

ALLEN & OVERY

# ReStart Programme Impact Report

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# Contents

Executive summary	04
Highlights from the impact evaluation	07
ReStart – full report	08
Why support the over 50s?	08
ReStart 2020 impact framework	09
Impact pillars and priority outcomes	10
How we measure change	12
What ReStart did	13
Programme outline	14
Additional support	14
Insights from evaluation	15
Evaluation Highlights	16
Coaching/Mentoring	18
Additional insights	22
Coronavirus disease 2019 pandemic	26
Highlight on mentors	28
Why get involved as a mentor?	28
Further considerations	29
Participant statistics	29
Case Study – Barbara Connelly	30
Case Study – Beverly Mann	32
Organisations involved in the ReStart programme	34
Appendix 1	37
Bibliography	38

# Executive summary

Helping people into good quality work is essential for their financial security and for managing their wellbeing and health. Supporting individuals to benefit from employment is also positive for the economy in terms of workforce, GDP, increased tax revenues and a reduced demand on public services (1). The Department for Work and Pensions (DWP) acknowledges that where support for re-employment is required for those who are over 50, it should be tailored to the needs of this age group.

ReStart is an annual employability programme for over 50s who have been unemployed for between 6 and 12 months. It aims to support participants back to employment. The first programme was launched in 2017 by the international legal firm Allen & Overy (A&O).

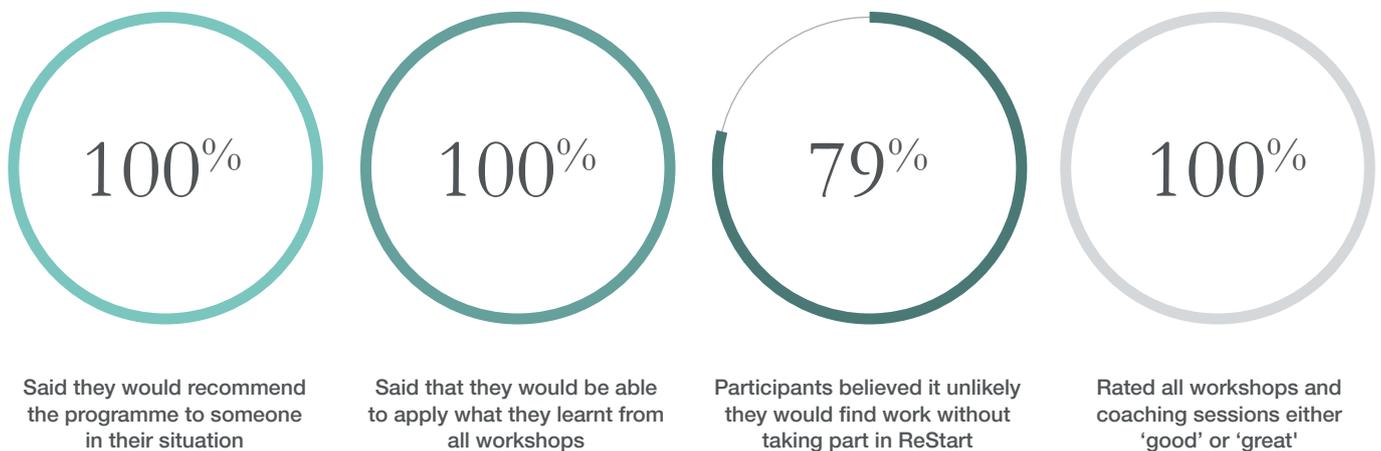
This year, with coronavirus disease 2019 (Covid-19) and the UK lockdown, the ReStart programme adapted and delivered some sessions virtually and also provided additional workshops to support participants in their new employment environment.

The impact sought by the programme is to improve participants' resourcefulness for employment or self-employment (if they choose to re-enter the workforce). Improvement in **resourcefulness** is their progress in the impact areas of **skillset in job-seeking, mindset and momentum and career readiness and planning**.



## Highlights from the impact evaluation

- 100% of participants said they would recommend the programme to someone in their situation.
- As a result of the programme, participants are more confident and less worried about age discrimination.
- Of the participants, 79% believed it unlikely they would find work if they had not taken part in the programme.
- Across all three impact areas of mindset and momentum, job-seeking skills and career readiness and planning, a significant proportion of participants saw material improvements (detailed in the full report).
- There were fewer barriers to gaining employment cited by participants in the post-programme questionnaire.
- While some participants continued to report their age as a barrier post-programme, they also indicated that the skills they had learnt from ReStart would help them to overcome this barrier.



ReStart is delivered in partnership with the Executive Coaching Consultancy (ECC), the Good Business Initiative (GBI), Embedding Practice (EP) and MyKindaFuture (MKF). Accredited coaches from ECC provided one-to-one coaching sessions and A&O volunteers supported the participants with mentoring.

## ReStart – full report

The programme aims to support the participants to rediscover their strengths and build the knowledge, skills and confidence they need to help them get back into work. ReStart is an extension of A&O's long-running social mobility activities with Smart Start and PRIME, as well as compliments its broader workplace diversity programmes.

## Why support the over 50s?

Before Covid-19, employment rates in the UK for those over 50 were continually growing (2), however, for those that do become unemployed later in their careers the evidence indicates that long-term unemployment is a higher likelihood when compared to other generations. This group typically faces considerably more challenges in re-entering employment. Accessing the support and training required to facilitate re-employment is also a substantial barrier for the over 50s (3).

While some individuals choose not to work, the number of individuals between 50-65 that would like to be employed is estimated to be as high as one million (4). However, despite the benefits of higher employment in this age bracket to the individual, the Department for Work and Pensions (DWP) concluded that the support available for over 50s for re-employment was not working well.

## What is missing from support for the over 50s?

DWP concluded in their rapid evidence review that older people looking to re-enter the workplace have specific unmet needs and that current employment support does not target this age bracket. The report highlighted that there is a gap between older job-seekers needs (although evidence is limited) and the available provision. The DWP review goes on to suggest that effectiveness in return-to-work support for individuals aged over 50 should reflect those areas summarised in Table 1 of Appendix 1.

