GLASGOW WORKS

MASTER GUIDANCE DOCUMENT
PHASE 2
JULY 2010 – JUNE 2011

26th October 2010

Contents

GLASGOWORKS
Delivering the Glasgow Welfare to Work City Strategy

1. Glasgow Works Eligibility and Evidence Required

LONE PARENTS INCOME SUPPORT	Individual must be one parent responsible for bringing up a family.
CLIENT GROUP ELIGIBILITY • Income Support	**Evidence Required:** Copy of Award Notification letter for Income Support and Lone parent ticked on registration form **OR** Bank Statement showing payments from DWP for this benefit.
TARGET GROUP ELIGIBILITY • Ethnic Minority • Criminal Record • Mental Health Problems • Disabilities • Homeless • History of Substance Abuse • History of Alcohol Abuse	**Evidence Required:** Relevant barrier selected on Client Registration Form and signed by the client.
MCMC	Individual must be age 16-19.
CLIENT GROUP ELIGIBILITY • Confirmation of Date of Birth	**Evidence required:** Copy of birth certificate **OR** passport **OR** driving licence **OR** other verification from a statutory body
TARGET GROUP ELIGIBILITY • Ethnic Minority • Criminal Record • Young People Leaving Care • Mental Health Problems • Disabilities • Homeless • History of Substance Abuse • History of Alcohol Abuse	**Evidence Required:** Relevant barrier selected on Client Registration Form and signed by the client.
JSA 6 MONTHS +	Individual currently in receipt of Job Seekers Allowance, and having been in receipt of this benefit continuously for 6 months or longer prior to registration.
CLIENT GROUP ELIGIBILITY • JSA	Letter from JCP advising client is currently in receipt of JSA demonstrating that the duration of benefit has been 6 months or longer **OR** a date unemployment on the Client Registration Form that confirms appropriate length of unemployment **OR** Bank Statement showing payments from DWP for this benefit (dated to prove 6m+).
TARGET GROUP ELIGIBILITY • Ethnic Minority • Criminal Record • Mental Health Problems • Disabilities • Homeless • History of Substance Abuse • History of Alcohol Abuse	**Evidence Required:** Relevant barrier selected on Client Registration Form and signed by the client.

HEALTH RELATED BENEFIT	Individual must be in receipt of either Incapacity Benefit, Disability Living Allowance; Employment Support Allowance or Income Support (health related).
CLIENT GROUP ELIGIBILITY • IB	**Evidence Required:** Copy of Award Notification letter for Incapacity Benefit, Employment Support Allowance or Income Support plus any of these benefits ticked on registration form **OR** Letter from JCP showing benefit in payment as a result of Incapacity **OR** Bank Statement showing payments from DWP for any of these benefits (If I.S, must clearly state sickness related).
TARGET GROUP ELIGIBILITY	There are no additional eligibility criteria for clients who can evidence receipt of Health Related Benefits.
ETHNIC MINORITY NOT ON BENEFIT	Individual must be from a BME group.
CLIENT GROUP ELIGIBILITY • BME	**Evidence required**: NINO **AND** Client completion of a declaration of ethnic origin e.g. the ethnicity section of the LRA Registration form **AND** Evidence that the client is eligible to receive ESF support i.e. Passport **OR** Documentation from Home Office.
TARGET GROUP ELIGIBILITY	There are no additional eligibility criteria for EM clients who are not on benefit.

Where relevant (JSA, IS, HRB) **Benefit evidence** must be obtained and kept on file.

Target Group eligibility should be evidenced through the relevant category selected on the Client Registration form and signed by the client.

Every client supported through GW must have on file

- evidence of benefit receipt (where appropriate),
- a signed Client Registration Form with barriers selected which correspond to the Target Groups entered on GTrac.

ID Evidence Requirements

	DOB evidence	**Proof of address** (relevant to date of Registration)	**National Insurance verification / evidence**
IB	None required	Yes – Utilities Bill, Bank Statement, Driving License, Statutory body or current correspondence	n/a
BME	n/a	Yes – as above	Copy of NI card/Benefit letter or other from statutory body ie Residence permit or Home office letter
Lone Parent + IS	n/a	Yes – as above	n/a
JSA 6m+	n/a	Yes – as above	n/a
MCMC	Passport/Birth Certificate/Driving License/other verification from Statutory body	Yes – as above (under exceptional circumstances other documents may be considered)	n/a

2. Target Groups

The barriers listed below should be supported by the information contained in the signed Registration Form. LRAs will be monitored to check that the Target Group(s) ticked on Gtrac correspond to those ticked on the Registration Form.

