



EVALUATION OF MAKING IT WORK: FINAL REPORT

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1. INTRODUCTION

High levels of unemployment and economic inactivity are two of Glasgow's most pressing economic problems. The most recent figures show that 17.4% of the working age population are claiming key out of work benefits. Certain population groups, including young people, disabled people, people from Black and ethnic minority groups, people living in particular neighbourhoods and lone parents are more likely to be unemployed or economically inactive.

Around 40% of families with children in Glasgow are lone parent families.¹ The proportion of lone parents in Glasgow who are in paid work is only 49.5% compared with 58.1% in Scotland. These families are at risk of poverty as just below half of Scotland's lone parent households live in income poverty. Research² suggests the best way of tackling these levels of poverty would be for lone parents to enter sustainable employment at a decent wage. However, it is very difficult for lone parents to secure the wages they need to escape poverty. Welfare reform measures which have targeted lone parents with younger children and which take a work first approach to employability support are likely to do little to address this issue of income poverty and so this remains a major barrier to work for many lone parents. Lone parents often face a number of additional issues that restrict their labour market opportunities³. As individuals, they can lack confidence, self-esteem and work-related skills. Financial vulnerability means they can struggle to pay for childcare and can find it difficult to manage financially when making the transition from benefits to employment. Due to the geography of social housing, many lone parents also live in areas with fewer local job opportunities. Collectively, these issues, particularly within an economic climate where there are few job opportunities and increasing competition for those opportunities, mean that many lone parents face considerable barriers to the labour market.

Overview of Making It Work

The above suggests lone parents are likely to need more support to help them move into work. There may also be a need for involvement of a range of agencies beyond mainstream employability provision to help them tackle the barriers they may have. Most lone parents receive a very limited and basic offer of generic support, whether accessed through Jobcentre Plus or a Work Programme provider, yet research suggests they need more tailored services if they are to be supported effectively. Research into 'what works' for lone parents⁴ has identified the following as important.

- Flexibility in the type of support offered;
- Tackling both childcare and employability simultaneously;
- Voluntary engagement in a programme;
- Specialist and tailored support from key workers; and
- A focus on 'hard' outcomes such as movement into work, although progress on 'soft' outcomes is important as part of a package of long-term support.

Making it Work (MiW) is a national programme operating in 5 areas in Scotland. The Glasgow programme began in June 2013 and is due to finish in July 2016. It has

¹ Glasgow Centre for Population Health (2014) Briefing Paper 46 *Barriers and Opportunities facing Lone Parents Moving into Work*

² Whitworth, A (2013) *Tailor-made? Single parents' experiences of employment support from Jobcentre Plus and the Work Programme.*

³ Coleman, N and Lanceley, L (2011) *Lone Parent Obligations: Supporting the Journey into Work*. DWP Research Report No. 736.

⁴ The Scottish Government Social Research (2009) *Evaluation of the Working For Families Fund* (2004-2008)

funding from the Big Lottery of £2m. MiW targets lone parents with a child of 16 or under in receipt of any benefit and experiencing additional barriers to employment, which include:

- Disabilities;
- Caring for someone with disabilities;
- A large family;
- Living within a depressed labour market;
- Living in chaotic circumstances;
- Little or no work experience and/or unemployed for at least two years.

In Glasgow the project employed:

- 1 manager;
- 2 engagement workers;
- 4 employability advisers;
- 1 aftercare adviser;
- 1 job broker;
- 3 trainers;
- 1 part time childminding development worker; and
- 1.5 FTE administrators

Partnership Approach

Partnership working is a key feature of MiW across Scotland. In Glasgow, the partnership involves 6 organisations. Each partner brings particular expertise which can be used to provide an holistic response to the problems lone parents are likely to face. Together, these organisations provide a range of support measures that are particularly tailored to the needs of lone parents including personal development, planning for work, childcare, training, support to access mainstream services and aftercare. More information on the partners is given in the box below.