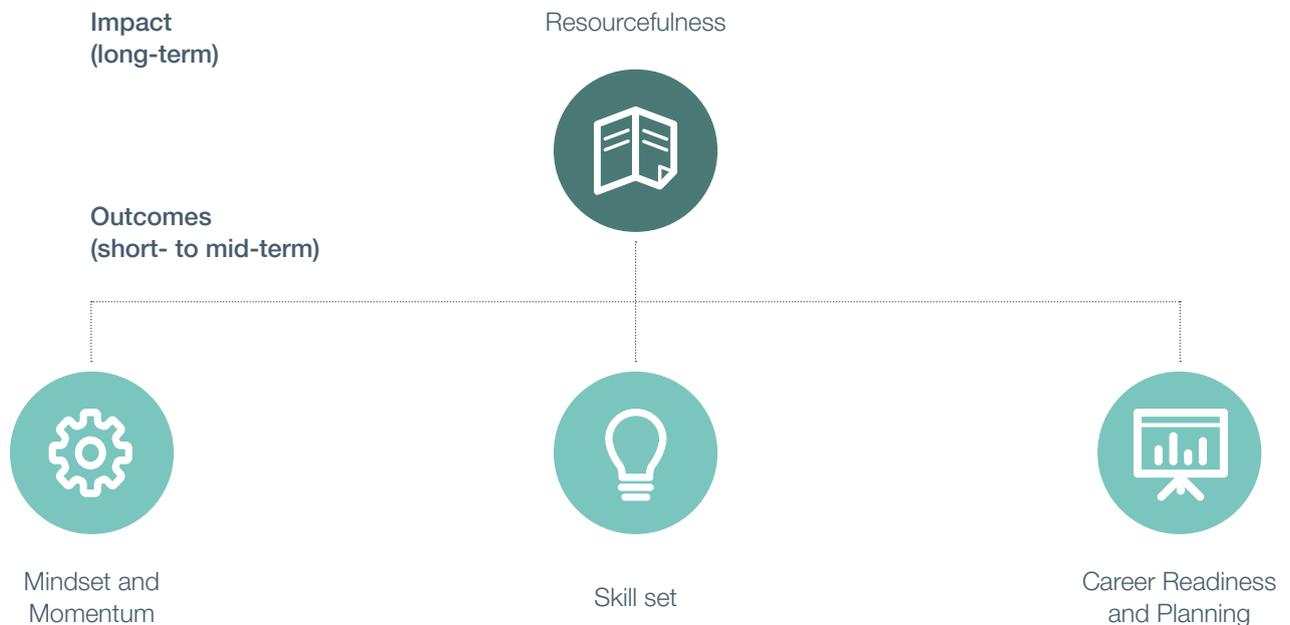
## ReStart 2020 impact framework

The impact framework for ReStart 2020 sets out the aspirations from the programme for the over 50s seeking employment. The focus is on over 50s that are experiencing multiple disadvantages and barriers, and, as such, the programme will usually respond to more than one outcome at any one time.

The goals or priority outcomes sought from ReStart were an extension of the four pillars of impact detailed below. These impact pillars and associated priority outcomes for the programme reflect the DWP's suggestions and recommendations for the effectiveness of provisions for the

over 50s summarised in Table 1 of Appendix 1. The theory for change is that improvement in these priority outcomes will lead to positive results in the impact areas. The impact areas together indicate a participant's overall resourcefulness for future employment or self-employment.

In summary, the impact measured is whether participants have improved their resourcefulness for employment or self-employment (if they choose to re-enter the workforce). Resourcefulness is represented by their progress in the impact areas of mindset and momentum, skillsets in job-seeking and career readiness and planning.



“I really got a lot from the coach and look forward to speaking to her again.”

While measuring employment post-programme could be an indicator of the impact of ReStart for any one participant, it does not show how far participants have improved in terms of critical areas of resourcefulness in job-seeking. Measuring employment alone would also fail to measure 'good' work. There may be external conditions that act as a barrier to individuals who are attempting to enter employment. As DWP states, there are "often distinctive barriers to employment and return-to-work faced by older people". The emergence of Covid-19 has exacerbated many of these barriers. ReStart should lead participants to look at what fits their specific criteria for the next stage of their career, rather than solely if they have returned to the workforce.

## Impact pillars and priority outcomes

### Customise development for over 50s

#### **Prioritised outcomes:**

- provide a customised programme that is person-centred and reflects the diverse needs of this group
- segment the provision, focusing on only over 50s
- Deliver the programme with personalised adviser support via experienced coaches and mentors
- provide a conducive support and engagement environment away from the typical environment of job-seeking

### Improve the mindset and support the momentum of participants

#### **Prioritised outcomes:**

- improve the participant's approach to job-seeking positively
- build the participant's confidence and a greater understanding of their strengths
- help participants understand and improve their current attitude to change
- build the participant's resilience and their ability to handle setbacks
- support participants in understanding their motivation and drivers

“She helped me identify some traits and strengths that I would not have considered highlighting.”

## Develop skillsets in job-seeking

### Prioritised outcomes:

- help participants develop an understanding of how to adapt CVs
- improve the participant's skills in using online and digital tools – eg LinkedIn, Twitter, Jobs forums
- provide participants with an understanding of effective interview techniques
- develop the participant's understanding of their organisational skills and how to improve
- develop a participant's presentation and networking skills

## Develop career readiness and planning

### Prioritised outcomes:

- develop a participant's understanding of their working styles
- help participants understand how to better action plan and prioritise
- develop the participant's understanding of how to leverage and build on their strengths
- promote a better understanding by participants of their personal 'brand' and how to develop it
- support participants' insight into the opportunities and challenges of them restarting work

## How we measure change

The Good Business Initiative partnered with A&O to evaluate the impact of ReStart. The evaluation sought to measure the distance travelled in a range of critical areas to track the progress of participants. It also explored the opinions of participants on what worked well and what needs to be improved. The evaluation used a qualitative evaluation approach, where participants self-reported their progress using post-module surveys and before-and-after questionnaires for critical priority outcomes.



