

# What works when helping people get into work

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## Do you have questions?

Based on the online partner events and ongoing conversations with potential partners, we have written answers to some of the most commonly asked questions. We hope this helps you to get a sense of us, our values and our approach to partnership working. If your question isn't answered here, please email [info@adeccoworkingventures.com](mailto:info@adeccoworkingventures.com) and someone will get back to you.

### **Where will you need partners to work with you?**

We are looking for partners in every lot in which we are placed on the framework. These are North East, North West, Central, Southern, Wales, London and the Home Counties.

### **Will partners be expected to work across an entire bid region or within a smaller geographic area?**

We want to work with the right partners and so we will start with the contract needs and then select partners by their ability to support those needs rather than their ability to serve a large are of the country.

### **What delivery mechanisms will you use during the pandemic and beyond?**

The pandemic has taught all of us that technology can support us more than we imagined and we were already a digitally connected business so we are not reticent to use technology, but we also recognise the place for face-to-face contact. We believe in a blended delivery model appropriate to the circumstances, whether that needs to be driven by the people we are supporting or the nature of the support they need or the immediate circumstances regarding physical distancing dictated by the pandemic.

### **What can I expect if I work with you as a partner?**

As a partner to Adecco Working Ventures, you can expect us to:

- build a personal and human connection with you because working together effectively requires mutual trust and respect;
- give you the freedom to develop and deliver services that work - we are interested in outcomes rather than inputs, and we want to enable innovation and quality;
- set clear, agreed and pragmatic goals and targets that we can measure so that together we know we are achieving the best we can for the people we work with;
- be exceptionally supportive of our shared desire to achieve the best for the unemployed people we serve together and if you are struggling to meet your goals, we will work creatively with you to improve this;
- be intelligent in our use of data to explore what works and what doesn't, learn from it and replicate and spread best practice;
- connect you with other organisations around the country so that you can share your best practice and learn from others.

### **What do you expect of me as a partner?**

We want to work with partners who share our passion for helping people back into work and who are:

- ambitious for the people they support and committed to helping them achieve their potential;
- focused on outcomes rather than inputs;
- committed to continuous improvement and a relentless pursuit of high-quality;
- willing to learn and adapt to get the best outcomes, and willing to share their knowledge and expertise with others to achieve the collective purpose we all have for getting people into work and remaining there.

### **What makes you different?**

With our wealth of past experience, we have learnt a lot of what works and what doesn't in employability services. We want to create services that are informed by the past, but not constrained by it. We feel that a blended delivery approach is the best way to meet the scale of the current challenge in a digitally connected world. If you'd like to read more about what Sean Williams feels are the big learning points from the past, please [click here](#).

### **Why have you set up a partnership now?**

The pandemic that we are living through has inevitably led to an economic crisis and data from the Office for National Statistics and Office for Budget Responsibility have shown that unemployment is set to rise steeply, potentially through until early 2021. In their upside scenario, unemployment will reach 3.5 million,

but should recover by 2022. In the downside scenario, unemployment will reach 4.5 million and will reduce very slowly, with millions being left out of work for over 5 years. We want to do our part to ensure that the UK stays as close to the upside case as possible, ensuring that people can access employment quickly and avoid the economic, and mental and physical health impacts that come with being unemployed over the long-term. Our ambition is to help 100,000 people back into employment every year for the next 5 years.

### **How soon will you be starting work?**

The hard work starts now. We will be talking to potential partners in the coming weeks as we prepare for the call off contracts to be released by DWPTThe Department for Work and Pensions are clearly very keen to get effective services up and running as soon as possible to support the increasing numbers of unemployed people and so we would anticipate call off contracts coming through very soon after the successful bidding organisations are notified.

### **Given your in-house expertise, will you need many partners?**

We will absolutely need to work with partners. Although we have significant expertise in-house, we are very clear that we don't know everything. The extensive range of challenges that unemployed people face mean that no one organisation could possibly provide the high-quality, tailored support that we believe is the right approach to getting people back into work and achieving their potential. If we can deliver a contract using our in-house expertise then we will do so, but we are very clear that we cannot achieve our ambition alone and we know there are incredibly innovative and hard-working organisations out there doing amazing work that we will definitely want to partner with at the right time.

### **What kind of work do you need partners to be doing for you?**

We are looking to work with a range of organisations - from end to end job brokerage providers to organisations that deliver specialist support services.

### **Are you looking for particular specialist providers?**

We are interested in talking to any organisation that delivers interventions that demonstrably help move job seekers into work. This will depend on the call-off contracts that come through. We always start with what the need is and then design the service from there. If you are a specialist provider and you haven't yet completed our expression of interest form, please [click here](#) and tell us about your organisation, we would love to have you in our network so that we can approach the right organisations with the best solutions at the right time.

What information do you need from me to register my interest to work with you?