- **Jobs and Business Glasgow (JBG)** is the local authority's arms-length employability agency and has a key strategic aim to: 'increase the competitiveness of Glasgow's residents in the jobs market by equipping them with the skills that employers value in the workplace'. JBG provides local employability services across the city. JBG argues that as an organisation which is close to its customers, it is well placed to work with groups which face particular barriers to the labour market such as lone parents. JBG took a lead role in the development of the MiW funding bid and also provide 5 staff to the MiW team.
- **One Parent Families Scotland (OPFS)** is a national organisation providing a range of services to lone parents including a free phone advice line, training, family centres, childcare, peer mentoring and employability support. Employability support services include advice on financial matters, benefits and welfare and housing. OPFS staff have a key role engaging with lone parents to help them access MiW, but also provided some support all along the pathway. Two workers from OPFS work in the MiW team as engagement workers.
- **Stepping Stones for Families (SSfF)** operates in 3 areas in the west of Scotland, providing family support and childcare services focused on addressing poverty and developing parenting skills. It supports parents to work by offering childcare options including day care, sitter services and crèches. SSfF provides childcare for MiW, clients including crèches at training venues/or in clients' homes. A crèche coordinator within SSfF coordinates childcare delivery for MiW as part of her role.
- **The Scottish Childminding Association (SCMA)** is a national organisation which supports its membership of childminders in a range of ways including offering central business services, training, and e-learning. 81% of childminders



in Scotland are members. It campaigns for the expansion of child minding and promotes the benefits of childminding services. It also provides a small number of local services providing childminding development services and a community childminding service. SCMA provides one worker for 12 hours a week to support up to 20 clients to become childminders over the life of the programme.

- **The Wise Group** provides a range of employability and regeneration services in a number of areas in Scotland and also provides a range of sector specific training. They provide 2 members of staff to MiW, an employability adviser and aftercare worker and also delivered the majority of the vocational training courses offered through MiW.
- **Rosemount Learning** is a voluntary organisation, which provides community learning services mainly in north Glasgow. Rosemount's main role in MiW is providing training, including a short, structured course 'Future Steps' developed specifically for MiW clients, but they also support some lone parents to engage in the MiW pathway as they have a young parents' project. They also had 2 lone parents on placement for 6 months from MiW as part of an intermediate labour market programme in 2015.

Progression Model

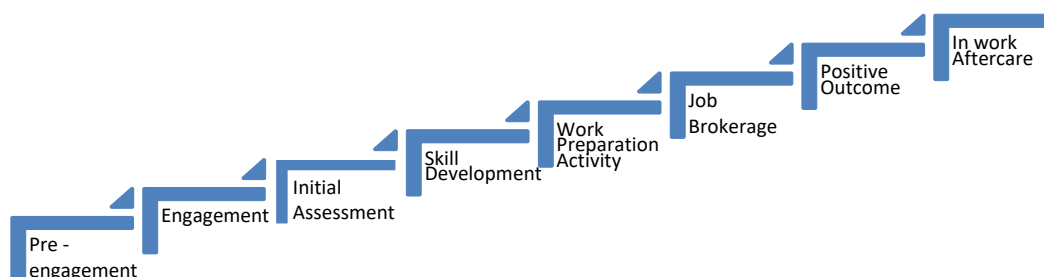
All MiW partnerships offer a small set of key elements which build on the 'what works' shown above and the Glasgow partnership is no exception. These elements are:

- Personal development support for lone parents;
- Support to help lone parents plan for work;
- Childcare, to allow clients to participate in training and during the transition to work;
- Support to access mainstream services; and
- In-work support.

However, partnerships are able to organise these elements to address their local circumstances.

MiW support in Glasgow is organised around a progression model with 8 stages, set out in the figure below. According to the MiW team, the pathway model is a way of delivering a '*comprehensive package*' of support to increase the scale and quality of support offered to lone parents to move them more quickly and effectively into work.

Figure 1: The MiW Pathway in Glasgow



The first 2 stages are **pre-engagement** and **engagement**. These are very important stages of the model as it is a voluntary programme. MiW is targeting clients who

would have been unlikely to engage in employability focused support before and so it is essential they are convinced at this stage that they will benefit from in the programme. MiW has 2 engagement workers from OPFS who are experienced in working with lone parents in communities. Their focus is on building clients' interest in MiW.