## What ReStart did

ReStart successfully recruited participants through its third party provider MyKindaFuture (MKF). Individuals were over 50 and had been unemployed on average between 6 to 12 months. MKF undertook outreach and recruitment of participants through its online platform Connectr. To prepare participants for the workshops, as well as facilitate follow-up tasks, MKF also delivered e-learning modules before and during the workshops (via Connectr).

Executive Coaching Consultancy (ECC), Embedding Practice (EP) and MKF delivered the programme via four workshops at A&O's London office (February to April). Due to the start of Covid-19 lockdown measures in the UK, ReStart provided the fourth workshop virtually. The virtual nature of the workshop in April impacted some participants'

ability or willingness to attend. For the first time, the ReStart programme added two additional virtual workshops to reflect the difficult circumstances likely to have arisen as a result of Covid-19. The number of participants that withdrew from the programme due to the gaining of employment was four. A further three withdrew from the programme due to illness/ personal circumstances.

One-to-one coaching sessions with accredited coaches from ECC and the Good Business Initiative (GBI) were held in Workshops 1 and 2 and also took place in-between these workshops. A&O volunteers provided support at all four workshops, acting as mentors in-between each session as well as conducting a 1:1 mock interview.

## Programme outline

- Workshop 1 introduced participants to the programme and helped them begin to understand and process their career journey and current reality.
- Workshop 2 primarily reflected the impact goal of career readiness and planning; this included sessions on subjects such as personal brand, the importance of a network, sustainable action planning and working styles.
- Workshop 3 focused on skillset for job-seeking, covering topics such as CV review, recruitment practices, use of social media and interview skills as well as a 1:1 mock interview.
- Workshop 4 reflected the impact theme of motivation and momentum. Participants had the opportunity to understand more about their motivation, strengths, how to deal with setbacks and a guest speaker from Luminare spoke about building up resilience to protect mental well-being.
- Workshops 5 and 6 (additional to the usual programme) were designed in response to the UK national lockdown and Covid-19.
  - Workshop 5 allowed participants to reflect on the impact of the context and revisit their action planning and resilience.
  - Workshop 6 helped participants to position themselves in the new business environment.

## Additional support

As well as the structured workshops ReStart participants had free access to the following:

- Digital modules to support participants' skill development via MKF's Connectr platform.
- The Career Innovation Company's tools and resources, hosted on their online career portal, Career Innovation Zone (CiZone™), help users build their career management skills and make practical, realistic career plans.
- The opportunity to volunteer at an event supporting young people organised by Tower Hamlets Education Business Partnership (THEBP). These events focus on career awareness, basic skills, raising aspirations and developing employability skills. Volunteers can share their experiences of work while acting as positive role models and sounding boards.

“Wonderful! First time being coached, should have invested in this years ago.”

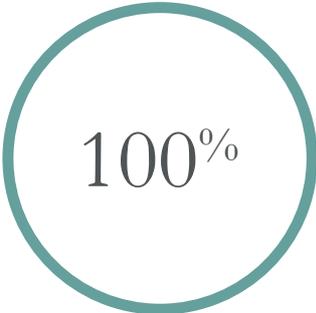
## Insights from evaluation

- 100% of participants said they would recommend the programme to someone in their situation.
- Participants are more confident and less worried about age discrimination.
- Of the participants, 79% believed it unlikely they would find work if they hadn't taken part in the programme.
- Across all three impact areas of mindset and momentum, job-seeking skills and career readiness and planning, a significant proportion of participants saw material improvements (detailed below).
- There were fewer barriers mentioned in the post-programme questionnaire.
- Many participants continued to report their age as a barrier post-programme. However, they also indicated that the skills they had learnt from ReStart would help them to overcome this barrier.
- Across ALL workshops, 100% of participants said that they would be able to use or apply what they had learnt.
- Coaching was an area that received high levels of praise throughout and 100% of the participants rated ALL of the workshops and coaching at the highest evaluations of good and great.
- The impact of Lockdown and Covid-19 is evident in the responses and how this will affect their prospects of finding employment, but also how well they will be able to put into practice the skills they have learnt.



100%

Said they would recommend the programme to someone in their situation



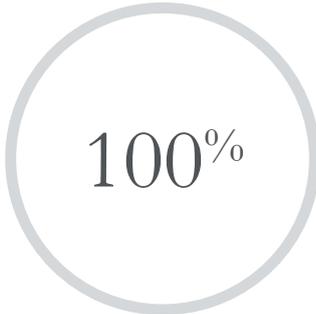
100%

Said that they would be able to apply what they learnt from all workshops



79%

Participants believed it unlikely they would find work without taking part in ReStart



100%

Rated all workshops and coaching sessions either 'good' or 'great'

“Life-changing – the sessions have provided building blocks for us to learn new skills in a safe environment and a constant reminder of our value and worth.”

## Evaluation Highlights

### Impact pillar 1 – Customising career development for over 50s

The ReStart programme was designed by A&O and ECC to reflect the needs of the group and successfully provided a customised and person-centred programme. By focusing on only this age bracket, the programme was also able to give attention to the specific issues and concerns that are relevant for the over 50s but may not be as applicable for other job-seekers. In this way, the programme reflected the diverse needs of this group.

By segmenting the provision for this age group, ReStart was also able to support the participants in issues of wellbeing and their isolation that are typical in job-seekers, particularly in this

age bracket. The programme provided a safe space for discussion and engagement and also provided a potential community for these job-seekers.

ReStart also ensured that participants benefitted from adviser support via experienced and accredited coaches from ECC and mentors from A&O.

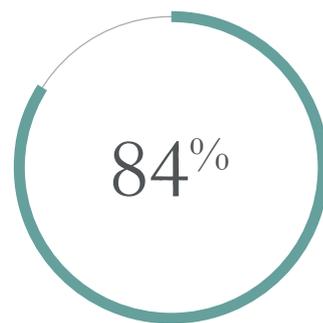
Coaching received the highest evaluations of ‘good’ and ‘great’ effectiveness overall at 100% of the participants across all coaching. In total, 84% of participants rated the mentoring in the highest evaluations of ‘good’ and ‘great’. Of the participants who attended Workshop 4, 87% were still in contact with their mentor.



