



21SE03: Reforming the Swedish Public Employment Service
REFORM/IM/2012/009

Activity 6.2: Webinar with international experts on the participation of social economy

Summary



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the European Union**

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The participation of social economy in employment services

The social economy¹ is increasingly recognised as an economic branch that has an impact on solving structural societal problems, such as poverty or environmental change. Sometimes also referred to as the “third sector”, the social economy complements the public and private sector including by pioneering new business models, providing essential services and contributing to a fairer green and digital transition, engaging youth and building communities. In the European Union (EU) alone, about 10% of companies and 6% of total employment are estimated to be within the social and solidarity economy (European Commission, 2022^[1]).

The Covid-19 pandemic has shown the potential of the social economy to “repair and transform markets” including labour markets (OECD, 2020^[3]), for example by offering jobs to those that would otherwise be excluded from the labour market and by contributing to the innovation of sectors and enterprises. Social economy actors might be more experienced in supporting the most vulnerable clients, while community-based actors often are closer to remote populations. Social economy actors can also bring innovation to the employment service sector and support the closing of service gaps. Furthermore, social economy participation can help overcome silo thinking in public services and reach across service areas according to the scope of the challenge and its connection to different internal operational fields.

However, the social economy faces a number of challenges to become visible and participate in the delivery of employment services. This is the case not least in systems where employment services are contracted out to independent providers. Often, there is no structured co-operation with social economy actors and competitive neutrality principles in procurement can exclude them from the outset. Even if they enter a market, they might not be cash-rich enough to remain in supply chain models.

While Sweden’s welfare state has roots in civil society organisations, the role of social economy actors in the provision of public services, including employment services, is still limited and rather unstructured. A lack of a clear legal definition/form of social economy actors as well as corresponding statistical indicators make it difficult to estimate the size of the sector in Sweden. According to national statistics from 2016, Sweden had over 45 000 registered non-for-profit companies across a variety of social sectors, but mainly operating as work-integration social enterprise (WISE) for people with disabilities or providing vocational training for long-term unemployed (European Commission, 2019^[4]).

The planned reform of the Swedish Public Employment Service (PES), *Arbetsförmedlingen*, will have implications on the ability of the social economy to participate in the delivery of employment services. On the one hand, the proposed legal framework for contracting out of a significant part of the employment services to independent providers does not exclude social economy actors from becoming providers in the system. On the other hand, elements such as entry requirements, the payment model and lack of skills and financial resources may act as barriers for their participation in the procurement process.

This webinar presented three country cases in which social economy actors take different roles in co-delivering employment services. The fully contracted-out model of employment services in **Australia** puts social economy actors on equal footing with private providers, while helping to build capacity for providers to become and remain competitive. In the **United Kingdom (UK)** where prime providers service the larger tiers of contracted-out employment services, social economy actors usually deliver targeted services in cooperation with larger providers. In the **Belgian Brussels-Capital Region**, the PES manages a social economy employment market with a mixture of subsidies and performance monitoring.

¹ The social economy refers to the set of associations, cooperatives, mutual organisations, foundations and social enterprises, whose activity is driven by values of solidarity, the primacy of people over capital, and democratic and participative governance. Social enterprises distinguish themselves from social economy organisations by a more pronounced entrepreneurial and often innovative approach – their source of income coming primarily from commercial activities, rather than grants and donations (OECD, 2018^[6]).

Experiences and lessons learned from selected countries

United Kingdom: Higher provider diversity in supply chains has to be backed by prime provider support and social value standards in procurement

In the UK, social enterprises and not-for-profits have a long tradition in delivering skills, employability and social inclusion projects. They have been playing an important role in providing granular understanding of local communities and their labour market needs – an understanding which national organisations may not always have. Where they have strong relationships with prime providers, they play an important role in tailoring national or regional programmes to reach harder to access communities and to ensure accessibility of services across minority groups. In the employability sector they range from grass root organisations like the Broughton Trust that works only in the city of Salford, to large scale operations like the Shaw Trust that works across the country. Generally, smaller organisations tend to deliver specific elements of programmes like building confidence, skills and attitudes to work or focus on specific cohorts rather than delivering end-to-end measures. These activities may be funded by Local Government, the European Social Fund (ESF) or through grant funding.