Target Group	Description
History of Alcohol Abuse	An individual with a history of overindulgence or dependence on alcohol leading to effects that are detrimental to the individual's physical and mental health, or the welfare of others.
History of Drug Abuse	An individual with a history of overindulgence or dependence on a drug or other chemical (not alcohol) leading to effects that are detrimental to the individual's physical and mental health, or the welfare of others.
Disabled	An individual with a physical impairment. Includes temporary disability over 4 weeks, past disability and long term illness where this absence affects the individual's ability to obtain work.
Learning difficulties	An individual with difficulty in learning, affecting all aspects of life.
Mental Health issues	An individual with mental health issues. Examples of this are anxiety/panic attacks/depression. The individual may or may not be taking medication to control their condition.
Ex offender/offender	An individual who has previously been an offender or who is currently in custody and due to be released in the near future.
Homeless	An individual who has no registered home address and is living in temporary accommodation or is living in unsecure accommodation or is involuntarily sharing housing in unreasonable circumstances.
Care leaver	A young person under the age of 21 who has been in care and has recently left care.
Literacy and Numeracy	Issues associated with the ability to read and write and be numerate, to handle information, to express ideas and opinions, to make decisions and solve problems.
Family/Caring Responsibilities	An individual that believes their caring responsibilities for children, elderly relatives, disabled relatives or single parents hinder or prevent them from entering or sustaining employment.
Lack Of Work experience	An individual that believes that their lack of work experience will be barrier to them entering or sustaining employment.
No Qualifications	An individual who believes their lack of qualifications will be a barrier to them entering or sustaining employment
Voluntary Worker	An individual who has undertaken voluntary work in the past 24 months.
Refugee	An individual who currently has refugee status.
None Declared	The client has not declared any additional barrier to gaining employment

3. Activity Definitions

These definitions are meant to reflect broad categorisations of activity. These categorisations will not necessarily describe the specifics of a particular service offered by providers. The aim is to collect data that will provide an overall picture of what is being delivered to individuals to assist them along the employability pathway.

Providers are asked to select a category that most closely reflects the type of activity being delivered to an individual.

Activity	**Description**
Health and Social Care Support	This category is for all services (excluding care management) providing support related to a particular health condition or social need for care groups.
Personal Development	This category is for all services providing confidence building and life skills activity. It covers basic and core skills training where the focus is principally non vocational.
Literacy and Numeracy	This category is for all services providing any form of literacy and numeracy support to individuals, including English as a Second or Other Language (ESOL).
Counselling	A therapeutic process using one or more of a range of techniques aimed at supporting an individual to work through specific personal issues.
Vocational advice and guidance	This category covers all forms of vocational advice and guidance including CV preparation, job matching and interview skills etc.
Skills training (including IT)	This category covers all types of skills training, including IT where the focus is principally vocational.
Debt/Money advice	This category is for services provided to assist individuals to deal with debt issues and to manage and plan finances effectively.
Into work benefits advice	This category is for services that specifically provide information on into work benefit calculations (sometimes referred to as Better Off Calculation).
Childcare	This category covers the provision of childcare information, matching and placing services.

Business Start Up Advice	This category covers the provision of all business start up services to assist those entering self employment.
Work experience/tasters placements	This category is for all services that deliver work experience placements, tasters, trials, non waged ILMs or work volunteering.
In work aftercare	This category is for all provision related to sustaining individuals in work and assisting them with career progression in work.

4. Outcome Definitions

Outcome	Description / Evidence
Closed Case Management	Should be selected when a client leaves the service prior to there being a job outcome (i.e they do not progress to Step 5). This can be for a number of reasons including: client no longer requires the assistance of the service to jobsearch; client has had interventions at this step but then disappears from service; client engaged with LRA on ongoing basis, but it is felt they will not achieve a job imminently; client goes into F/T education **Evidence Required:** GW signed meeting notes stating that client has disengaged (or alternatively, signed up to the point of disengagement), giving the reason and, if possible, copies of letters attempting to contact/engage client. If client has started college, a letter of offer from the college should be in file.
Positive Activity Start	Should be selected to indicate that client has engaged in the 'start' of this activity **Evidence Required:** GW signed meeting notes reflecting discussion with client and clearly related to goals/barriers/solutions noted in Action Plan (original or revised) **AND** Referral documentation/detailed meeting note (signed by client) on any internal/external referrals i.e. Confidence Building, ESOL, Money Advice, Stress Centre, Literacy and Numeracy etc. **AND** Verification that client has attended at least 1 session of agreed positive intervention – i.e evidence of attendance such as email/letter/attendance register from provider.

Positive Activity End	Should be selected to indicate that client has engaged in and completed a period of PA **Evidence Required:** GW signed meeting notes verifying that client has now received/completed agreed interventions relevant to at least 1 goal/barrier/solution as noted in AP **AND** confirmation of completion/attendance from referral agency/course tutor GW notes/updated Action Plan summary showing client has undertaken and completed agreed Positive Activity interventions.
Progression into Further Training	Must be progression into a formal vocational training programme such as: GRFW, Modern Apprenticeship, Skillseekers, TFW, Working For Health or similar. **Evidence Required:** Letter from provider
Progression into Further Education	Must be progression into a Further Education College course (up to, but not including, Higher National Certificate). **Evidence required:** Letter from provider
Progression into Higher Education	Must be progression into an HNC or University course. **Evidence Required:** Letter from provider
Achievement of a recognised qualification	Must be a qualification endorsed by an awarding body. **Evidence Required:** Copy of certificate
Progression into voluntary work	Progression into a volunteering role. **Evidence required:** Volunteering agreement signed and dated
Job entry into full time work	A Job Outcome is work secured for the client consisting of ***16 hours or more*** per week; expected to last a minimum of 13 weeks; **claimed within 26 weeks** of the last day of provision. Timescales as above for those entering self-employment. **Evidence required**: Clear and auditable evidence via a job outcome declaration signed by both employer and client **OR** A copy of a wage slip or letter from the employer **OR** Confirmation from JCP **OR** (For self-employment) a copy of the CW1