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100% of participants rated coaching as 'good' or 'great'



84% of participants rated mentoring as 'good' or 'great'





## Coaching

Overall, how useful did you find the following element of the programme (Coaching)? Please use the scale of 1-5 below, where 1 signifies 'Poor' and 5 signifies 'Great'.



Figure 1

## Mentoring

Overall, how useful did you find the following element of the programme (Mentoring)? Please use the scale of 1-5 below, where 1 signifies 'Poor' and 5 signifies 'Great'.

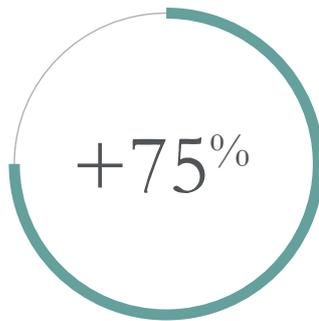


Figure 2

Across all four workshops (and for each workshop), 100% of participants strongly agreed or agreed that they would be able to use and apply what they had learnt.

## Impact pillar 2 – Mindset and momentum

For this age group, motivation and the ability to sustain a positive attitude and expectations of job-seeking is critical for long-term success in employment outcomes (ref). Participants must understand and have confidence in their strengths and capabilities. They should also understand how to apply their skills and abilities to the job market.



Over 90% of participants reported improvement in this area, with 75% believing that they significantly improved

The most significant gains, where participants agreed or strongly agreed with statements, were in the following areas:

### Learning Objectives



+109%

### Personal Brand



+234%

### Identifying their strengths



+103%

### How their skills could be valuable



+86%

### Maintaining feelings of self-worth in the face of rejection



+33%

### Knowing what motivates them



+21%

Improvements were also seen in participants feeling good about themselves and having an underlying self-confidence in their capabilities (increased by 13%).

The ability of participants to deal with change and uncertainty was reported as broadly consistent.

### Impact pillar 3 – Skillsets in job-seeking

Providing an opportunity for participants to develop their practical skills in job-seeking is recognised as necessary for this age group to make progress in resourcefulness. These skills include areas like using digital tools, along with CV and interview skills. How to develop and leverage a network, an area typically less well understood, is also an essential aspect of this impact area.

In total, 96% of respondents recognised an improvement in their skillset as a result of the programme. Of these, 65% said that the increase was significant.

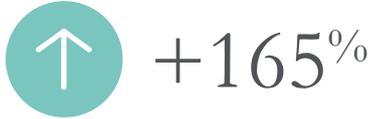


Figure 3



The most significant gains, where participants agreed or strongly agreed with statements, were in the following areas:

Clear vision for career goals



Making informed decisions about their future careers



Being aware of the steps that need to be taken to gain employment



Confidence in employment skills



Knowing how they can add to an organisation



Responses in understanding the importance of having a network to support them in their career goals and long-term vision for personal goals were broadly consistent.

“I now know that I am actually eager to work again.”

## Additional insights

### The participants' expectations of the ReStart programme:

The feedback indicates that coming onto the ReStart programme participants mostly had expectations and desires to improve their 'hard' skills, for example, CV writing and interview skills. They made improvements in these areas.

However, the post-programme questionnaire results revealed that it was the areas of the programme that focused on their mindset and confidence that had been as effective, if not more, in building their resourcefulness.

### Barriers to work

For individuals who are over 50, there is a higher number of real and perceived 'barriers' to gaining employment; these can include, for example, health conditions, relevant skillsets and age discrimination. Evidence suggests that individuals can internalise and inadvertently reinforce these barriers:

*"It is a two-sided coin, the labour market is definitely discriminating against older people and older people are discriminating against themselves; they are bringing their hang-ups to interview."* (Age UK report Work Programme provider) (6).

We evaluated the participants' perception of the barriers to their career goals (Figure 1) and how significant they felt these barriers were (Figure 2) to making progress.

We observed a significant drop in many of the barriers, most notably in 'Age Discrimination' that fell from 92% to 42%. The average number of barriers that were selected by participants also fell from 4.3 before the programme to 2.2 post-programme.



The average number of barriers fell from 4.3 to 2.2 per participant through the programme