The market entry for smaller non-for-profit providers today is, however, more difficult than in the past. The New Deal of 1997 opened employment service delivery to a mix of public and private providers with a variety of up to 900 providers across the country with more direct commissioning arrangements or grants allowing the social economy easier entry into local contracts. The New Deal and approaches like the Employment Zones scheme and the Environmental Task Force opened more room for social innovation in employment services², but still struggled with significantly improving the inclusion of the most vulnerable groups in the labour market, not least those in long-term unemployment. Therefore, the government took steps to make programmes more effective and less fragmented. This included the contracting of larger, mostly private providers with more delivery capacity, increased competition among providers across most regions, and a “black-box” delivery model that abstained from prescribing how services should be designed as long as they delivered the right outcomes (OECD, 2014^[5]). These steps towards a “prime provider” model have been limiting access to social economy actors that are “too small to be primes”. Today, only a few very large social economy actors with the resources to cash flow delivery hold prime contracts. In addition, the easing of funding by the ESF by end March 2023 (following the withdrawal of the United Kingdom from the European Union in January 2020), will create higher financial access obstacles for the social economy actors in the country. Social economy actors are relying on the new UK Shared Prosperity Fund to provide funding already from 2023.

Several actors are working to overcome the challenges for social economy organisations and entities in the current employment service system. The Shaw Trust being the largest charity in the UK builds its supply chains by building capacity and providing financial support through incubators to smaller social economy actors to be able to start bidding. The Employment Related Services Association (ERSA) and the government department responsible for employment services – the Department for Work and Pensions (DWP) – also facilitate meetings between primes and interested sub-contractors to express interest and build cooperation. ERSA (which represents among others holders of prime contractors and sub-contractors and organisations delivering devolved commissioned programmes) also delivers engagement webinars to provide information and insight to allow smaller organisations, profit and non-for-profit, without dedicated business development resources to access the market. It also steers organisations towards each other if there is interest in networking. ERSA hosts annual awards to celebrate success and best practice, for instance the Community Partnership of the Year.

On a local level, the Local Enterprise Partnerships (LEPs) are regional bodies established to promote sub-national economic growth. They run regional engagement activities through routine meetings, for example Employability and Skills Boards and forums, as well as ad-hoc events to raise

² For more information please see (OECD, 2014^[5]) and (Langenbucher and Vodopivec, 2022^[8]).

awareness among community organisations of funding they can directly apply for or information on potential prime providers of employment services that they might want to engage with for larger contracts. In addition most providers including non-for-profit ones have developed longstanding and mutually supportive relationships with each other as part of an “organic engagement process”.

The Public Services (Social Value) Act is helping to make performance of social economy entities in service delivery more measurable and viable. The act requires entities that commission public services to include wider social, economic and environmental benefits in their bidding process. The Act came into force in January 2021 and aims to improve local provider markets by reaching out to smaller providers with a social economy focus and leave room for innovation. Central government has announced that they will explicitly evaluate social value with 10% of the procurement weighting when awarding major contracts, therefore introducing more social economy orientation among prime providers.

The UK model shows that:

- The participation of social economy entities in prime provider models is not guaranteed. Requirements on prime providers such as a “social value evaluation mechanisms” can ensure the participation of more social economy actors in the delivery of contracted out employment services;
- Local ecosystems can help bridge capacity and liquidity gaps of smaller providers; and
- Government and sector associations can facilitate to build and develop supply chains.

Australia: Contracted market stability with a high share of social economy is supported by tax advantages and capacity building for servicing vulnerable groups³

Social economy entities in Australia play a major role in the delivery of employment services, especially social enterprises. They are subject to the same contracting and performance conditions and register on the same centralized IT platform as public or private providers but they benefit from more financially favourable legal forms to run their business. In general, non-for-profit providers in Australia operate in one of the three following legal forms: 1) On mutuality principle as a non-sponsored and not-for-profit service for members; 2) Income tax exempt companies with charitable purpose; 3) Tax free public benevolent institutions. Many social economy entities, such as charities, will seek to operate as public benevolent institutions because the tax savings allows a significantly higher investment volume. A share of non-for-profit employment services are delivered by faith-based organisations like the Salvation Army or the Catholic Church.

Social economy providers often operate in remote Australia, where they hold contracts to service indigenous communities and are specialized on the culturally and linguistically diverse environment. In remote areas the variety of providers is lower, making service contracts more attractive because of a larger margin than in metropolitan areas. The lower provider density also allows higher accessibility and consistency for those providers that already have experience in field. Some social economy actors operate as subsidised employers to vulnerable groups in remote areas. Many employment services in remote Australia, including non-for-profit ones, are aboriginal-owned companies. Other models include joint ventures of larger commercial providers, which might engage in local sector development building up local providers and then phasing out. Other social economy actors will specialize on social and employment services like those for refugees or ex-offenders. The Government issues specialist licenses for providers servicing those job-seekers with additional needs and in some cases invites specific niche providers to offer services.