The **initial assessment stage** uses a common assessment framework to assess clients' barriers to work and match them with an employability adviser who provides customised support to help them progress into employment.

Stages 4 and 5, **skill development** and **work preparation activity** offer training to meet the needs of the participants and one to one support from an adviser. Training includes personal and social development activities, activities to develop core employability skills and vocational training. One to one support includes advice and guidance, job search, preparing CVs and tackling other barriers through for example referring clients to money or benefits advice.

Job brokerage, to market clients to employers and help employers fill vacancies, is used towards the end of the pathway for clients who are ready for work.

Once a positive outcome is achieved the **aftercare** adviser provides in-work support and advice on progressing in the labour market for clients who move into work.

Evaluation Aims and Objectives

This evaluation aimed to assess the delivery, impact and legacy of the project in Glasgow in more detail and in this way complement the national evaluation of MiW which is capturing the findings about the delivery and outcomes of MiW at a programme level⁵. The evaluation examined:

- Delivery of MiW strategic aims and objectives;
- Experiences and views of the key stakeholders involved (e.g. clients, project staff, project management, contracted training providers, etc.);
- Usefulness and effectiveness of individual aspects of the project;
- MiW's performance, in terms of achievement of its target outcomes;
- Unexpected benefits achieved by the project;
- Legacy of the project on stakeholders;
- Effectiveness of the project's processes and mechanisms for capturing the impact of its activities (e.g. audit, paperwork, delivery, management, etc.);
- Lessons learned (both positive and negative), areas for improvement, good and best practice.

The evaluation aimed to provide recommendations and development options for future service delivery.

The evaluation methods were:

- A review of MiW monitoring data and documentation;
- Interviews with the MiW team;
- Interviews with representatives of MiW partners – 5 group meetings and some individual interviews took place;
- Interviews with broader stakeholders, including local partners, training providers and employers. 14 of these interviews were carried out;
- Interviews with clients. 24 interviews were undertaken.

⁵ Sheffield Hallam University/Centre for Regional Economic and Social Research (2015) Making it Work: Learning and Evaluation Contract 2 Year Programme Report

The report is organised as follows:

- Chapter 2 reviews programme performance drawing mainly on monitoring data;
- Chapter 3 considers the factors which influenced delivery;
- Chapter 4 presents the key findings and recommendations.

2. MAKING IT WORK PERFORMANCE

Introduction

This chapter looks at MiW performance by considering its outputs and outcomes. It also assesses the performance against targets set at the start of the programme.

MiW in Glasgow had 3 outcomes as follows.

- *Lone Parents in disadvantaged communities (with additional barriers to opportunity) will have increased self-confidence and will be more able to make more informed choices about future learning, training and employment opportunities.* The indicators for this outcome are as follows.
 - Indicator 1 - 750 lone parents will engage with the Making it Work partnership.
 - Indicator 2 - 675 lone parents will complete an employability action plan identifying the barriers to opportunity.
 - Indicator 3 - 600 lone parents will participate in activities that address the barriers identified in their action plan.
- *Lone Parents in disadvantaged communities (with additional barriers to opportunity) in Glasgow will have improved their employability skills.* The indicators for this outcome are as follows.
 - Indicator 1 - 600 lone parents will receive ongoing careers advice and guidance from an Employability Mentor.
 - Indicator 2 - 600 lone parents will participate in employment related skill development (presentation of skills - CV, interview techniques, work-based training).
 - Indicator 3 - 300 lone parents will secure a work based qualification.
- *Lone Parents in disadvantaged communities (with additional barriers to opportunity) will have increased their take up of learning and training opportunities and secured and retained employment.* The indicators for this outcome are as follows.
 - Indicator 1 - 240 lone parents will secure employment (including self employment).
 - Indicator 2 - 75 lone parents will proceed into further training.
 - Indicator 3 - 40 lone parents will proceed into higher and further education.
 - Indicator 4 - 75 lone parents will progress within the workplace.

