every stage of their career, from getting their first job to seeking promotions:

- Interventions are needed as early as possible. Young Disabled people need to be ambitious and aspirational and receive excellent careers advice at school and college (which DPOs can co-produce and co-deliver with staff)
- Providers of employment support need to understand and address the consequences of long term exclusion, discrimination, stigma and prejudice, as well as the long term impact of bullying
- Many Disabled people need support to develop a positive disability identity and understand / articulate their access needs. **Employment Rights Training** includes learning about different models of disability and it introduces trainees to social model language and terminology, while taking into account the trainees' different levels of awareness. The training also includes educating trainees about their rights under the Equality Act and covers issues such as how to request reasonable adjustments. This work needs to be delivered within a civil rights framework.

⁴ Currently there are no funding programmes to support Disabled people over 24yrs old to get into work.

⁵ Peer support is when people use their own experiences to help each other.

- **Peer Support Groups** are also valuable for Disabled people who are seeking paid work or already have jobs. They can provide support across a wide spectrum of issues according to the needs of the participants, such as developing better relationships with colleagues through to discussing difficulties around getting promoted.
- **Mentoring** by Disabled people for Disabled people is another very effective form of support, particularly when Disabled people are starting paid work and transitioning between different stages of their careers.⁶
- **Confidence-building, wellbeing and mental health support** are particularly helpful for Disabled people encountering difficulties getting into paid work or encountering barriers in the workplace (including barriers to progression and/or finding more fulfilling work).
- DPOs can also provide **support for the families of Disabled people** who are seeking paid work. This includes, for example, providing insight into employment rights, details about benefits, and support available from Access to Work.
- Peer support is also empowering, as a means of providing opportunities for Disabled people to share their **personal journeys** in the world of work with each other (e.g. Disabled people whose careers have benefitted from Access to Work support). This type of peer support encourages Disabled people to maximise available support and learn how to recognise discrimination.
- Peer Support Groups also provide learning opportunities for Disabled people who are new to the world of employment about a range of subjects, such as **workplace culture**.

⁶ A mentor is someone who helps and gives advice to a younger or less experienced person, especially in a job or at a school.

2) Ongoing personalised support to get Disabled people into paid work (& remain in and progress their careers)

Employment support for Disabled people needs to take into account multiple issues that will impact on a Disabled person's ability to get a job, meet its requirements and progress. DPOs can provide ongoing support which is personalised and sufficiently flexible to meet the needs of every client. It must provide the following:

- Disabled people need access to **free advice, guidance, advocacy and legal advice** on all issues related to employment.
- Some clients may want support to find **volunteering opportunities**, at the start of their journey towards employment. This could include finding ways for clients to develop their **employability skills**, if needed (e.g. ability to follow instructions, motivation and teamwork skills).
- DPOs can provide clients with **support at every stage of trying to get a job**, including job-search, support with preparing job applications, advice on making interview processes more accessible, work trials and in-work support.
- Disabled people also need easy access to **Job Coaches** who have a range of experience in different work settings, as well as an understanding of the social model of disability. They need to understand how to increase a Disabled employee's independence and knowledge in an empowering way.
- DPOs are knowledgeable about the role and benefits of using **Support Workers** in the workplace and can support clients with recruitment.
- DPOs can also support Disabled people to negotiate **reasonable adjustments** in the workplace and remove workplace barriers.
- If clients experience **discrimination in the workplace**, DPOs can provide support to challenge this and address the problem.
- DPOs can signpost clients to sources that can help with meeting **hardship and access needs** (such as IT equipment and travel costs).
- DPOs can advise Disabled people about work-related **benefits**.
- DPOs can also provide Disabled people with support to navigate **Access to Work**.