	HM Revenue & Customs form or Certification of Incorporation.
Job entry into part time work	A Part Time Job Outcome is work secured for the client consisting of **1-15 hours per week.** **Evidence required**: Job outcome declaration signed by client and if possible a copy of a wage slip.
Job sustained at 13 weeks	Sustained employment: the client is ***still in employment after 13 weeks*** though not necessarily within the same job. If with 2 different employers, the 13 weeks employment must be achieved within a 16 week period **Evidence Required:** Clear and auditable evidence via a job sustained at 13 weeks declaration signed by both employer and client **OR** Payslip which gives evidence concurrent with 13 weeks in job. If there has been more than 1 employer involved, evidence as stated above must be supplied for both employers within the relevant timescale **OR** Proof of continued trading in the case of self-employed clients **AND** Evidence of at least one contact between client and adviser since starting work, which includes an Action Plan update.
Job sustained at 26 weeks	Further sustained employment: when the client is ***still in employment after 26 weeks*** though not necessarily within the same job. If with 2 different employers, the 26 weeks employment must be achieved within a 32 week period **Evidence Required:** As above, but must prove 26 weeks employment **OR** Proof of continued trading in the case of self-employed clients. It is good practice, although not essential for payment, for there to have been client/adviser contact during this time.
Qualification/Training in work	The achievement of a qualification or training course whilst in employment which enhances the job being undertaken as well as enhancing the career prospects of the client **Evidence Required:** Certificate from course **OR** verification from employer that training/qualification is additional to/enhances job being undertaken

Job progression in work	The achievement of an increase in salary (either as a result of an increase in hours worked, or an enhanced pay scale) **OR** an increase in responsibility **OR** a move from a temporary contract to a permanent contract **OR** a move to a different job which engenders any of the above. **Evidence Required:** Verification from employer **OR** payslip which indicates difference in hours/pay rate/job title
Job not sustained	If an adviser is in touch with a client and can confirm job has not been sustained. **Evidence Required:** Verification in the form of signed meeting notes with the re-engaged client.

5. Employability Pathway Guidance and Compliance Requirements

Step 1 Initial Assessment

This element of the pathway allows a period of assessment to be undertaken to establish which step of the pathway a client should reside on.

Essential activities and characteristics of service include:

- Registration of client
- Gathering benefits evidence to prove client eligibility/proof of address
- Using tools to assess where client sits on the pathway – Individual Needs Assessment
- Formation of an Action Plan devised over at least 2 individual sessions over more than one day.

Action Plan:

- must detail client's Barriers as per the Adviser's notes and each barrier must have a solution. Each barrier must be individual to the client and have a clearly defined solution. This section should be a good predictor of which step on the pathway the client will progress to
- with no Barriers or Solutions identified for the client should always be moved into Work Preparation
- should always be signed on the date it was completed
- should the Action Plan require to be updated sometime in the future this should be done via the Action Plan revision form

Issues to be aware of:

The Monitoring Team will check that the Target Group(s) ticked on the Registration Form correspond to those ticked on Gtrac. Where these do not correspond, the file being monitored will be placed Under Query.

Whilst Initial Assessment will be essential to the vast majority of GW clients who will present with multiple barriers to progressing to employment and will spend some time at this stage to identify solutions before moving forward, there may be some clients who present 'work ready', where Initial Assessment would not be required. For example, whilst Graduates may technically self declare as BME they would not be termed as 'furthest from the labour market' and are not a focus of the Glasgow Works Programme. However, we appreciate that if they self declare as BME then technically they can receive support under GW, but would ALWAYS go straight to one of the Work Preparation steps, without receiving IA.

It is considered unlikely the many clients from Glasgow Works target groups i.e. the hardest to reach & most disadvantaged, would progress from IA into work.

Step 2 Positive Activity

A client can access Positive Activity via two journeys

1. In the majority of cases it is anticipated that Glasgow Works clients will present with a range of barriers which could prevent them gaining and sustaining employment. These would be identified at Initial Assessment with solutions detailed in the completed Action Plan. In these circumstances the client would move into and reside in Positive Activity whilst the identified support services are being delivered and until they are assessed as being able to move forward and begin work preparation activities.

2. In some cases barriers may not be identified during Initial Assessment and therefore will not be reflected in the original Action Plan. In addition, a client may insist the only support they require is to gain a job and will not be interested in other proposed interventions. In these cases the client will move into WPI/WPL. However, at some point during support being delivered barriers may then come to light which require 'Positive Activity' type interventions. In these circumstances clients would remain in WPI/WPL however a revised sheet of the Action Plan should be completed which details the identified barriers and solutions and such interventions should be recorded as Positive Activity.

In order to enable clients to address barriers and move forward it is vital that the initial Action Plan completed at Initial Assessment (or subsequent revisions) fully identify the barriers clients face on a daily basis and put in place the appropriate activities to deal with and overcome the difficulties. As individuals, some clients will require a variety of interventions in order to progress and become more "work ready". Identified barriers can range from lack of confidence and self esteem to experiencing mental health problems and issues relating to drug and alcohol addiction.

It is difficult to capture all activities and supports that could be provided through Positive Activity and impossible to put a timescale on how long a client would remain in this step. However, it is anticipated that if a client is assessed as requiring 'Positive Activity' support they will require some level of significant intervention to address identified barriers and be equipped to deal with gaining and retaining employment and therefore can be progressed into work preparations stages. Single or double PA's will not in isolation significantly resolve all of a client's barriers. Activities/ support mechanisms should clearly be supporting the client to address barriers captured in the Action Plan.