³ The text draws on the presentation by Sally Sinclair, CEO of the National Employment Services Association (NESA) in Australia which can be found in the annex to this document. For further information please see (Sinclair, 2022^[9]).

In Australia, employment service providers are represented by the peak body National Employment Services Australia (NESA). NESA is a membership association which started alongside the creation of the out-contracted employment service market in 1998. NESA supports its member by uniting their queries and giving a voice to the industry of contracted employment services including advocating towards the government and help address difficult subjects which individual members may be hesitant to raise on their own. Within the peak body function, the association has created specialized interest groups and task forces to discuss certain topics like claims in the digital transformation of employment services or the challenge of disruptive changes in the provider landscape after new tenders. NESA also functions as opinion platform for providers to voice their view about the design and implementation of programmes.

For social economy organisations, especially smaller community entities, NESA builds capacity to enter and remain in the competitive market. The association helps strengthen the governance structures of non-for-profit companies by training compliance and risk management techniques, foster entrepreneurial skills and awareness of the institutional obligations a provider has when entering a delivery contract. NESA also helps to build the actual workforce development skills, helping to transform organisations that are primarily focused on social support to also focus on labour market needs, such as job placements and communication with employers. In the context of remote Australia, NESA has been involved in delivering capacity building trainings to local communities in all 60 remote regions of the country in more than 250 programmes. Support includes organisational and service delivery models, financial management and audit, compliance review and process design, day-to-day operational delivery and case management. The current supply chain of NESA trainers includes 20 Indigenous trainers. In bidding phases, NESA offers customized service to members to support preparation and review of tenders and provide feedback after failed tenders.

The Australian case shows that:

- Financial advantages for social economy providers in form of tax exemptions can facilitate market entry and sustainability of business performance;
- Potentially underserved markets, like those in remote/rural areas can serve as niche opportunity for the social economy actors to specialize and excel in service delivery;
- A peak body of the employment service sector does not only unite the voice of its member providers, but can help build capacity for developing and delivering the business in a contracted framework setting.

Brussels region: Political will and tradition of the social economy combined with social impact thinking to build a WISE market for vulnerable groups⁴

Since the late 1990's, social economy organisations in Brussels ran initiatives for social inclusion, but with limited delivery support and monitoring of outcomes by public authorities. Social economy actors themselves self-organized, but did not gain a common and unified voice. In 2004, the Economic and Social Council (ECOSOC) decree acknowledged social economy activities for the first time and opened the possibility for funding giving way to more than 100 projects in the coming 10 years for the labour market inclusion of mainly young people. Since 2018 an updated decree defines the framework for social economy entities and their role as active labour market program in the Brussels region labour market.

The social economy policy today moves within the larger Go4Brussels 2030 strategy. The strategy seeks to create the conditions for economic transition to contribute to regional climatic targets, support small and medium-sized enterprises, including social entrepreneurship and ensure access to stable and

⁴ The text draws on the presentation by Edouard Dor, manager of public partnership projects at Actiris and Daphné Estoret, coordinator of the Social Economy Department within the Employment Policy Directorate of the Brussels Regional Public Service. For further information please see (Dor, 2022^[10]) and (Estoret, 2022^[11]).

sustainable employment for all. Within this framework, the region of Brussels offers work for vulnerable groups in the social economy. Therefore, social economy actors are employers while the actual employment service to place and skill vulnerable groups into those subsidised jobs is done by the local PES, *Actiris*. Social economy employers include cooperatives from the public and non-for-profit sector. Jobs are for example offered in social restaurants, bicycle repair stations, transportation services for disabled and maintenance works for buildings.

The social economy is not sheltered outside of the regular labour market. Rather, it consists of jobs for unemployed who need to improve their low employability and are expected to be able to enter open work opportunities within the next few years. Actiris funds the employment temporarily with a subsidy of either two years with up to 100% of salary coverage or with a five-year subsidy of 10 000 EUR annually as a longer-term employability support including coaching. Social companies can be in the two programs with different employees. Actiris also guides job-seekers to the available jobs in the social economy, especially those who are not in a position to choose themselves or will not have sufficient access to relevant information about the employment opportunities.

To be eligible for funding, social enterprises need to apply for a label presenting the content of their planned employability job offer to vulnerable groups and the social set-up of the company.

