



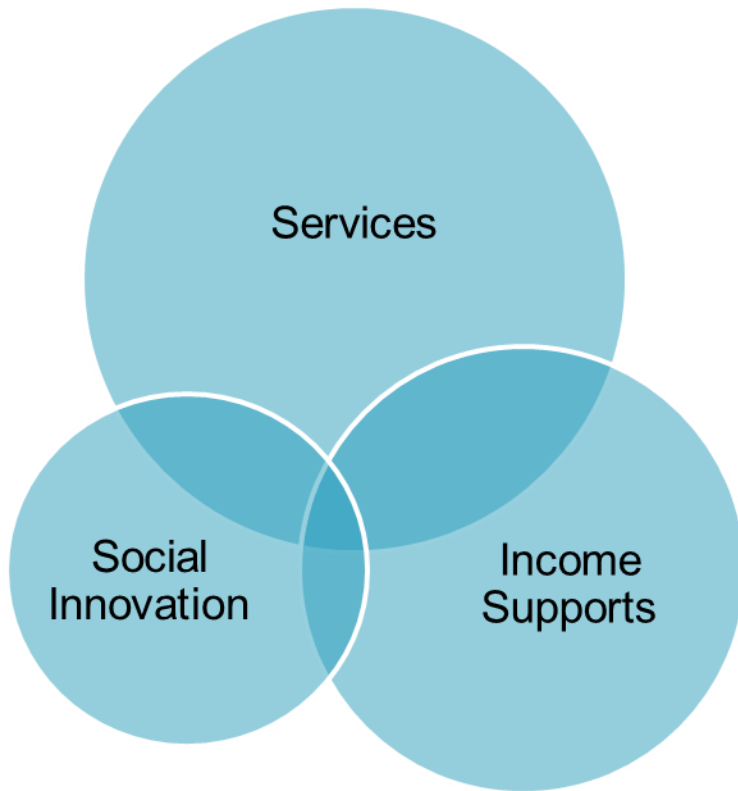
An Chomhairle Náisiúnta Eacnamaíoch agus Shóisialta
National Economic & Social Council

Why Active Inclusion Matters: Placing the person at the heart of the service

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INOUE Conference *Best Practice in the Delivery of Employment Services*
Wynn's Hotel, Dublin, 30th November 2017

What is a Developmental Welfare State (DWS)?



Services

- Education, health, childcare, eldercare, housing, transport, employment services

Income Supports

- Progressive child income supports, transfers for participation, minimum pension guarantee, capped tax expenditures

Social Innovation

- Novel approaches, community projects, new needs, outcome focussed, evaluation and mainstreaming

Tailored Services in the DWS

Tailored universalism – high quality services to which there is universal access but where the actual service delivered is tailored to an individual's specific circumstances

Supported by social innovation and income supports

Need for:

- Governance and leadership
- Rights and standards
- Integration at local level
- Accountable autonomy

Current Experience

- Qualitative study in a disadvantaged suburb of Dublin
- 33 households with marginal attachment to the labour force
- 38 local organisations, including employment support services
- 21 government departments /stakeholder groups
- 2016-2017

Nature of Engagement

- Range of experiences with Intreo / LES / JobPath
- Lots of rules, eligibility criteria & limitations
- Depth of engagement – ‘speed dating’?
- Value of sanctions?
- Importance of trust and engagement

Intreo's Approach

There is one model of intervention, you know, now what happens within that, within that intervention on a one-to-one basis ... varies (Daithi, manager in an income and support service)

I think targeted programmes are important so that people have a sense that something real is on offer and that they can participate and engage (Sansa, national stakeholder)

How to differentiate the service?

I think that this is a big issue ... in relation to what degree should the service be, clients be segmented, and the service be differentiated ... Certainly as a department we need to offer a standard service for all, which says This is something that everybody can reasonably expect. And then recognise that everyone has different needs. (Jason, senior government official)

Then what should be that intervention, what should be the nature of the service, and who is best placed to provide that? Is it DSP, is it referral out? And they're complex – there's agreement around the fundamentals but there are difficulties, practical issues and difficulties, when you try to implement those solutions (Jarlath, senior government official)

The LES

- Intreo say that they have a contract with the Local Employment Services who support people who are more marginalised and long-term unemployed
- *I think there probably are strong capabilities in the LES in terms of a really strong ethos and value set around what you need to do to bring people who are quite far distant into job readiness and then into employment. I think possibly some of the methodologies that they use might be dated (Fidelma, labour market stakeholder).*

JobPath

- Various views but this one from the manager of one of the services is insightful
- *If I could change a thing, I'd probably change the autonomy towards the client [and] you realise maybe JobPath isn't what they should be on. I'd change some of the rules, that I could put this lady on a CE scheme - not that I think CE schemes are the best thing ... so that's what I would change (Alice, manager of an employment support service).*

Complexity of rules and eligibility criteria

- Different rules for different schemes – differentiation ... but constraining
- Qualified adults and lone parents – limited engagement
- *The Jobseekers transition is good ... the girls that look for it, some of them are quite excited going back in to work, you know, or retraining, so really it's good to see the positives coming out of it ... [but] you get the other level saying – how can I work, I have a child and it's a fourteen year old child, you know (Bronagh, advisory organisation)*

Depth of Engagement

Are case officers speed dating?

- *It is speed dating you know. ... I think it's got more to do with referrals than a placement process (Bertie, manager of a training centre)*

Consistency?

- *To say the quality of service varies, is a bit of an understatement ... anecdotally we hear comments back that, you know, the service I will get on activation almost depends on the case officer (Jason, senior government official)*

Circumstance

- *I mean we were in dire straits. So it is was almost a luxury to set up, you know a formal training at the time (Jason)*

Sanctions

- **Mixed views**

- Some don't like the threat
- Others think that it can get people to engage

Now I would always be conscious that for some people maybe where ... within their own family or maybe in the wider community, where if you sort of try and engage at all you're maybe seen as – what would you be doing that for, you know – that sometimes yes people need to say – well actually God if I don't do [it] I'll be sanctioned.... So some people have, you know, on occasion, said – actually I was glad of the threat, it meant I could justify ... going off to do something (Sansa, national stakeholder)

- **Can depend on how the sanction is applied**

Trust

Many people did not trust the service

- Fear of engaging and losing their benefit
- Previous bad experience themselves or heard from others
- Power imbalances
- *When the families first meet you, you have to build up a relationship of trust. That can take time because they're afraid to impart information. They somehow think it's going to get them into trouble, you know (Luke, service provider working with homeless families)*
- *In areas like this you have to build people's trust up, because otherwise you'll get nowhere, and people won't come for the support, and they'll never move on (Anita, manager of a community centre)*

Dutch & Danish Experience

(Rice, D. (2015) *Building Active Welfare States: How Policy Shapes Caseworker Practice*. Amsterdam: VU, University Press)

Netherlands

- Case workers have agency to problem-solve for their clients at local level
- Holistic view with importance of 1st meeting emphasised
- Case officer makes a connection with the client and builds trust

Denmark

- More centrally driven
- Greater focus on re-skilling and upskilling
- Referral to other services, where necessary
- Managers have a role in organising training and other services

Some Suggested Guiding Principles

- Be explicit about an organisation's values
- Importance of initial contact and engagement
- Building trust and confidence
- Realistic options for people – some local autonomy?
- Progression – connections
- Additional supports, if required
- Who delivers?
- Broker or referral?