Positive Activity should be a series of interventions which are anticipated to address significant identified barriers to the client being able to participate in employability activities. A key factor is the relationship between the case manager and the individual client – and the reasons for the activities and supports are clearly established to address barriers identified as being potential stumbling blocks to full and active participation in employability. Positive Activity is not prescriptive and is not about making referrals to organisations with no clear link to barrier removal.

NOTE
In the main 1 meeting/intervention at PA would be queried during monitoring visits. If a client is assessed and an Action Plan produced that clearly states that the client requires Positive Activity it is unlikely that these barriers can be addressed within 1 session and the rationale behind the inclusion of the stage on the Pathway was that the GW target groups would need to be a series of interventions/activities to allow their barriers to be addressed thoroughly.

Positive Activity Start

At this step, clients should be referred for some sort of specialist intervention to tackle identified barriers (noted in Action Plan). This would include activity undertaken with an adviser with knowledge and experience relevant to the barrier, referral to another department within the LRA (internal) or to a specialist external provider. Referral documentation on any internal/external referrals i.e. Confidence Building, ESOL, Money Advice, Stress Centre, Literacy and Numeracy etc must be available in the file for monitoring. Once this referral has been made and 1 session attended by the client (evidence of attendance must be in file), the outcome Positive Activity Start should be triggered.

Note
Further guidance on what constitutes Positive Activity can be found at **Appendix A**

Positive Activity End

After triggering the Positive Activity Start Outcome, the client should then continue to attend the stated sessions with the specialist provider until barriers on the Action Plan have been addressed and it is considered that they are ready to start looking for work or training. All relevant evidence of attendance at sessions must be in the file for monitoring.

Step 3 Work Preparation: Initial Stages

Clients in the Initial Stages of work preparation are at the early stages of focussing on getting into work. While still overcoming and addressing barriers, clients would begin to explore their options and choices. They are likely to engage in activities such as CV planning, job seeking techniques and basic skills training.

Typical activities and characteristics of service include:

- Developing transferable core work-related skills
- The world of work
- Local labour market
- Job/training application forms (mock)
- Letters of application (mock)
- ILM applications
- CV development
- General careers advice/guidance
- Volunteering
- In addition, should include updated Action Plan

Step 4 Work Preparation: Later Stages

Clients at the later stages of work preparation would be considered to be work ready. In addition, clients should be exploring and undertaking activities that will increase their job prospects, such as college or training.

Typical activities and characteristics of service include:

- Job searching
- Active matching
- Formal applications
- Job taster
- Work experience
- Review of barriers
- Specific careers advice/guidance
- Mock Interviews

Step 5 Starting Work

To achieve payment for this step

- evidence must be on file that the client has gained employment which is 16+ hours per week and is anticipated to last at least a minimum of 13 weeks.
- an In Work Action Plan must be in place detailing the type of aftercare assistance the client anticipates they will require in the 26 weeks after starting employment. This should include their response to a specific question around any issues they anticipate with budgeting and financial management. The In Work Action Plan will form part of the monitoring of Payment Steps 6 or 7 if selected for monitoring.

Step 6 In Work: Early Post Recruitment Support

Early Post Recruitment Support centres on supporting individuals in the workplace and activity should reflect the In Work Action Plan. This can include social care support or health support. Clients might find the world of work difficult and require assistance in acclimatising to it. This might centre on childcare or personal development. Any assistance given should be clearly documented in the In Work Action update at some time between 0 – 13 weeks in the job.

Typical activities and characteristics of service include:

- Flexible in response to client need eg may be by telephone, or ‘out of hours’
- Money advice if appropriate
- Assistance with travel/clothing/subsistence expenses until first pay

Step 7 In Work: Longer Term Support

Longer term support centres on sustaining a job for 26 weeks. Long term support might also apply to those clients who have greater needs in overcoming specific barriers

Typical activities and characteristics of service include:

- Flexible in response to client need eg may be by telephone, or ‘out of hours’
- Money advice if appropriate
- Assistance in accessing appropriate training to progress within their own job/a new opportunity

Step 8 In Work: Receives Training while in work

Activities relating to this step can be undertaken immediately on commencing work however the step can only be triggered and claimed once the client has sustained 26 weeks in employment. This step applies to anyone who has received training since beginning their employment, which enhances their job in some way. This training must be:

- additional to the job, and not simply part of the induction or an essential component of the job.
- certificated (an in-house certificate is adequate). Also acceptable are modules which form part of a broader training course, for example, SVQ elements which will eventually lead to a full HNC

Step 9 In Work: Progression in work

Again, whilst the progression may occur earlier the step can only be triggered and claimed once the client has sustained 26 weeks in employment. The following are examples of the criteria for achieving this step:

- client increases hours from part time to full time
- client gains promotion in the company
- client goes from a temporary to a permanent contract