The application goes through Actiris, the social city council and the regional employment authority, all of which give recommendations to the Ministry of Labour that ultimately decides whether the social company will be accredited. Labelled enterprises can then apply for funding and will sign a convention with Actiris upon approval. Conditions for obtaining the social economy label in Brussels are among others, the continuous production of goods or services, and economically viable activity, a minimum level of quality and sustainable paid work and moderate wage gaps not allowing the highest salary to be more than four times higher than the lowest. Once, the social economy project is running, Actiris follows up the use of the funding and the performance of the project in monthly inspection meetings with the company, organizes knowledge transfer between peer social economy companies and reports back to the tripartite advisory committee. The performance monitoring is not strictly outcome-based, but social economy labels are renewed after five years only, if the labelled company achieves increased employability among its staff and the entry conditions for obtaining the label are still met upon renewal.

In 2021, the Brussels region placed more than 1 300 unemployed job-seekers into the social economy. More than half of the positions (54%) were filled by women, only 5% of social economy workers were younger than 25, 42% were older than 45 years. The majority of workers had elementary school education and 28% had a higher degree. 130 social enterprises received funding.

The Brussels case shows that:

- Labelling social economy entities can structure access to the market by agreeing on common quality standards for active labor market policy delivery and express the political acknowledgement of the sector as well as embed social economy in the larger context of social innovation;
- Government entities responsible for employment services can support job-seekers to find the right provider in an otherwise freedom-of-choice provider market; and
- Work-integrating social enterprises can target vulnerable groups for a better inclusion on the labor market.

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Speaker Bios

Richard Clifton is the Managing Director for Employability at Shaw Trust. Richard has worked in the UK employment services and skills sector since 1993, bidding for and delivering every major UK government contract from New Deal through to Work and Health Programme, alongside other local government contracts. He has a broad range of knowledge and experience from leading both business development and operational functions for Shaw Trust and other organisations. He also has experience of local government commissioning as an elected County Councilor and Cabinet Member. Richard is also on the Board of Directors for ERSA Employment Related Services Association).

Edouard Dor manages public partnership projects at Actiris, the public employment agency of the Brussels-Capital Region. He facilitates stakeholder relations with public institutions, social partners and sector representatives. Since 2019, Edouard is highly involved in Actiris' assessment of insertion programmes that are proposed by social enterprises, with a focus to support the sustainable employment of jobseekers.

Daphné Estoret, coordinates the Social Economy Department within the Employment Policy Directorate of the Brussels Regional Public Service since 2015. The integration of vulnerable groups through training, education and employment is at the heart of Daphne's professional experience during her 26 years of service at the public service. Daphne actively participated in the establishment of the legal framework to support and finance social enterprises in the Brussels Region.

Sally Sinclair is the CEO of the National Employment Services Association (NESA) in Australia. She has over three decades of domestic and international expertise in the design, development, and delivery of contracted employment services including building the capacity of providers to increase the employment of disadvantaged job seekers across metropolitan, regional, rural and remote Australia, including Indigenous job seekers, people with disability, migrants and refugees, long-term unemployed, youth and mature aged. Sally has been instrumental in working with key stakeholders to facilitate the dialogue around a participatory and local approach when developing and implementing long term strategies to strengthen the governance of the social economy.

Paul Synott is engaged in sustainable economic and community development in regional and remote Australia. Paul has over 25 years' combined experience in remote and employment services, complemented by a Masters of Business Management (MBM) and a Diploma of Employment Services. Paul was instrumental in establishing a number of Joint Venture Partnerships with First Nations & Traditional Owner groups, and has recently been appointed as CEO, National Indigenous Partnerships with the Angus Knight Group.

Elizabeth Taylor was elected to Employment Related Services Association (ERSA) board in 2014 and is full-time CEO since 2019. She is an award-winning social entrepreneur and strategic leader with previous experience of membership organisations. From 1989 to 2019 she managed the delivery of employment support, enterprise support (including social enterprise) and training programmes, delivered with 23 different funding streams including- local authorities, and DWP, Department of Health and several foundations.

Annex A. Speaker presentations



PARTICIPATION OF SOCIAL ECONOMY ACTORS IN THE DELIVERY OF EMPLOYMENT SERVICES

Kristine Langenbucher – OECD Centre for Entrepreneurship, SMEs, Regions and Cities





Diverse and competitive market with many different types of providers

Multiple potential providers

Variety of company and organisational backgrounds

Quasi-markets for employment services differ across countries

- Smaller number of large providers, large number of smaller players, “for-profit” and “not-for-profit” organisations, **social economy actors**



What is the social economy?