These targets for participation were derived from analysis of the partners' caseloads which suggested that collectively, in 2013 when the programme started, there were approximately 850 lone parents with multiple barriers at some distance from the labour market. The target of achieving just under a third (32%) of participants into employment was developed by looking at the outcomes for other employability programmes including Glasgow Works (22% of lone parents achieve a work outcome) and the Work Programme (11%). It was expected that the greater intensity of support delivered under MiW would allow better outcomes to be achieved.

The data we have analysed here covers the period June 2013 to the end of March, 2016 although MiW is due to finish in July 2016.

Participation

Table 1 shows that in this period MiW worked with 1,399 clients - nearly double the target for engagement. Participation rose during the first 2 years and then fell slightly in 2015. The smaller number engaged in 2016 reflects that this covers only 4 months.

Table 1: MiW Clients by Year

	Number	%
2013	311	22.3
2014	560	40.0
2015	458	32.7
2016	70	5.0
Total	1399	100

Source: MiW Client Management Information

Table 2 below indicates referrals came from across the city, although the majority of (37%) referrals came from the east.

Table 2: Referral by Area

	Number	%
East	519	37.1
West	338	24.2
South	294	21.0
North	153	10.9
Not Known	95	6.8
Total	1399	100

Source: MiW Client Management Information

Table 3 shows that the majority of referrals (72%) were from the jobcentre. However, nearly a quarter were self-referrals indicating the positive impact of the community engagement activities which led clients to self-refer. Indeed, several consultees felt that because clients benefited from MiW, they told other lone parents about it. The table indicates there was high demand for MiW due in part to the impact of welfare reform which made it attractive to lone parents and the organisations that work with them, including Jobcentre Plus. It indicates that apart from MiW there is very limited support for lone parents offered elsewhere.

Table 3: Referral Source

	Number	%
Jobcentre	1010	72.2
Self-Referral	334	23.9
Other	30	2.1
Not known	25	1.8
Total	1399	100

Source: MiW Client Management Information

Client Characteristics

As might be expected by a programme targeting parents, the majority of clients were under 40 years of age (Table 4). The vast majority (96%) were also female; this is in line Glasgow's 2011 Census data which shows that 94% of lone parents are female. MiW worked with 55 male parents and all of them were over 25 years of age. The majority of clients (90%) were white. Among the 10% of clients who were not white, 2.4% were Asian and 7.6% were Black.

Table 4: MiW Clients by Age

	Number	%
18-24	167	11.9
25-40	1012	72.3
41-50	193	13.8
51-64	27	1.9
Total	1399	100

Source: MiW Client Management Information

MiW targeted lone parents with more barriers to work including having a disability, or a large family, or chaotic lifestyles or resident in an area of low job opportunities and being unemployed for more than 2 years. It was expected that most clients would have more than one of these barriers. Table 5 shows the characteristics of MiW clients and shows:

- 87% lived in an area with a depressed labour market;
- 63% had been unemployed for more than 2 years;
- Almost one in two (46%) reported they lacked work experience;
- Just over a fifth (21%) had a lifestyle defined as chaotic;
- 15% had more than 3 children;
- 15% had physical or mental health issues or disabilities; and
- 6% had caring responsibilities for a disabled child.

Table 5: MiW Client Characteristics

	Number	%
Resident in an area with a depressed labour market	1199	87%
Two years unemployed	868	63%
Lack of work experience	638	46%
Chaotic lifestyle	289	21%
Large family (+3 Children)	210	15%
Physical or mental health issues or disabilities	210	15%
Caring responsibilities for disabled child	79	6%

Source: MiW Client Management Information

Looking at the types of barriers MiW clients faced more closely, Table 6 identifies patterns of combinations of barriers. The table shows that in addition to being a lone parent:

- For 16% the main characteristic was that they lived in a depressed labour market;

- For another 29%, characteristics related to the labour market in that they lacked work experience or had been unemployed for more than 2 years;
- More than half had other characteristics including:
 - Chaotic lifestyle
 - Large family (+3 Children)
 - Physical or mental health issues or disabilities
 - Caring responsibilities for disabled child.