6. Data Definitions for Payment Triggers

Data Definitions for Payment Trigger Reporting	
Data Record	**Client's File Audit Information**
Payment Step 1 ***End of Initial Assessment***	
• Client is registered – Client Record Exists. AND	A signed registration Document exists in the client file.
• Client is indicated as a Glasgow Works Client and is attributed a consortium. AND	The registration document details client circumstance that is indicative of being Glasgow Works eligible. Proof of benefit status: Photocopy of letter of award from JCP or similar. Or Self Declaration. If not on benefit – i.e MCMC/BME, then evidence of status relating to age/ethnicity
• 2 or more Activities are recorded consecutively in the EVENTS table. AND	Paperwork exists indicating meetings with the clients. Meeting Notes are signed by client
• An Open Case Management Activity is recorded with a Start Date in the EVENTS table. OR • A Closed Case Management Activity that has a End Date that is later than the Start Date of the Activity indicating a move to a further stage. AND	A signed action plan exists for the client. A nominated case manager is identified.
• Client Employability Pathway Stage is changed from Initial Assessment Phase to Step 2 OR 3 OR 4 OR	Client Action Plan indicates that the client has changed step.
• A referral to an other identified service eg therapeutic services exists in the Events table	Evidence of referral to another identified service Therapeutic Service exists.
Payment Step 2(a) ***Start of Positive Activity***	
Client has a Start of Positive Activity Outcome. AND	
• Client is in a pre work stage: Initial Assessment (6), Positive Activity (1), Work Preparation Early (2) or Work Preparation Later Stages (3). AND	

• Client is indicated as a Glasgow Works Client and is attributed a consortium. AND	The registration document details client circumstance that is indicative of being Glasgow Works eligible.
• Client has an open Case management record in the EVENTS Table OR A Closed Case Management record in the EVENTS Table that has an End Date that is later than start date of the Start of Positive Activity outcome. AND	An action plan exists for the client.
	A nominated case manager is identified.
	The Action plan has evidence of being updated. GW paperwork has been signed by client
	Evidence of Actions and Services delivered match those specified in the Action Plan. Evidence that client has attended at least 1 session with the internal/ external referral service
Payment Step 2(b) ***End of Positive Activity***	
An outcome of the type "End of Positive Activity" is entered against the client. AND	
Client is indicated as a Glasgow Works Client and is attributed a consortium. AND	
The client is currently in one of the following Stages: Positive Activity (1), Work Preparation Early Stages (2), Work Preparation Later Stages (3), or In Work Early Support (4). AND	
The client has an open Case Management Event or a Closed Case Management Event where the End Date is later than the Start Date of the "End of Positive Activity" Outcome Event. AND	
The client has a "Start of Positive Activity" Outcome Event where the Start Date of the "Start of Positive Activity" Outcome predates the Start Date of the "End of Positive Activity" Outcome Event.	

Payment Step 3 ***Progression from Early Work Preparation***	
• Client has resided in Pathway Stage 2 and is recorded as moving to a forward Stage AND	Client paperwork exists indicating that the client has changed stage.
• Client is indicated as a Glasgow Works Client and is attributed a consortium. AND	The registration document details client circumstance that is indicative of being Glasgow Works eligible.
• Client has an open Case management record in the EVENTS Table. OR	An action plan exists for the client.
	A nominated case manager is identified.
	The Action plan has evidence of being updated.
	Evidence of Actions and Services delivered match those specified in the Action Plan.
• Client has a Closed Case management record in the EVENTS Table AND an Outcome in the EVENTS table. This will include Employment (Part time or Fulltime work) or Learning (Training, Further and Higher Education).	An action plan exists for the client.
	A nominated case manager is identified.
	The Action plan has evidence of being updated.
	Paper work exists that indicates the achievement of a job or learning outcome.
	Evidence of Actions and Services delivered match those specified in the Action Plan.
Payment Step 4 ***End of Later Work Preparation***	
• Client has resided in Pathway Stage 3. AND	Client paperwork exists indicating that the client has resided on stage 3.
• Client is indicated as a Glasgow Works Client and is attributed a consortium. AND	The registration document details client circumstance that is indicative of being Glasgow Works eligible.
• Client has an open Case management record in the EVENTS Table AND an Outcome in the EVENTS table. This will include Employment (Part time or Fulltime work) or Learning (Training, Further and Higher Education). OR	An action plan exists for the client.
	A nominated case manager is identified.
	The Action plan has evidence of being updated.
	Paper work exists that indicates the achievement of a job or learning outcome.
	Evidence of Actions and Services delivered match those specified in the Action Plan.

• Client Has a Closed Case Management Event indicated by an End Date in the EVENTS table.	An action plan exists for the client.
	Action plan is signed off by case manager.
	The Action plan has evidence of being updated.
	Evidence of Actions and Services delivered match those specified in the Action Plan.
Payment Step 5 ***In Work***	
• Client has a Job Entry Outcome Recorded in the EVENTS table that includes a True value in the Job Evidence Column.	Paper work exists that indicates the achievement of a job.
	An action plan exists for the client.
	A nominated case manager is identified.
Payment Step 6 ***In Work Early support***	
• Client is in Stage 4. AND	
• Client has a Job Entry Outcome Recorded in the EVENTS table that includes a True value in the Job Evidence Column. AND	
	Paper work exists that indicates the achievement of a job
• Client has a Job Sustained 13 Weeks Outcome in the EVENTS table that occurs at least 13 weeks and no more than 16 weeks, after the Preceding Job Outcome. AND	Paper work exists that indicates the sustained employment.
	An action plan exists for the client.
	A nominated case manager is identified.
	Evidence exists of tripartite agreement with Employer and/or support delivered consistent with the action plan..
• Client has at least 1 Activity of the type In Work After Care in the intervening period between the Job Outcome and the Job Sustained 13 Weeks Outcome	Paperwork exists indicating meetings with the client.
• Client has an open Case management record in the EVENTS Table. OR	An action plan exists for the client.
	A nominated case manager is identified.
	Evidence of Actions and Services delivered match those specified in the Action Plan.
• Client has a Closed Case management record in the EVENTS Table that has a closed date after the start date of the Job Sustained 13 Weeks Outcome.	A nominated case manager is identified.