Social Economy

- Includes: associations, cooperatives, mutuels, foundations and social enterprises
- Sharing common values that include:
 - Solidarity
 - Primacy of human over profits
 - Democratic and participatory governance

Social Enterprise

- The main objective is social impact rather than maximising profit
- Uses benefits primarily to achieve social goals
- Provides goods and services in an entrepreneurial and innovative way
- Managed in an open, inclusive and responsible manner

Social Entrepreneurship

- The process of creating and developing organizations with social impact
- A wide range of initiatives with a social impact dimension
- Social enterprises are just a subset



Social economy entities show a **great diversity** in terms of legal forms and entities, size and outreach





Some food for thought

Impact

- Almost 13.6 million people – about 6.2% of the EU's employees – work for social economy enterprises.
- Social innovation: New ideas where public and private actors might not reach far enough and contribute to implementing them
- Track record: Support for those further away from the labour market through holistic approach/ case management
- Overcome “silo” thinking in public services to address social challenges

Obstacles

- No structured and strategic co-operation with third sector beyond WISEs¹ or local initiatives
- Competitive neutrality principles in procurement can exclude third sector providers from the outset
- Social economy actors may not be cash-rich enough to remain in supply chain models and keep their innovation capacity
- Social value added missing/incomplete in ex-ante evaluation of the quality of the services
- Low visibility for social economy actors



Questions for discussion

Added value of social economy providers in employment services

- Specialised expertise in assisting a particular cohort, for example remote communities
- Demonstrated capacity to assist people who are long-term unemployed and otherwise disadvantaged and will not be integrated in a short-term
- Proximity to social and other services to create more holistic approaches to multiple barriers

Market creation for social economy actors

- Market entry (as direct provider to public authorities, as subcontractor)
- Financial challenges (balance sheet requirements, upfront financing, strong focus on result-based fees)
- Growth (duration of contracts/programmes, renewal)

Support for social economy actors

- Government role beyond procurement
- Networks and peak bodies
- International benchmarking

Established in 2005 the Employment Related Services Association exists to be the voice for the entire UK employment support sector

ERSA seeks to ensure a fair and effective market for the commissioning and delivery of employment related services.



ERSA has six priority operational areas of activity:

- Membership
- Representation
- Thought leadership
- Communication
- Services
- Partnerships



Membership and contract delivery

ERSA's membership comprises of;

Prime contract holders (also called DWP suppliers)

Organisations delivering devolved commissioned programmes in Scotland Wales and Northern Ireland

Holders of significant sub contracts of the large national provisions

Devolved commissions in combined authority areas

European Funded provisions, commissioned at a local level including those co funded by National Lotteries Community Fund

Health funded provisions

Ministry of Justice employment provisions

Skills funded, usually but not exclusively, Adult Education Budget



The evolution of the contribution of social economy actors:

1990's – some locally procured Employment Service contracts (now Jobcentre Plus) delivering services to people with health conditions and disabilities.



Labour Government's New Deal Programme 1998 to 2011

-Social economy actors become major players in delivering national employment provisions.

New Deal had two strands that required community benefit and were best delivered by social economy actors, these were 6 month work experience placements on the Voluntary Sector Option and the Environmental Task Force.



There were other smaller New Deals:

New Deal Disabled People – this was the main employment programme for people in receipt of a disability or incapacity related benefit. After a pilot NDDP became a national provision in 2001 and ran through to March 2006.

New Deal for Musicians – this gave aspiring musicians a chance to see if they could earn a sustainable income by providing a 6 month period of New Deal.



Workprep, Workstep and the Job Introduction Scheme

From 2005 to 2010 the UK Department of Work and Pensions funded these three provisions until they were replaced by one, Work Choice in October 2010.

Workstep supported people with complex health barriers and disability into work.

Workprep prepared the above for a return to work.



Work Choice

In June 2010 Work Choice replaced Workstep and Workprep and the Job Introduction Scheme.

Work Choice was based on two modules Pre Employment Support and an In Work Support Module.

Payment by Results was now in disability employment provision.



The Work Programme

Payment by results had really arrived and only social economy actors with the resource to cash flow delivery took part. There was three years a small but declining up front payment, then payment was at 6 months in work or 3 months if from a harder to help group.

Funding was designed to reflect the amount of support required with 9 payment groups.

Payments for supporting people into sustained employment ranged from £4000 to £14000



Work and Health Programme

In 2018 the Work and Health Programme commenced.

This was all about health and disability.

After the Work Programme there was no long-term unemployed focussed programme. – This was the case until there was the need for a quick Covid response to the surging numbers of Universal Credit claimants.