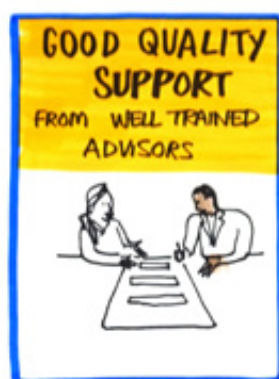
3) Work to meet the ongoing needs of employers

(NB Some elements of this support have the potential to generate income for DPOs)

In order to bring about long term change in the workplace employers can benefit from a range of employment support interventions that DPOs can provide. This engagement will help to build long term relationships between employers and local DPOs, providing employers with ongoing access to advice and guidance and creating pipelines for referrals. DPOs should charge employers for any training they deliver.

DPOs can provide employers with a **wide range of guidance and training modules on employing Disabled people**, such as:

- Disability Equality Training
- Employment Rights Training, which includes different models of disability, the Equality Act, and reasonable adjustments, etc.
- Support to co-produce and develop inclusive employment practices (e.g. by reviewing HR policies to identify unnecessary barriers, by promoting flexible and accessible application processes, by providing consultancy and audits, by reviewing service / core business delivery, and by raising awareness of disability issues)
- Support to change workplace culture
- Training for employers in the importance, and benefits of, work trials
- Training in intersectionality
- Identifying ways to support and engage current staff who haven't disclosed that they are Disabled (& increase rates of disclosure)
- Promoting narratives about the benefits of a diverse workforce



4) Other ongoing effective interventions

DPOs are also able to:

- provide **training in co-production** for commissioners of employment support (inc. developing accessible procurement processes)
- create **learning opportunities** for DPOs to learn from each other's strategic interventions, replicate them and develop their own areas of good practice
- build on the DPO experience of providing employment support to **influence national policy on employment issues**, including changes needed to Access to Work
- promote the additional benefits of DPO service delivery (including the '**social value**' of user-led services and the benefits of holistic support services – see Appendix 1)
- undertake social model-based development work with colleges
- and explore alternative funding models for training young Disabled people which bypass colleges

A challenge....

- How do DPOs find a balance between maintaining independence as service providers (e.g. identifying inequalities in the workplace and challenging structural discrimination) and cultivating meaningful, long term relationships with employers?



Appendix 1

The social value of DPOs (Disabled People's Organisations)⁷

DPOs: Challenging, Supporting and Innovating
Increasing the quality and choice of services

Service innovation, development and delivery

- DPOs should inform, shape and co-design services with local authorities
- DPOs can help to identify gaps in employment support services, co-produce strategies and service specifications and help with tender evaluation and contract monitoring (if they are not delivering the services themselves!)
- DPOs provide a unique insight into issues and can work with local authorities to offer solutions based on user / expert experience and knowledge
- DPOs can work effectively with providers of employment support to ensure that outcomes are achieved
- DPOs encourage and support local authorities to trial new innovative approaches and do things differently
- DPOs are skilled at providing flexible and creative support to people in the community

Economic benefits

- DPOs can ensure funding is spent effectively and lever additional resources
- DPOs provide targeted, cost-effective services to meet identified local needs
- DPOs create more employment and volunteering opportunities for Disabled people in their own organisations

⁷ Source: https://www.thinklocalactpersonal.org.uk/_assets/Newsletter/00_Confident_Commissioning_Final_Version_2.pdf, pgs. 51-52

Service user engagement and involvement

- DPOs promote equality of opportunity and anti-discriminatory practices
- DPOs provide opportunities for customer and resident feedback above and beyond contract requirements
- DPOs provide a voice for their members and service users at a local level


Community development

- DPOs know the community strategies and can help to deliver them
- DPOs can promote and support the development and capacity building of other user-led initiatives and organisations
- DPOs are well-connected to local Disabled people and support the growth of strong communities by linking people into wider networks, services and support

Empowering individuals

- DPOs support Disabled people to be independent and have control over their lives (a 'preventative' role)
- DPOs increase the confidence and skills of Disabled people
- DPOs work with local authorities to help minimise any negative impact of changes on local Disabled people

Visual representation of co-producing a rights-based employment support service design (as undertaken by Camden Disability Action and Camden Council)



Employment Co-production Session 1

11th Oct 2021

HYBRID SESSION

VIRTUAL & IN THE ROOM

Let's get to know each other & share what hearing problems

Think about WHO you're co-designing with

Let's listen to each other

Let's go to LISTEN HARD & give away POWER

WORK TOGETHER

BUILDING TRUST TOGETHER

BE OPEN TO IDEAS!