Payment Step 7 ***In Work Later Support***	
• Client is in Stage 5. AND	
• Client has a Job Outcome Entry Recorded in the EVENTS table that includes a True value in the Job Evidence Column. AND	Paper work exists that indicates the achievement of a job
• Client has a Job Sustained 26 Weeks Outcome in the EVENTS table that occurs at least 26 weeks and not later than 32 weeks, after the Preceding Job Outcome.	Paper work exists that indicates the sustained employment.
• Client has an open Case management record in the EVENTS Table. OR	An action plan exists for the client. A nominated case manager is identified. Evidence of Actions and Services delivered match those specified in the Action Plan.
• Client has a Closed Case management record in the EVENTS Table that has a closed date after the start date of the Job Sustained 26 Weeks Outcome.	A nominated case manager is identified.

Payment Step 8 ***Training/Qualifications***	
• Client is in Stage 5. AND	
• Client has a Job Entry Outcome Recorded in the EVENTS table that includes a True value in the Job Evidence Column. AND	Paper work exists that indicates the achievement of a job
• Client has a Job Sustained 26 Weeks Outcome in the EVENTS table that occurs at least 26 weeks, and no later than 32 weeks, after the Preceding Job Outcome. AND	Paper work exists that indicates the sustained employment.
• Client has one or more Activity of the type In Work After Care in the period between 13 and 32 weeks have passed since the Job Outcome. AND	Paperwork exists indicating meetings with the clients.

• Client has one or more Activity of the type Skills Training (incld IT) in since the Job Outcome has occurred. AND	
• Client has an open Case management record in the EVENTS Table. OR	An action plan exists for the client. A nominated case manager is identified. Evidence exists of tripartite agreement with Employer and/or support delivered consistent with the action plan. Evidence of Actions and Services delivered match those specified in the Action Plan.
• Client has a Closed Case management record in the EVENTS Table that has a closed date after the start date of the Job Sustained 26 Weeks Outcome.	A nominated case manager is identified. Evidence exists of tripartite agreement with Employer.[1] Evidence of Actions and Services delivered match those specified in the Action Plan.
Payment Step 9 Career Progression	
• Client is in Stage 5. AND	
• Client has a Job Entry Outcome Recorded in the EVENTS table that includes a True value in the JobEvidence Column. AND	Paper work exists that indicates the achievement of a job
• Client has a Job Sustained 26 Weeks Outcome in the EVENTS table that occurs at least 26 weeks after the Preceding Job Outcome. AND	Paper work exists that indicates the sustained employment.
• Client has a Job Progression Outcome Recorded in the EVENTS table that includes a True value in the Job Evidence Column. AND	Paper work exists that indicates the progression within employment.
• Client has one or more Activity of the type In Work After Care in the period between 13 and 32 weeks have passed since the Job Outcome AND	An action plan exists for the client.

• Client has an open Case management record in the EVENTS Table. OR	A nominated case manager is identified.
	Evidence exists of tripartite agreement with Employer.
	Evidence of Actions and Services delivered match those specified in the Action Plan.
• Client has a Closed Case management record in the EVENTS Table that has a closed date after the start date of the Job Progression Outcome.	A nominated case manager is identified.
	Evidence exists of tripartite agreement with Employer and/or support delivered consistent with the action plan.
	Evidence of Actions and Services delivered match those specified in the Action Plan.

Appendix A

Positive Activity Guidance

Examples of interventions that have been delivered to date and concur with the level of intervention anticipated by Glasgow Works during the development of the Pathway include

Reducing barriers
To support clients to remove/reduce barriers, agencies must be able to help identify where the barriers are and the steps required to address them. A wide range of assessment tools including Futureselves, FEATs, Rickter Scale and Thomas International are available to assist in identifying existing barriers.

Some agencies may have in house trainers who design and deliver a range of Soft Skills training courses to meet the need of the client caseload. These would be in addition to the variety of training programmes and 1-1 sessions accessible locally for clients.

Futureselves: Futureselves is an effective software programme which allows trained case managers to engage clients and together build a positive future for the individual client. It is designed to support clients and case managers to delicately cover and identify underlying barriers that may prevent progression. The concept of Futureselves is to capture the images, thoughts, feelings and senses a client has about themselves in the future and how they link directly to decision making, behaviour, motivation and performance currently. In order to work through Futureselves effectively, it is important that a level of trust exists between the case manager and client.

By using Futureselves, Case managers quickly get detailed and comprehensive information that allows them to work with clients constructively and honestly. It allows a case manager to play to a client's strengths rather than weaknesses, but also get a clear picture of how the person sees themself. There are no right or wrong answers.

Futureselves promotes client autonomy and provides a solid platform for the relationship between client and case manager.