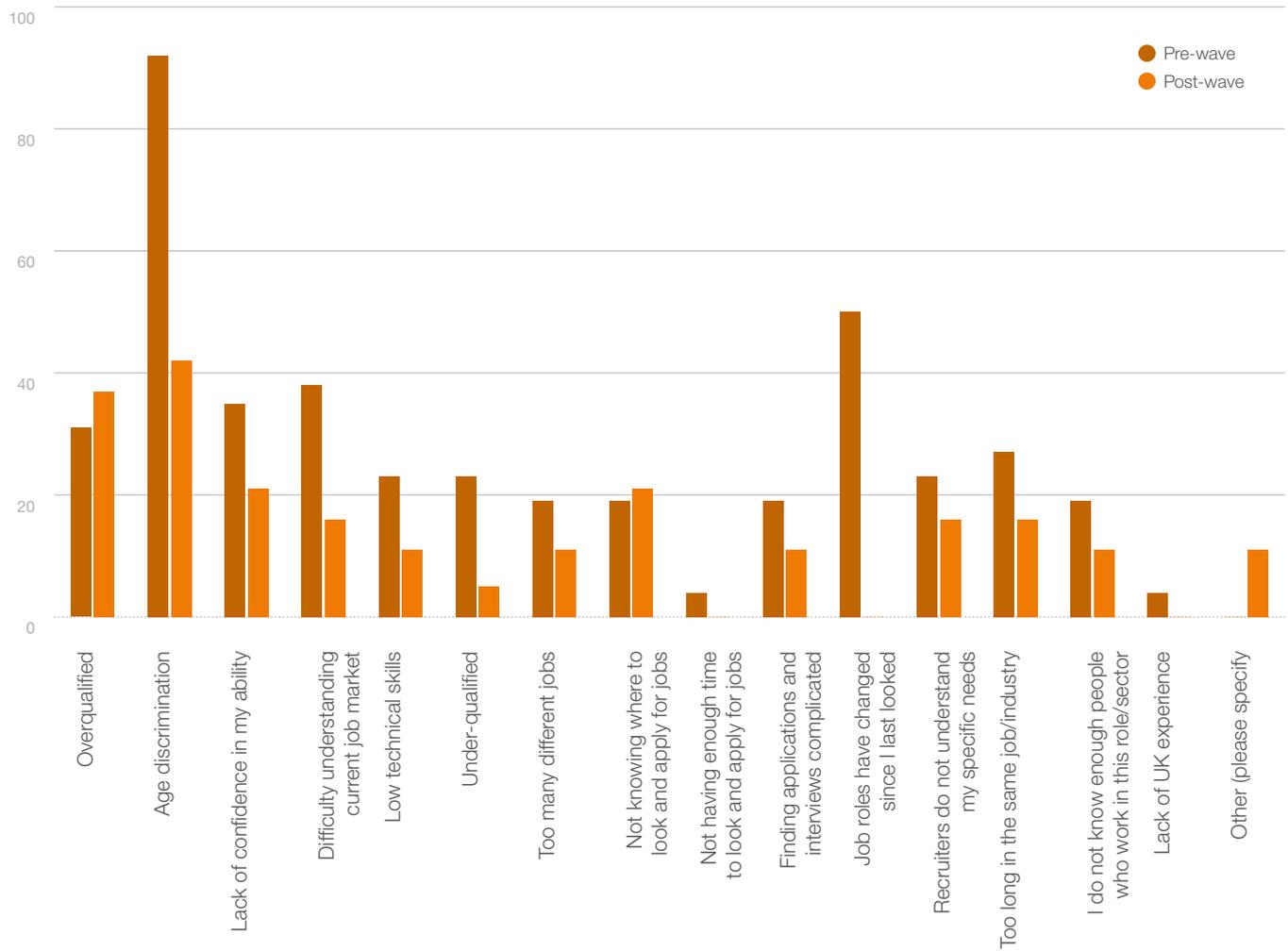
Figure 6

“I believed ageism was stopping me finding employment. It is still an issue, but I feel much better qualified to handle it.”



Figure 7

Please highlight from the list provided what you feel your barriers are to gaining employment (please select all relevant answers)



**‘Other’ comments generally related to the coronavirus disease 2019 and included:**

“Given the situation in the country today, a lot of people are being laid off. The job market is going to be extremely competitive when normality returns.”

“Not enough jobs have been advertised at the moment in the job market I am looking in.”

Figure 8

How significant do you think the barrier(s) you have highlighted is/are currently to gaining employment? (results April 2020)

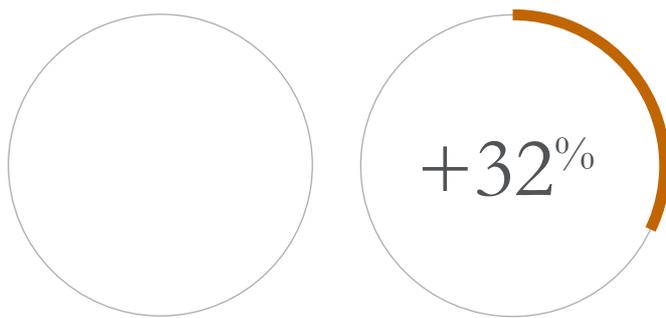
Very Significant



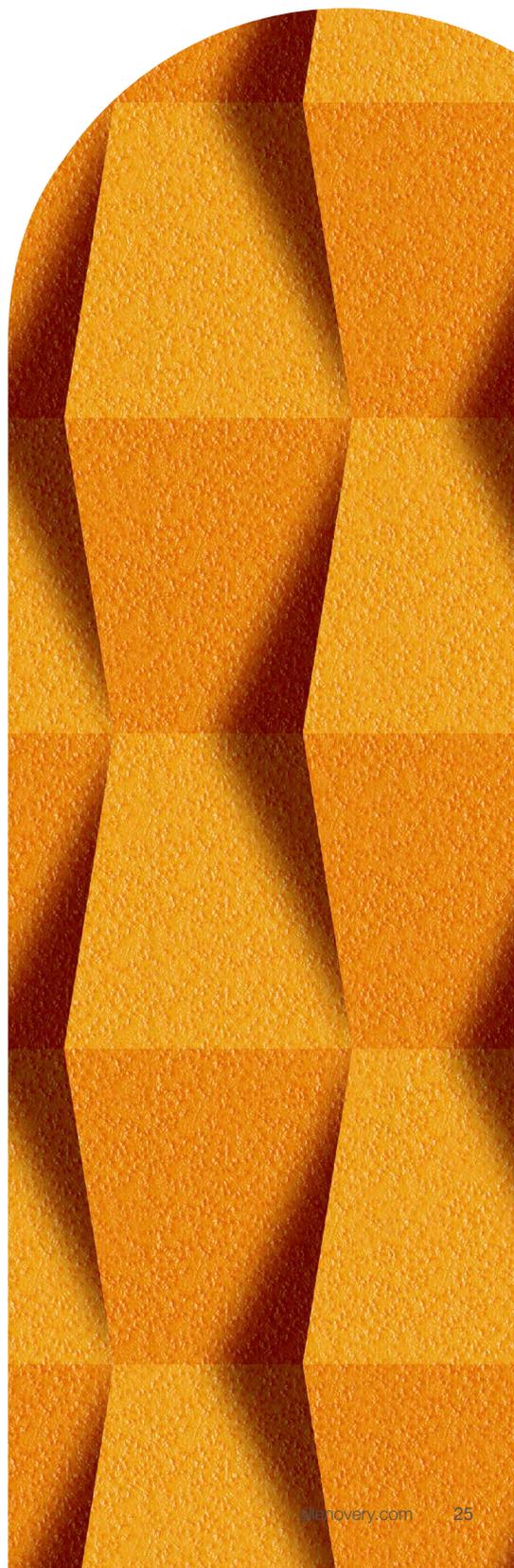
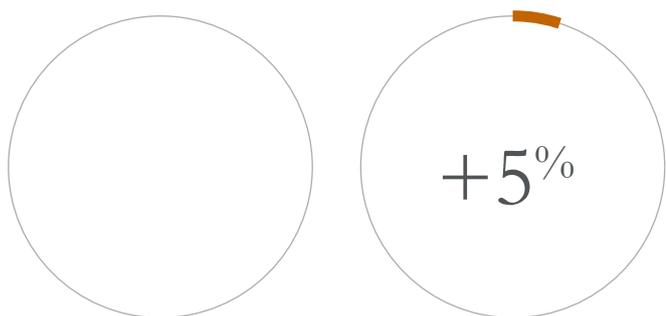
Significant



Neither significant nor not significant



Not significant



## Coronavirus disease 2019 pandemic

The pandemic and lockdown occurred halfway through this year's ReStart programme. As a result, the last three workshops were provided virtually (two were added).