FROM IDEAS → OUR PLAN

We will TEST ideas too!

DESIGN PRINCIPLES:

What are you excited about?

Make it EASIER to get paid

I need flexibility

I want to learn from others

USER-LED

We're making decisions

Enter made to OUR NEEDS!

A NEW SERVICE

Helping to create something great!

I'm hopeful!

A chance to focus!

TO BRING ABOUT RESULTS + MAKE CHANGE

COLLABORATION & CO-PRODUCTION

What do you fear?

Please make it LONG-TERM!

We want it to make a difference!

I don't want to be disappointed

Repeating the same old thing - we need something NEW!

That we can't support our residents into work + stay in work

Will I be **HEARD** to?

Am I fully taken into account?

Will my mental health concerns be understood?

CONFLICT OF INTEREST WITH INTERESTS

THE COMPANY

How are we going to be measured?

WE NEED TO AWARE!

To make the case for FUNDING

Let's be part of positive change

PROTECT MANAGER

I've here to see this project through to the end

I want it to be a GREAT SERVICE! Run to a HIGH standard

What are the BARRIERS? DO WE UNDERSTAND THE PROBLEM?

Inaccessible + discriminatory recruitment

JOB VACANCY

How do I access this?

ALL INTER-CONNECTED

Is that ok?

YOUR OPTION

Help me explore my RIGHTS!

Poor employment support services

Lack of support or reasonable adjustment in work

These are ours?

WAYS OF WORKING

Can't you fix?

Bullying at work

Stop judging me!

Employer attitudes + lack of understanding

I don't know how to support you

Can you explain it differently?

I don't have the right support

Impact on wider life

I feel so down...

I feel like a burden...

MENTAL HEALTH is important!

What interests/surprises you?

Not much! The bullying is shocking though...

Any more we need to find out + how?

- What about creating a: **DISABLED PEOPLE'S CHARTER**
- What about **POSITIVE DISCRIMINATION?**
- Be aware of **INTERSECTIONALITY**

Find out about **SELF-EMPLOYED** + people starting their own business

Ask employers how they can improve working life for deaf + disabled people?

Case studies would be good to see

Questioning Further... Anything else the individual can do?

MY RIGHTS

Why can't I be an astronaut?

How to address YEARS of disability STIGMA & PREJUDICE?

Education about MENTAL HEALTH

Got to change EMPLOYER'S attitudes

CHALLENGING EXPECTATIONS...?

I'm actually a human being: THIS MATTERS!

A personalised approach

A CIVIL RIGHTS ISSUE

Bullying is unacceptable

Support people IN Work

A service that also INFLUENCES employers.

WIDER SYSTEMIC CHANGE

A CORE VISION FOR THE SERVICE

Wider Opportunity

On Demand - need this!

Establish yourself

feel stronger in work

Educate Employers

Employment is FOR ALL

make it for everyone!

Help me live an enriched, fulfilled life - with or without a job!