Futureselves enables case managers to work with clients through the following topics:

- Anger Management
- Criminal Offending
- Lifestyles
- Personal Values & Beliefs
- Skills and Interests
- Work Place Values

Positive Activity can be successfully demonstrated using Futureselves as the case manager supports the client through one or more modules, depending on the individual, through identifying the barrier(s) together and agreeing what support measures (capturing what has been agreed within action plan) can be put in place to reduce barriers going forward. Feedback can be given over 1 or more sessions depending on the individual client.

This process can take place over one or more meetings and is normally on a 1:1 basis. Futureselves modules can be repeated if necessary and any of the modules can be undertaken at anytime throughout the Employability Pathway Stage. This process can be repeated weeks /months later and any differences (e.g. reduction in barriers) captured.

***FEaTS*:** FEaTS is a psychometric testing tool which has several modules. The main module used is Vocational Guidance which asks clients to consider a series of job tasks, and when completed will show how interested clients are in each occupation. The second most popular module is Personal Skills and Qualities which provides feedback on a clients learning style and motivation factors for taking a job.

By using FEaTS Case managers quickly get detailed and comprehensive information that allows them to work with clients constructively and honestly. It allows a case manager to play to a client's strengths rather than weaknesses, but also get a clear picture of how the person sees themselves. There are no right or wrong answers.

The battery of tests also includes Literacy and Numeracy skills testing, which can assess a client's ability with numbers and or words. Another test series is available to use, Skillscape, which is more suited to clients with a more basic level of literacy. Where the Case Manager is not certain that the client will cope with the FEaTS modules for literacy and numeracy, the Skillscape screener can be used to assist with this process.

FEaTS promotes client autonomy and provides a solid platform for the relationship between client and case manager. It has been proven to bring to the surface some interests and skills the client has not already disclosed to the Case Manager.

This process can take place over one or more meetings and feedback is provided on a 1:1 basis. FEaTS modules can be repeated if necessary and any of the modules can be undertaken at anytime throughout the Employability Pathway. This process can be repeated months later and any differences captured.

Confidence Building
There are a wide variety of interventions, internal & external projects & personal development courses that can be used to support the client to become more confident at the PA pathway stage, for example:

- Life Skills
- Life Coaching
- STEPS
- Construction Skills Certificate of Safety (CSCS card).
  This training can be used at the positive activity stage, together with other interventions for those clients who currently have, or have had an addiction issue and need routine and structure in their daily activities. It is also used for young people who have failed to attend school and whose attendance at appointments has been erratic. These sessions are "MOCK" sessions and are for those clients still at the positive activity stage due to additional identified barriers.

Assertiveness Training
Agencies will have access to a wide variety of local services available internally and externally to support clients to feel empowered to become more assertive, for example:

- Life Skills
- Life Coaching
- STEPS
- What I need
- Life Luggage Sessions
- Specialist Courses

Communication Skills Development
The level of support accessed by clients in this area will very much depend on individual needs as identified through the assessment process. A range of interventions are available which can include 1:1 sessions, short group work courses and more intensive, longer term programmes.

Basic Literacy & Numeracy Training
For many of the clients accessing services through Glasgow Works the area of Literacy & Numeracy is a real issue. Quite often the client has become skilled at covering their problems and they do not always become evident until a number of meetings have taken place.

Clients can be supported to address this in many different ways, from meeting with a literacy & numeracy tutor for dedicated 1:1 session, attending a variety of local courses, classes based within community to working through online programmes at home or within the agency.

Stress Management
Stress has many forms and is a barrier to clients around issues relating to health and confidence. The package of support available requires to be individualised and customised with enough flexibility to adapt to the changing needs of clients.

There are a range of interventions that would be used in this area – delivered as individual and group work sessions - for example:-

- Stress Management Centre
- Holistic therapy sessions
- Alternative therapy sessions
- Language classes
- Wide variety of community based tasters from arts & crafts to learning to play a musical instrument.

Improving Health & Wellbeing
For many clients the step to participating in any external activity is a major one that can cause issues of stress and anxiety. Recognising the link between health and well-being, activities and interventions are available to address barriers faced by clients to support their move towards participation in the wider community. These programmes will often take the form of taster sessions and "leisure" type activities including

- Healthy Eating and Budget Cookery
- Men's Health Projects
- Keepwell
- A.A.
- Women's Health Projects
- Add Action

Money Advice
Money advice can be necessary and provided at any stage on the pathway. This can range from addressing debt and benefits issues to the simple task of setting up a bank account. As previously noted, interventions delivered under Positive Activity are anticipated to be substantial and a singular intervention in relation to money advice may more appropriately be delivered within the client's current pathway stage.

Some LRAs have an in-house member of staff who provides 1-1 Money Advice to clients. Examples of other organisations able to provide additional support are

- Money Matters
- Citizens Advice Bureaux
- Law Centres
- Credit Union
- JC+
- Housing Association – Welfare Rights Officers

Comprehensive action planning before and follow up sessions after the referral will evidence the difference that this has made for the client and successfully demonstrate PA.

Additional examples of programmes designed to support Positive Activity

The following are examples of types of internal programmes that may be available within agencies for GW eligible clients to access through Positive Activity:-

Work Development**:** This service is for those individuals who have severe mental health problems. Programme includes the following activities:

- Basic IT skills
- Art
- Basic Cookery
- Basic Woodwork
- One to one and group sessions

Advice for Families**:** This service is designed for families affected by disability, drug/alcohol abuse or mental health issues. Information and advice is given on childcare, housing and support services available.