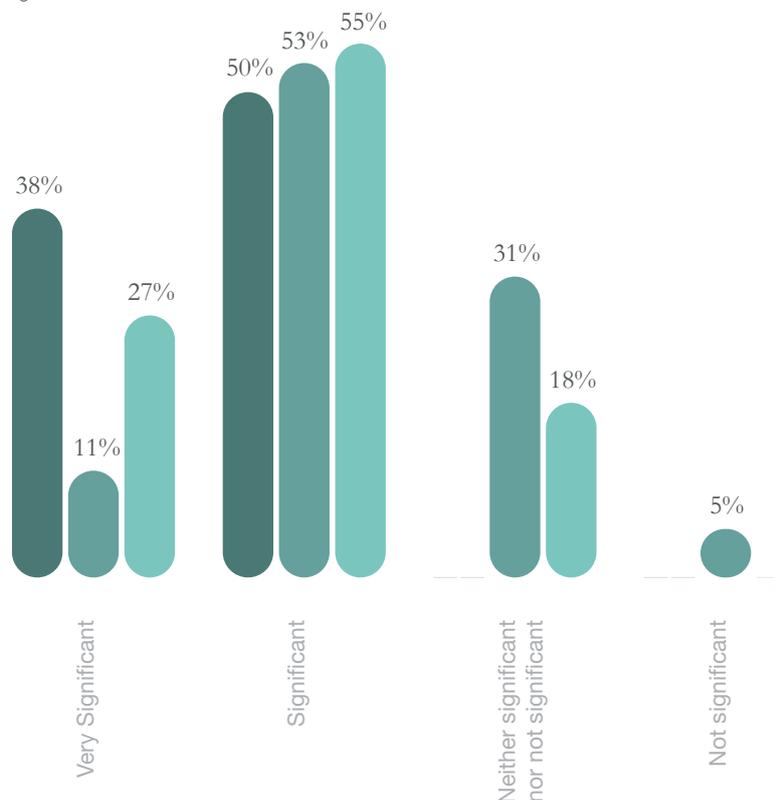
We took the opportunity to ask the participants about their experiences of career searching during the pandemic. The number of responses was relatively low.

For several participants that did respond, the pandemic has caused them significant difficulties in gaining the kind of employment that they were seeking. We also know that during this time there has been a substantial fall in the number of job vacancies available (ref).

When asked again about the barrier(s) they perceive to employment, the responses show that from the end of the programme to a follow-up in mid-July, participants felt the restrictions had increased. However, they thought barriers to be still less significant than at the beginning of the programme.

How significant do you think the barrier(s) you have highlighted is/are currently to gaining employment? (results July 2020)

Figure 9



“This programme has changed lives of many of the attendees – so thank you for helping others to find their way even during the maddest pandemic the world has seen in the last century.”



“I feel that ReStart has not let us down in very difficult times and that has been very important to me in a world where I feel that the older employable people are forgotten and let down.”

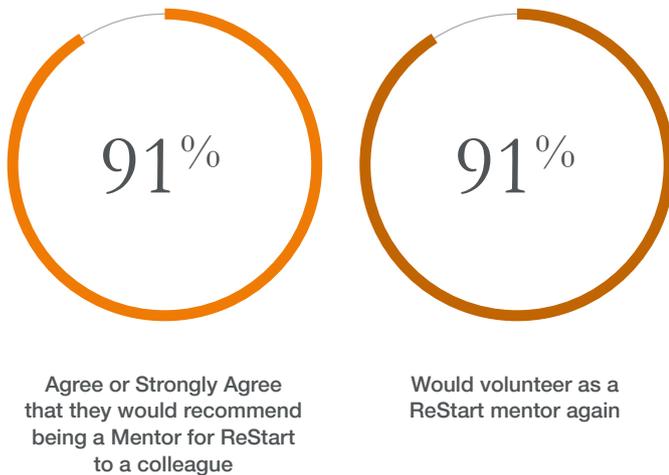
## Highlight on mentors

The opportunity for A&O employees to provide mentoring as part of their pro bono activities has become an essential aspect of the programme. ReStart matches every participant with a mentor who then gives them guidance and advice.

## Why get involved as a mentor?

The mentors were motivated to participate in the programme for several factors. These can include their own experience of being unemployed or their desire to contribute to the overall impact of the ReStart programme. Mentors evaluated their personal experience.

Figure 10



“I’ve been sponsored and supported in my career and that drives confidence – I want to share that experience on.”

## Further considerations

The impact evaluation was from a relatively small number of participants at 26. The number of respondents post-programme was even lower at between 14 and 17 (depending on which part of the questionnaire).

## Participant statistics

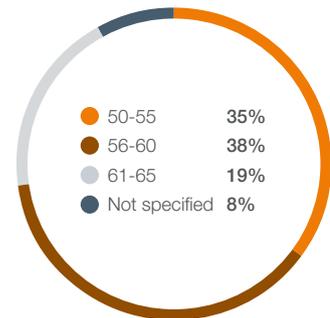
The programme received 81 applications, 30 people were invited to take part with 26 actually participating. The split between male and female being 50/50.



**The age of participants was between 50-65, with the breakdown as follows:**

Previous industries included

- Tech/IT
- Creative
- Manufacturing/Services
- Telecommunications
- Media
- Charity/Not-for-profit
- Banking/Finance/Accounting
- Retail
- Public Sector
- Engineering
- Other



“I will be forever grateful to the wider team for allowing me the opportunity to learn, refocus and remove barriers that were impacting my future.”

## Case Study – Barbara Connelly

### Barbara's story

After over a year of ineffective job searching and the frustration of unemployment, Barbara embarked on the A&O ReStart Programme to help her to refocus her professional goals and remove personal barriers that were impacting her future.