A tailored approach both for the employer & disabled person

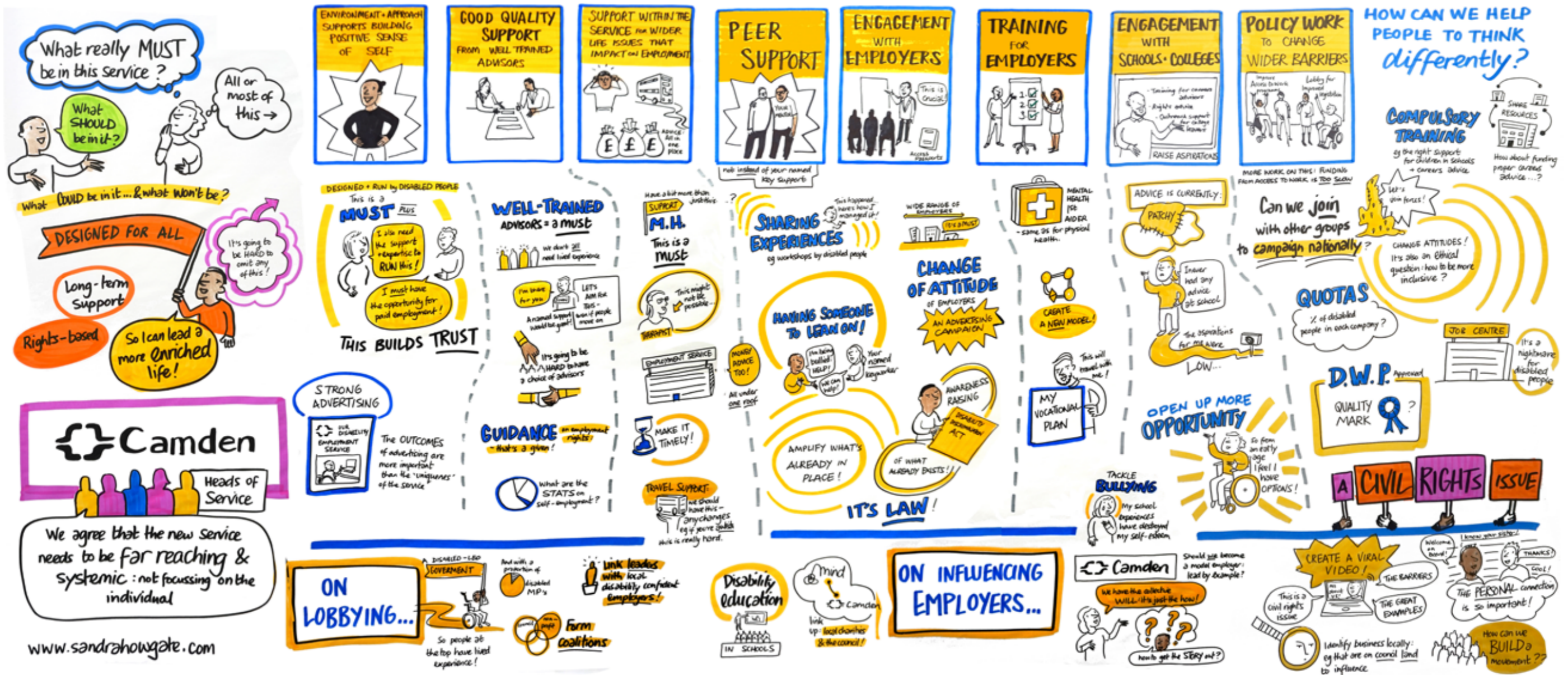
Synergy

OUR VISION

Long-term employment

HUMAN RIGHTS → EQUALLY TAILORED

Image drawn by: www.sandrowhgate.com



The Problem

- Inaccessible + discriminatory recruitment
- poor employment Support Services
- Lack of support or reasonable adjustment in work
- Bullying at work
- Employer attitudes + lack of understanding
- Impact on wider life

What interests/expects you?

What needs? The helping a steering thought

- what about creating a?
- what about PEOPLE DISCRIMINATION?
- Be aware of Accessibility

The Solution

- GOOD QUALITY SUPPORT
- PEER SUPPORT
- Plus UK-wide lobbying: team up with councils & DPOs
- CHANGE IS NEEDED!
- ONLINE TOOLKIT
- & DISCUSSION SPACE for employers

Customers

Disabled people in Camden - but what jobs?

NUMBERS? We don't know yet!

It's up for debate

Employees - but who to focus?