Social economy actors, usually those with Work Programme experience deliver WHP, but again with payment by results the ability to cash flow until payment is received is required.



Work and Health Programme and JETS

A fast DWP Covid response was to bolt on Job Entry Targeted Support to the Work and Health Programme in 2020.

JETS is a separate provision, but the contracts sit with WHP, except in Scotland where there was a separate procurement required.

JETS targets people at 3 months unemployment.



Fair Start Scotland

WHP is delivered in England and Wales, in Scotland there is Fair Start Scotland.

Participation is voluntary and Fair Start is targeted at people with a disability or additional support needs, a health condition, caring responsibilities, single parents, care leavers, people from a minority ethnic community, refugees, people with a conviction and long term unemployed.



Intensive Personalised Employment Support

Since September 2019 IPES 6 year contracts for people requiring additional support to return or enter meaningful work.

The IPES model is used for:

Mental health

Drug and alcohol recovery

Homelessness and vulnerable housing

Disability

And other vulnerable groups



Restart

Restart is the flagship Covid response outsourced programme.

Restart commenced in July 2021 with an initial focus on those who had been on Universal Credit in the intensive work search regime for between 12 to 18 months.

Universal Credit claimants are considered for Restart at 9 months and with no upper limit.



Main considerations for social economy actors in May 2022:

Payment by results and access to cash flow, the access to funding to keep the business running until payments are received.

Payment by results contracts have been targeted at vulnerable groups, which increases the financial risk

Only a few very large social economy actors are direct contract holders



Main considerations for social economy actors in May 2022:

The end of European funding for employment and skills and no seamless transition to new funding through the UK Shared Prosperity Fund.

European provisions end March 2023

SPF people and skills funding commences in 2024

There is the opportunity for social economy actors to make a case for funding in 2023-24 through a “voluntary sector consideration”, no evidence of how this will work.



Main opportunities for social economy actors in May 2022:

Making UKSPF fit for purpose and deliverable by social economy actors.

Labour market shortages and the “participation challenge” – social economy actors have the proven track record engaging those furthest from work, preparing and supporting them into work, and supporting them to progress.

Social Value as a requirement of government (and other) contracts – social economy actors have the models and evidence base.



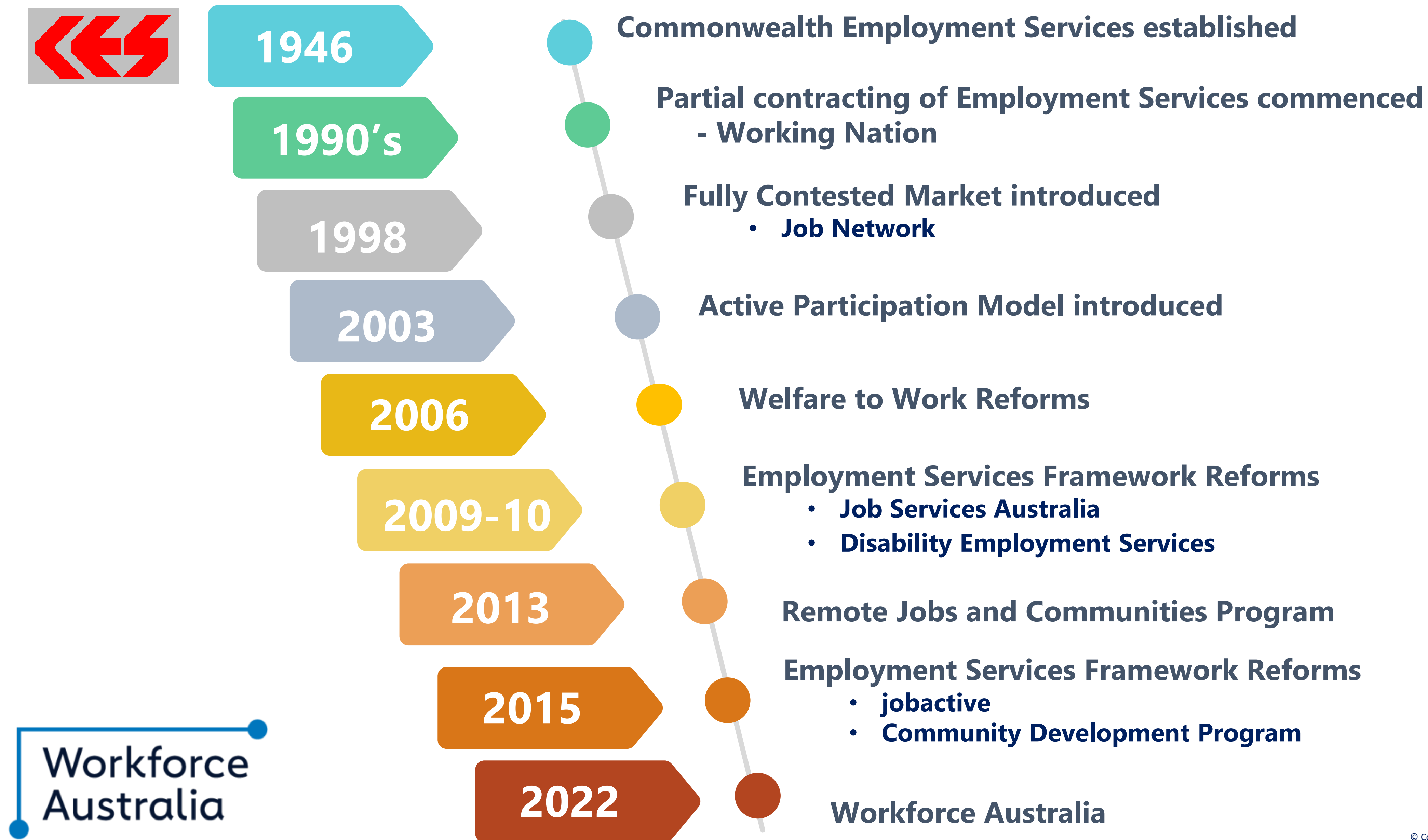
For more information or a detailed discussion please email