The programme offered her the opportunity to reflect on her overall approach to seeking employment. It gave her a safe space to address her anxieties and establish new, more productive ways of thinking to help her recognise where her focus was best directed. Barbara cites the programme as 'instrumental' in helping her to secure a new role, and that without it she would 'still be tirelessly working yet staying in the same place'. ReStart allowed her the 'opportunity to learn, refocus and remove barriers' and she now approaches challenges through the cognisance established

through her training by 'using [her] wisdom and knowledge' rather than just pure effort.

Incredibly, before the programme had even concluded, she already had interviews with two companies, one of which was for her dream role! By utilising her newfound skills, she excelled in interviews for both positions and secured a role as Customer Success Manager at Virgin Business Media. Barbara's role will be leading a service management team managing some of their largest major customers. Barbara is now 'building her own brand' and at long last can see her value. She is proud of the effort she invested in the ReStart programme and testifies 'had I not undertaken that training, I think it would not have been as successful an outcome'.

“Was that luck? I’d say no. Was that effort? Absolutely. And was that effort underpinned by the A&O training and recommendations? Without a doubt.”



“I have gone through some kind of a career bereavement but a new beginning now awaits.”



“Once again thank you to you and all your colleagues who have encouraged me to see a new perspective and to everyone, including the group, who have been so supportive”.

## Case Study – Beverly Mann

### **Beverly's story**

I have been offered a part time, 12 month contract as a Funding Advisor to not-for profit organisations, identifying grants and partners, writing their funding applications and supporting them with their strategy and planning. It's a very worthwhile role that I have the skills and experience to do. This role will take me down a new path that is more sustainable, and I believe I have made the right move and will really enjoy the role. Hopefully it will positively impact the funding and future of many organisations.

I think I am very fortunate to be offered a job given the current market and would not have got this role without the work that I undertook in my last paid contract or the six years spent as a Trustee of an umbrella not-for-profit.

I would also not have got this job if I had not woken up; the A&O course stirred an awakening and then Covid-19 rudely shook me out of any dreams. I have had to let go of the past and have yet to start my new role.

I have gone through some kind of a career bereavement but a new beginning now awaits. I went into the A&O course believing I could get my career back on track and I think I have come out the other end realising that a change of direction needed to be far wider than I had initially imagined. Looking back I have been trying to change my career for the last ten years and there have been stepping stones which have led me to this new direction.

## Organisations involved in the ReStart programme

The first ReStart programme was launched in 2017 by A&O in partnership with MyKindaFuture. ReStart is now supported by a number of organisations which work with us to achieve positive social change.

We would particularly like to thank those who offer their time free of charge to support this programme.



### The Executive Coaching Consultancy (ECC)

partnered with A&O on the design of the ReStart programme. This included three days of workshops for participants and mentor training for A&O volunteers, delivered by ECC facilitators and coaches. In addition, 13 executive coaches each gave six hours of 1:1 coaching time to participants, plus additional training for mentors to complement the workshops and add highly tailored, individual support.

“ECC has been in the business of providing executive coaching since 1994, working with a vast range of clients, often as an extension of their internal resource. They offer executive coaching, leadership development and coach training programmes. They work to help businesses develop their talent pool and improve retention, build diversity strategies and support female talent.”



### Embedding Performance (EP)

Joanna Rawbone from **Embedding Performance (EP)** supports A&O by delivering sessions that awaken people to what makes them tick, their personal brand and how best to network to open doors.

“Embedding Performance (EP) has been delivering training, coaching and consulting with global clients across a number of sectors for many years. As their name suggests, they are committed to designing and delivering development interventions that stick and enhance organisational performance. They have a wealth of experience, working with professional service firms, building skills and confidence in essential capabilities including project management, internal consulting, influencing, facilitation and presentations skills.”



“**The Good Business Initiative (GBI)** is a not for profit organisation sponsored and launched by the ECC in 2018. ECC provide its ReStart programme contribution through GBI. GBI also compiled the impact report on behalf of A&O. GBI works with organisations to help them improve their positive impact on society and has been part of helping organisations connect their practices to address broader social issues.”



**MyKindaFuture (MKF)** supports A&O to recruit participants and co-delivers the ReStart programme. We delivered a one-day employability session with MKF to demystify the recruitment process. MKF also provides support to participants between sessions via the HR online platform, Connectr, and check in calls with participants, to make sure they continue to get the most from the programme.

“MKF was born from the belief that everyone should have equal power and opportunity to shape their future. They are an award-winning company specialising in helping underrepresented talent get into work, excel, and feel like they belong there. They work with employers to attract, place and retain overlooked and diverse talent through a combination of f2f and virtual engagement, and via their HR tech platform, Connectr.”



**Luminate** delivered a session to the ReStart participants about building resilience to protect mental well-being

“Luminate was founded in 2015, with the mission to transform the way we approach mental health and wellbeing at work. They offer specialist health and wellbeing training that helps businesses attract, nurture and retain the very best talent. Their innovative workplace programmes can achieve seismic changes in any organisation – improving mental and emotional health and resilience, reducing absence and creating an inclusive culture of success in which everyone feels valued.”

#### **Tower Hamlets Education Business**

**Partnership (THEBP)** gave ReStart participants the opportunity to volunteer to help at events supporting young people at schools and colleges in Tower Hamlets.

“THEBP is a leading education charity working with children and young people from disadvantaged backgrounds. Our aim is to provide them with skills and experiences that will help them pursue positive career paths and succeed in the world of work. Many children will come from families where no adult has ever had sustained full time employment. We are the bridge between this cycle of poverty and the world of work.”

**The Career Innovation Company** provided ReStart participants with free access to its online career portal and Be Bold programme.

“The Career Innovation Company researches work and champions careers. We have been doing this since 1997. We use our experience, knowledge and expertise to help organisations build confidence, agility and productivity in their workforces. We work with organisations to engage and empower their whole workforce, evolving careers to make their business ready for the future. By aligning business goals with people’s career development, we help to create and unlock potential.”



“Stop the negatives quickly. We are not alone. I am successful and will be again.”

“I now know that I am actually eager to work again.”