Schools with high proportion of Disabled Young People

The Council

Camden

Planning + building

Alternatives

eg: SI's/Hillside/Camden Job Hub

We need a service that continues more than 3 years

We need a one-stop hub-like hub service

- check Inclusive Economy Team's report
- The service needs to be inclusive, holistic and long-term

Value message

Disabled People

- Helping you stay in work in a free flowing way
- Achieve your ambitions
- Improved self identity, know your rights

Employers

- Pool of untapped talent
- Fulfil legal needs
- Reduce HR problems
- Improve reputation
- A more diverse team

Schools + Colleges

- Better careers advice
- Better outcomes for students

Camden The Council

- Fits values
- Support citizens + local community

Change partners

What do we need to influence?

Local key stakeholders

Local staff with experience

Employment Support network

Camden Business Board

Business Improvement District

Camden Employment + Skills Network (facilitated by Interim Chamber of Commerce)

Camden Business Board

Business Improvement District

Camden Employment + Skills Network (facilitated by Interim Chamber of Commerce)

Communications

How do we tell people about our message?

How do we make it easy for people to find + use the service?

ONLINE TOOLS

ANNUAL IMPACT REPORT

Using our stories

Use a range of formats to be inclusive

Also develop an internal comms strategy

Impact Measurement

APPROACHES

- Give people SKILLS & capacity to do a good assessment
- Annual Impact report
- Qualitative & Quantitative measures
- Peer to peer Interviews for info gathering
- Baseline Surveys
- My Story
- Local Disabled people & council staff
- Employment Panel

OUTCOMES TO MEASURE

- Not just numbers but quality of work
- RETENTION RATES
- I feel empowered!
- I feel safe + able to perform well
- SUCCESS RATE: Access to Work: Funded Support
- CHECK ON EMPLOYEES to sign up to a:

Key activities to develop core service specification

Decide on REACH

ASK US: EMPLOYERS & SCHOOLS: involve in research & development

TO DO LIST

- Service Spec + Delivery model
- Staffing structure
- Payment structure
- Advertising
- Recruitment & Training

DEVELOP VERSIONS OF:

- Blueprint
- Delivery model

STAFFING STRUCTURES

What can we charge for?

Key activities at stage of delivery

Costs & PAYMENT STRUCTURE?

Good DATA CAPTURE

So I don't keep telling my story!

STAFF RECRUITMENT + training

EVALUATION framework

COMMS Strategy + Materials?

Costs and Resources

We need to know the budget

Think about CORE STAFFING

we need the right support to make a difference

How to make it SUSTAINABLE?

& Possible external staffing

Revenue Streams

Camden

COUNCIL FUNDING?

- Costs for service setup
- Costs for pilots trial

Other funders?

- TRUST FUNDING
- LONDON COUNCILS FUNDING
- City Mayor

D.W.P. ask central government

Training + skills funders?

Fees for services

- Access to Work
- Training + support

Change Experiments

Engage with EMPLOYERS

- Train employees in Disability Confidence
- Remove good behaviour
- Engage with EMPLOYERS: Show positive role models
- Make a film for employers
- Change people's attitudes