policy@ersa.org.uk



Evolution of Australia's Employment Services

1



Core Principles

2

Employment Services IT System - ESS



- **National Employment Services Database**
- **Shares information with Centrelink**
- **Provider Payments**
- **Desktop Auditing – Program Assurance**

National Performance Framework – Star Ratings

- **3 Key Performance Indicators – Efficiency, Effectiveness, Quality**
- **Statistically regressed – like for like comparison**
- **Ratings spread across 5 bandwidths**
- **Assessed every 6 months – including preceding 3 years accumulated data**



Outcomes Based



- **Paid on performance**
- **Intended to ensure quality services and best possible outcomes**
- **Higher weightings are applied to the most disadvantaged**

Lessons to Consider

3

Contracted services – consider strategic long-term policy implications, contract procurement, regulation and management, and performance framework

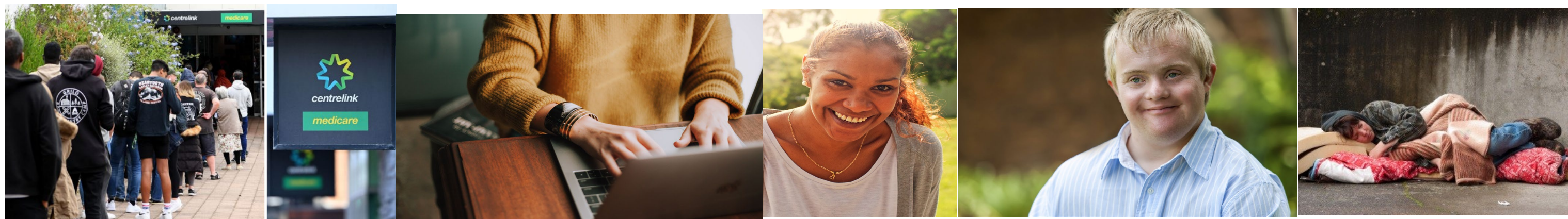
Aligning welfare and employment policy to complement approach and delivery

Importance of a clear activation model across employment, education and training sector that is supported by alignment of government policy

Government investing in contracted market stability through outsourcing provider capacity development to reduce contract turnover

Measures for inclusive employment including Indigenous, youth, mature aged, migrants and refugees, people with disability, and long-term unemployed

**Value and importance of staff training and capacity building
– Employment Services Institute**



National Employment Services Association (NESA)

National peak body for the Australian employment services sector

Not for profit organisation established in 1997 in preparation for commencement of contracted public employment services in 1998

- Leads the national conversation on employment services
- Advocates for policy and program change and improvement
- Negotiates contracting arrangements/terms of trade/commissioning processes
- Research and analysis of best practice
- Drives innovation and continuous improvement
- Delivers:
 - ❑ capacity and capability building across the wider industry
 - ❑ strategic leadership and project management
 - ❑ tailored market-specific policy support and guidance
 - ❑ practical advisory services
 - ❑ professional development including conferences/masterclasses/forums