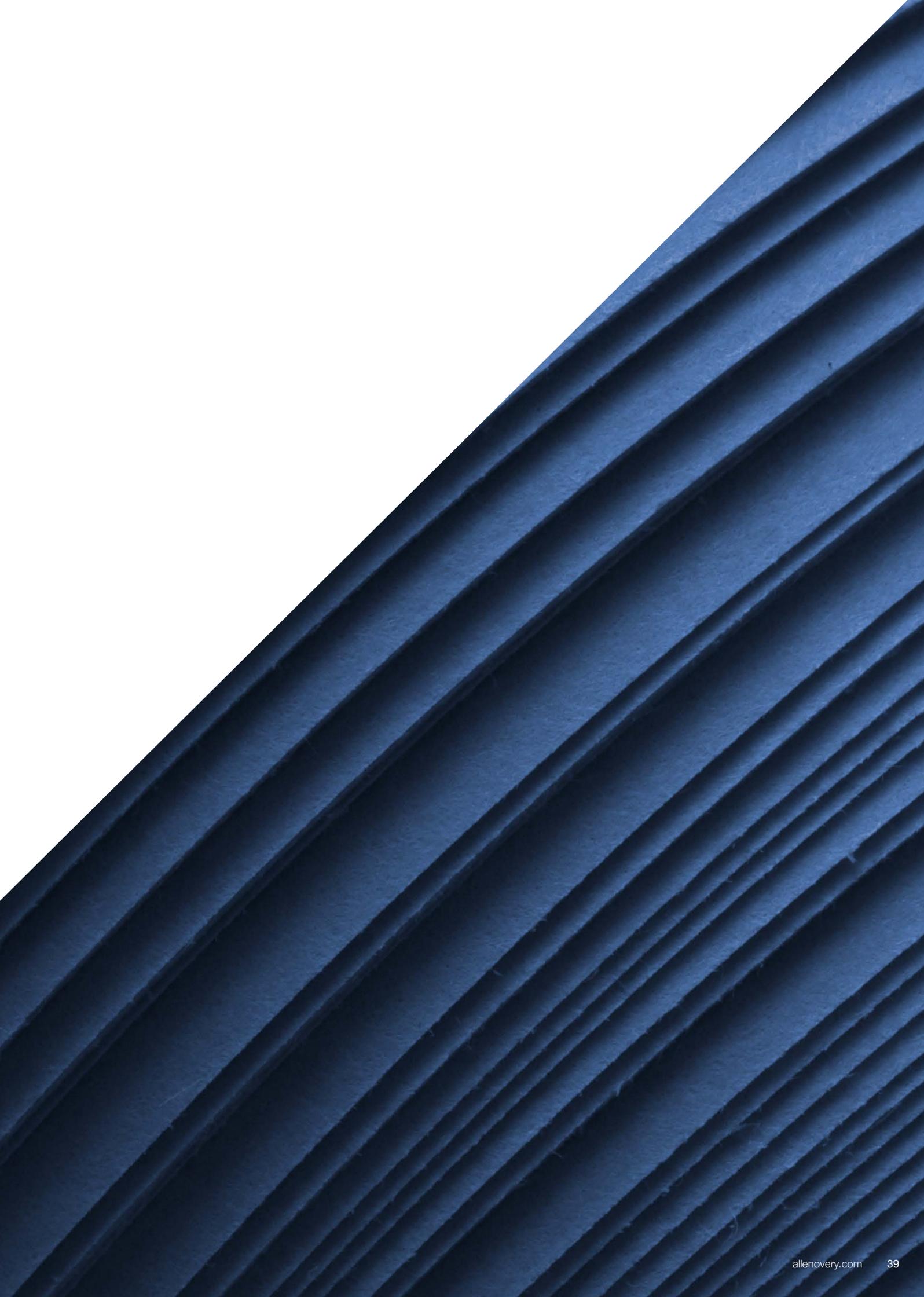
# Appendix 1

**Table 1: Effectiveness in return-to-work support for those aged 50 and over involves:**

Month	Opportunity
Customisation and complexity of needs	Support needs to recognise that over 50s are a diverse group. Local-level responses, with integrated and cross-agency working, are vital for enabling the delivery of person-centred, flexible support.
Segmentation of delivery	To enable better design and targeting of support, segmenting for the over 50s is valuable. This segmentation should look beyond age to other factors such as closeness to the labour market, personal circumstances (health, care) and skills.
Personalised adviser support	Advisers should be equipped to deal with a range of individuals, ranging from those with managerial or professional backgrounds through to those who are long-term unemployed and furthest from the labour market. There is some evidence to suggest that a 'peer' adviser of a similar age (and perhaps gender and ethnicity) can be beneficial in helping to build trust and confidence. DWP's model for work coaches appears to recognise some of these issues and provides a good starting point for how adviser support might be developed further.
Motivational support and attitudinal challenge	Motivational, asset-based support to sustain engagement along with support to develop more positive attitudes and expectations of job search and employment appears to be a strong predictor of subsequent success in employment outcomes among this age group.
Conducive support and engagement environment	The environment in which support is provided must be one that older job-seekers are comfortable with and that is conducive to providing more personalised support. In the UK context, this may be outside the normal job centre in the circumstances making it easier both to access (multiple) services and make effective use of them.
Rapid response and early labour market engagement	Rapid and responsive action is a common success factor in capturing those older job-seekers made redundant or otherwise becoming unemployed to maintain motivation. Evidence suggests that work experience and job trials (with guaranteed interviews) have proved to be relatively successful in maintaining labour market engagement.
Skills, training and certification	The evidence confirms the importance of recognising the existing skills and experience of older workers with assessments of prior learning linked to certification that will have currency in the labour market. It also provides an opportunity to identify skills gaps in the job-seeker and use high-quality and targeted training support to update and extend these.
Mid (and later life) career review	Evidence suggests that well-founded mid-life career reviews, which consider prospects in the context of an individual's current situation and future ambitions, can play an important role in opening perspectives and confronting challenges and signposting to services. This is a more specialised provision than might be available through a conventional job coach or personal adviser support, and capacities for it would need to be built into integrated support provision – often as a front end to support services.

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