At the moment, we are only asking for you to tell us your contacts details, some information about the work that you do and in what areas of the UK you would be interested in supporting us. At this stage, with no information about what the call off contracts will need, it doesn't make sense to us, or seem to be

a good use of your time, to be asking you to complete detailed information. Right now we want to start a dialogue that will help us to get to know each other better so that we can start developing long-term relationships.

**How will you assess potential partners?**

We will take a 360 degree approach to deciding who we are best placed to work with. Primarily, we are interested in whether what you do will help people back into work. However, while we will look at past experience, we also want to drive innovation and so we will also be interested in what ideas you have and, if we can see them having an impact, we will be keen to experiment. As well as looking at your ideas and past work, we will want to talk to you and the people you are supporting. We might come and spend some time with you to see you in action and interview some of the people you have helped. We know that the ability to compete a great tender document isn't necessarily correlated with the ability to deliver great outcomes and it's the latter that we are interested in.

**Will you be involved in mandatory or voluntary contracts?**

At this point, we don't know what the call-off contracts will look like. They could involve mandatory or voluntary support or a mix of both. We will bid for contracts where we believe we can have a positive impact.

**Will Adecco Working Ventures be a delivery prime or a supply chain/contract management prime?**

This will depend on the nature of the call-off contracts. Where we can service a contract ourselves with the in-house expertise that we have, we will do so. However, no single organisation could effectively cover all the possible needs that might emerge and so we will also be contracting to other providers where we know that other organisations are better placed to provide the high-quality and tailored approach that we believe is right.

**What kind of call off contracts are you going to be most interested in?**

We are most interested in call-off contracts that allow us to have a significant positive impact on the levels of unemployment in the UK. Specifically, we will want to know that the contract is sufficiently funded and ambitious, and gives us the flexibility to deliver what works. We are confident that there will be lots of call-off contracts coming through that will meet those parameters.

**Will you be looking for more than one delivery partner in a region?**

In principle, yes. We like to have redundancy and contingency in the system. It also allows us to benchmark and compare organisations so that we can tell whether performance struggles are related to confounding variables or the ability of the provider. However, it will depend on the size of call-off contracts; sometimes direct competition isn't helpful.

**If a partner is working with you, can they also apply to work with other prime organisations?**

We don't believe in tying people down. Our vision is to help as many people as possible into employment, so we won't prevent our partners from working with others to ensure that this happens.

We want to be successful and help as many people as we can and we believe that others should be focused on that same goal rather than trying to compete to drive each other out. This means that we are far less focused on beating the competition, we would rather we were all ambitious for the people we support and learn from each other. This is particularly important when you consider that there is a significant need for an immediate upscale in capacity in the employability space and the services and outcomes could be so much better.

**Do you anticipate a model based on payment by results or service fees?**

It will depend on the nature of the call-off contracts. Good contracting will mirror the head payment terms. We hope and suspect that this will be a mixed model with both playing a part. We are interested in working with the very best partners, so if certain payment terms would be a barrier to a specialist provider working with us we will explore options. Our ambition is to help as many people back into work as we can and we wouldn't want financial challenges for innovative and hard-working organisations to get in the way of that goal.

**How will you help to break down unconscious bias in the employment market?**

Diversity and inclusion is incredibly important to us and we understand and enjoy the huge benefits that come from having a diverse workforce. We will work with employers to ensure that their recruitment processes are free from unconscious bias and that they have appropriate assessment tools and processes and procedures to support individual needs for candidates and recruits.

It is particularly important that, as a new wave of people become unemployed, we do not overlook the existing pool of people who are seeking work and finding that challenging for a variety of reasons; they should not drop to the back of the queue. We know that this isn't an easy job, but we are clear that we, and the partners we eventually work with, are supporting all those who want to find meaningful work, not just those who are the easiest to support. Parity of outcomes is very important to us.

**What experience do Adecco Working Ventures have in delivering employability contracts?**

Although we are a new venture, our team members have worked on every major UK employment programme over the past 25 years, including: New Deal, Employment Zones, Action Teams for Jobs, Flexible New Deal, Pathways to Work, Progress to Work, Work Programme, Work Choice, Community Work Placements, ESF Support for Families with Multiple Problems, and Work and Health Programme. They've also worked on more local provision, including Single Regeneration Budget, Neighbourhood Renewal Fund and New Deal for Communities programmes and a wide range of ESF Objective 3 funded programmes.

We've brought new entrants into the market through Flexible New Deal and Work Programme. We've won

large contract shares in every major DWP competition since 2007. We have been instrumental in setting up several existing primes from scratch.

Our team have also delivered some of the top performing contracts - including 2 of the top 3 performing Work Programme contracts, the top performing Flexible New Deal Contract and the top performing ESF Support for Families with Multiple Problems contract.

Between us, we designed and delivered provision that helped over 1 million people into work between 2010 and 2020.