Led four of the most important workforce development and reform projects across remote Australia:

- Remote Jobs Community Program Capacity Strengthening and Building Capacity Services
- Remote School Attendance Strategy Workforce Development Strategy
- Aboriginal and Torres Strait Islander Mental Health First Aid Project
- Business Intelligence Report Design and Delivery for Community Development Program transition

- **Delivered complex projects and achieved measurable results**
- **Supported policy reforms**
- **Built the capacity of providers**
- **Implemented workforce development strategies**

- **Developed a national on-line resource portal – Remote Employment Portal that included:**
 - **Contractual workflows**
 - **110 purpose designed operational resources and training packages**
- **National supply chain or over 160 organisations and expert professionals**

OECD webinar workshop with international experts on the participation of social economy

Social economy as active labour market policy provider

Actiris' role in supporting social economy employers

Call for applications: summary of the process



The Government of the Brussels Capital Region publishes a **call for applications** in the Moniteur belge



Must be an **accredited social enterprise** and meet certain conditions



Apply to Brussels Economy and Employment (BEE) to introduce the request **for a mandate as a social insertion enterprise** and ask for subsidies a) to fund **support and supervision staff**; and b) for the recruitment of **target group workers**

The insertion programme should be a specific support programme

1° A **professional support** of the target group workers

Including **training for the job** the target group worker is doing and the **development of his/ her autonomy**

2° A **social support** of the target group workers

Including the improvement of his/ her **adaptability to the work environment** by accompanying him/ her in social and administrative procedures, facilitating communication with colleagues

Must include the following 3 sections

A favourable recommendation requires a **positive assessment of all the 3 sections** of the insertion programme:

Section 1: a **support and supervision project** for the target group workers

Section 2: a **skills acquisition project**

Section 3: a **project for transition and/ or insertion** of the target group worker to the job market

What is the role of Actiris ?



Mission 1 :
Advisory committee
(external and
internal members)
to **assess the
content of the 3
sections of the
insertion
programme and
issue a
recommendation
to the Advisory
Council for Social
Entrepreneurship**



Mission 2 : take a
**decision regarding
the allocation of
positions** in the
context of **insertion
jobs** in the social
economy, subject to
the granting of the
mandate by the
Minister of
Employment

Thank you

Webinar: Participation of social economy actors in the delivery of employment services

Political vision for creating a market amenable to social economy actors



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Strategy

Go4Brussels 2030 strategy

To set Brussels on the path to **economic**, **social** and **environmental** transition

- create the conditions for economic transition to contribute to regional climatic targets
- supporting small and medium-sized enterprises, including social entrepreneurship
- support the economy that provide quality jobs for the people of Brussels
- ensure access to stable and sustainable employment for all



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Strategy

Social economy = impactful economic model

Important role in the Brussels Region :

1. Economic development
2. Employment policy



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Legal framework

Legislative act of 23 july 2018 on the accreditation and support of social enterprises

A social enterprise is public or private organizations that :

- implement an economic project
- pursue a social purpose
- exercise democratic governance



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Economic development

Many economic sectors: digital economy, creative and cultural industries, tourism, culture, events and heritage professions, social and health, transport and logistics, food industry and construction

Economically, social economy contributes to :

- Meet the ***needs of the community***
- Take into account the ***environmental and social impact***
- Develop a ***local economy***
- Promote ***social innovation***



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Employment policy

Belgian Observatory of the Social Economy

In the Brussels Region :

5.000 social economy organizations

12% of employment in Brussels in 2018



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Employment policy

160 labelled social enterprises

130 entrustments as a social integration enterprise for the management of a service mission of general economic interest which consists in the reintegration into the labour market of people particularly far from employment

(Decision of the European Commission of 20 December 2011 for services of general economic interest)



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Vulnerable workers targeted

1. Young people (18-25 years), unemployed or without training or education
2. Unemployed jobseekers who don't have a Certificate of Lower Secondary Education
3. Jobseekers who have been unemployed for at least 24 months and who don't have a Certificate of Upper Secondary Education
4. Unemployed jobseekers who require specific support, such as homeless people or (ex)prisoners
5. People who receive the minimum income and social assistance and who can work



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Conclusion

In 2021 : 130 social enterprises who receive a compensation for the reintegration into the labour market of people particularly far from employment employed **1.756** *full time equivalent target public workers*

The social economy therefore contributes to an employment policy :

- Inclusive
- offering quality and non-relocatable jobs
- and jobs that make sense for the workers and for the community



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