Make It: This service is designed for young people aged 16-19 years old who are not participating in education, training or employment. This nine week programme is designed to increase confidence and includes the following activities:

- Presenting and communicating information
- CSCS mock testing
- Manual handling
- Fire awareness
- First Aid
- GOALS Training

Group Sessions

Group Sessions are an effective way of supporting clients through Positive Activity and are a valuable addition to individual meetings.

- Throughout the group participatory session clients attending can be successfully supported to address and reduce existing barriers e.g. build self confidence through peer support.
- Group session delivers a range of tailor-made training and support opportunities based around clients needs, e.g. stress management
- Sessions empower individuals with complex needs to address any of above and support them to progress along employability pathway
- Combining traditional employability sessions with tailor made positive activity sessions enables GW programme to support higher number/ wider range of client target groups

Some agencies have onsite IT training facilities providing a range of courses to help clients increase their confidence and skills. These interventions can be delivered on a 1:1, group work or on-line basis.

Case Management – Positive Activity

An example of appropriate case management onto a group session for positive activity could include:-

Case Manager and client meet for 1:1 to complete an action plan update at PA pathway stage. At this time discussion takes place as to why group work support is appropriate to the specific needs of the individual client – further discussion will involve clarification of the purpose of the training, what the aims and objectives of the session(s) will be and how it links to their longer term action plan.

The case manager would then provide the client with clear information on dates, times, locations, and any other joining instructions. Where appropriate the case manager may also arrange to meet the client on the day of the group session to carry out an introduction to the trainer etc. After the group session(s) have been completed, the client would meet with the case manager for a further action planning session or advice & guidance session to agree if the client was ready to progress to WPI or move onto further PA activities.

An example of inappropriate case management onto a group session of positive activity could include:

Case Manager and client meet for 1:1. Case manager notes a referral to a group session on the action plan, advising that the client was given a contact telephone number for self referral. Client progressed to forward pathway stage without further planning, evaluation or action planning being carried out with case manager.

Positive Activity Examples of Good Practice identified during Monitoring Visits

Noted from Client files	Strengths of Example
• Action Plan updated in file and noted confidence as a barrier. • 1 Session to consider confidence building options/courses available to client • 2 session arranged after client had time to think about options discussed and client referred to Life Skills course and Stress Centre • 3 sessions – Client enjoyed courses, feeling much more positive and moved into Step 3	• Barriers noted in Action Plan were seen to be addressed by the interventions put in place • Client given time to consider option/courses discussed at Session 2 • Client received Positive Activity interventions which resulted in progression along the pathway
• Action Plan noted that Client has mental health issues and options discussed • Client resides at Positive Activity for 4 weeks during which time they attend a communication course & have been referred to project to help with the Mental Health issues & Steps Course to improve confidence barriers	• Interventions relevant to Action Plan Barriers • File notes indicate plenty of contact with client throughout this process. • Noted that client is feeling much more positive at end of this period
• Client is new to the local area and is lacking in confidence • Client resides at Positive Activity whilst adviser makes an appointment with a local women's group • Adviser meets and accompanies client to the appointment and introduces her to the group	• Intervention is appropriate to addressing the stage the client is at, in terms of her lack of confidence • Intervention will help client both with self confidence and meeting new people, which were both identified as potential barriers to work/training • Adviser accompanying client is positive as it means the adviser is certain she attended the appointment and was able to introduce a very self conscious person to others in similar situations, thus boosting her confidence and making her feel less isolated

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Positive Activity Examples where payment validity was queried at Monitoring Visit

Noted from Client files	Weakness of Example
• 1 session to discuss options • 1 session to discuss barriers • Moved along pathway	• These interventions sit at Initial Assessment • Nothing noted in file to show barriers addressed, which would be Positive Activity • All notes refer to discussion not interventions
• 1 session noted – discussed Open University Courses • Client moved to Step 3	• Why would client reside at Positive Activity? Client would have to be motivated to consider Open University Courses • This suggests client should have moved to step 3 after Initial Assessment.
• 1 session to re-engage client • 1 home visit • Client moved to Step 3	• No interventions evident in file • If home visit is necessary, would the client not require interventions at PA?
• Several sessions noted in file at Positive Activity • Action Plan noted confidence issues being one of the barriers • All sessions discussed options, but no interventions noted that would address confidence issues	• plenty of sessions with client to discuss options, but no interventions to address barriers noted in Action Plan
• IB Client • Session 1 at Positive Activity where it was noted that client had appointment with Doctor to see if he was fit to work • Session 2 – client attended appointment to advise he was fit to work. No other interventions noted • Client moved to Step 3	• This type of activity would be Initial Assessment, as this would determine the pathway stage • No interventions offered to client at PA
• Completed CV	• This is WPI unless clear reasoning for this activity at this step is noted in file
• Client identified as having confidence and literacy issues • Adviser suggests literacy classes but simply gives client the contact details and does not arrange the meeting for them or accompany them to the meeting	• If client requires this intervention it is evident they may not have the confidence or know-how to arrange this for themselves – adviser should really make the appointment on the client's behalf, or in some cases even accompany the client to the first appointment