Engage with SCHOOLS

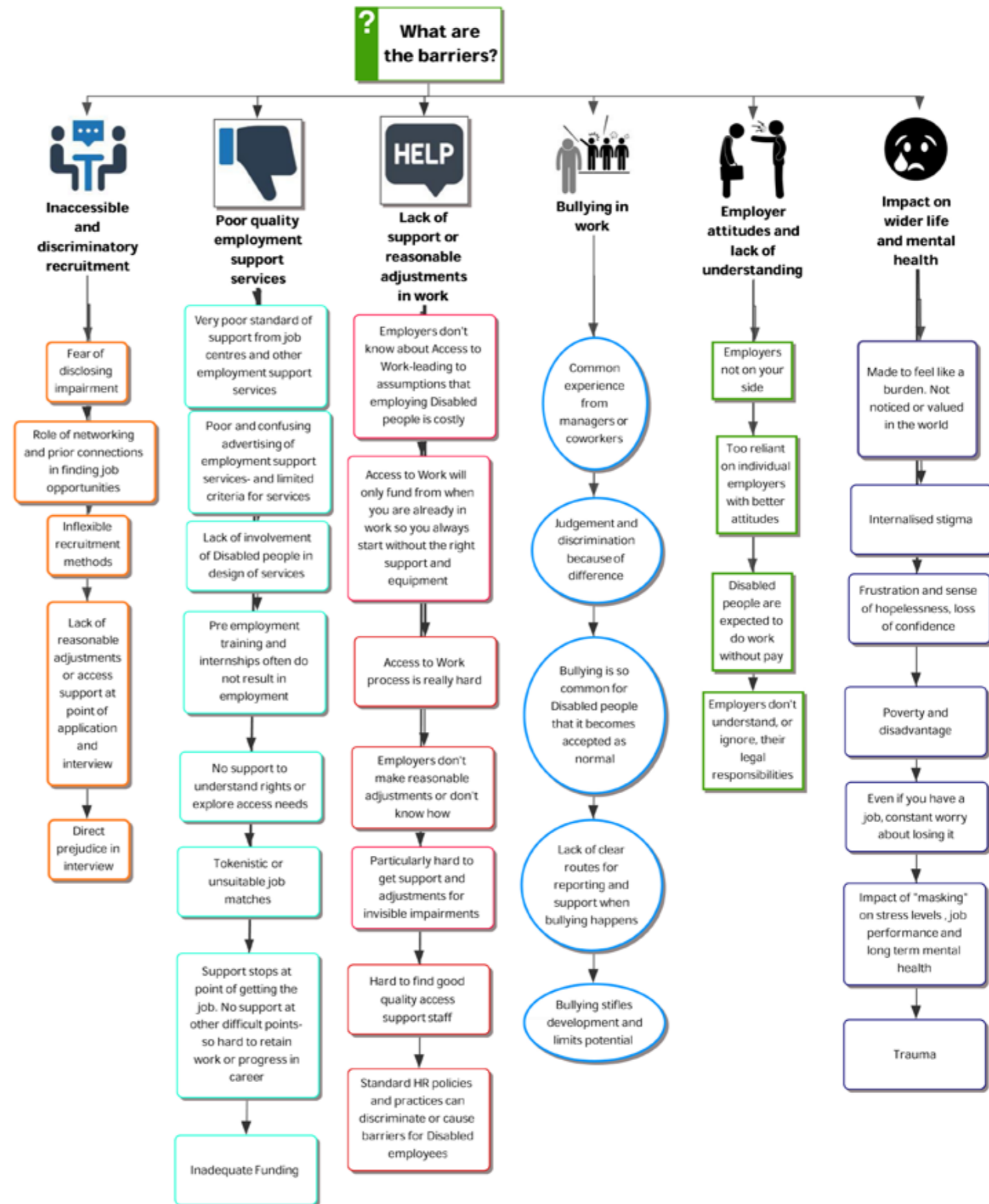
- Run a workshop with small but influential group
- National Campaign
- Speak to children of your aspirations

WIDER LOBBYING

- Peer support - needs to be STAFFED
- Test by job groups
- Let's try it out!
- Try and reach 'hard to reach' employers: use trade bodies and associations
- PLUMBERS TOGETHER
- BAKING BROTHERS
- Create a documentary
- Link with other employers who are active in this space

Appendix 3

Visual representation of the barriers faced by Disabled people, as produced by Camden Disability Action



Inclusion London promotes equality and inclusion for Deaf and Disabled people by supporting the development of Deaf and Disabled People's Organisations (DDPOs) across London. Our 'Making it Work' programme aimed to improve young Disabled people's chances of finding employment and remove the barriers to getting into work.

www.inclusionlondon.org.uk

**Produced by Inclusion London,
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