This table suggests the majority of clients faced multiple barriers to employment and that MiW reached the target group of disadvantaged lone parents successfully.

Table 6: MiW Clients Combinations of Characteristics

	Number	%
Resident in an area with a depressed labour market only	226	16%
Depressed labour market and 2 years unemployed	175	13%
Depressed labour market/2 years unemployed and lack of work experience	225	16%
Depressed labour market and 1 other barrier	573	41%
One or a combination of all other barriers	200	14%
Total	1,399	100%

Source: MiW Client Management Information

Other aspects of client characteristics indicate how clients were disadvantaged. For example, there are links between tenure and unemployment and income poverty with tenants more likely to live in poverty or be unemployed than owner occupiers. Table 7 identifies the housing tenure of the clients and shows the vast majority of MiW clients lived in rented accommodation.

Table 7: MiW Clients by Tenure

	Number	%
GHA Tenant	444	31.7
RSL Tenant	388	27.7
Private Let	256	18.3
Other	256	18.3
Owner occupier	47	3.4
Total	1399	100

Source: MiW Client Management Information

Table 8 indicates the majority of clients were on income support, with just over a quarter were on JSA. Some research has indicated that movement onto JSA can increase lone parents' work-related activity⁶, but the table suggests that more than two thirds of clients were unlikely to have been actively looking for work before

⁶ Coleman, N and Riley, T. (2012) *Lone Parent Obligations: Following Lone Parents' Journeys from Benefits to Work*. DWP Research Report 818

engaging in MiW. It is also important to note that although only 74 clients were receiving health related benefits when they entered MiW, 324 (nearly a quarter) identified they had a disability which was recorded in the MiW monitoring data.

Table 8: MiW Clients by Benefit Type

	Number	%
Income Support	919	65.7
Jobseekers' Allowance	374	26.7
Health Related	74	5.3
Not known	32	2.3
Total	1399	100

Source: MiW Client Management Information

Table 9 shows that clients generally had a low level of qualifications with 38% with no qualifications and the majority of others at low levels. However, 11% of clients had qualifications at level 4 or above.

Table 9: MiW Clients by Highest Qualification

	Number	%
No Qualification	532	38.0
Level 1	105	7.5
Level 2	446	31.9
Level 3	161	11.5
Level 4 or above	152	10.8
Not known	3	0.2
Total	1399	100

Source: MiW Client Management Information

The above tables show that MiW clients had a range of characteristics that can create barriers to work. Additionally, the interviews with the MiW partners identified barriers to work that were not recorded in the monitoring system. These included:

- Potential difficulties accessing childcare. There are a range of barriers here, from parents preferring not to use some types of childcare, lack of places, lack of childcare that fits with work hours, too much reliance on family arrangements which can break down and the difficulty of finding affordable options.
- Many clients were isolated, lacked confidence and self-esteem or had mental health problems. Much of this comes from the factors that have led them to become lone parents (such as domestic abuse) or the isolation that can come from being a parent at home all day.
- Financial issues. Some lone parents had debts and when they move into work it can become difficult to service debt and pay all of their other bills.
- Some lone parents lacked structure and routine and needed to develop this and ability to manage their time productively before they could become work ready.

Outputs

MiW provided a number of types of support to help lone parents overcome barriers to work. Targets for outputs were:

- 675 lone parents will complete an employability action plan identifying the barriers to opportunity.
- 600 lone parents will participate in activities that address the barriers identified in their action plan.
- 600 lone parents will receive ongoing careers advice and guidance from an Employability Mentor and 600 will participate in employment related skill development (presentation of skills - CV, interview techniques, work-based training).
- 300 lone parents will secure a work based qualification.

Table 10 shows the types of support clients received.

- 1340 (96%) clients were supported to develop an Action Plan and had employability needs assessed. This is above the target of 675.
- 777 (56%) received Advice & Guidance, again this is above the target of 600;
- 636 (46%) participated in work preparation to address barriers and employment related skills which is above the target of 600.
- (493) 35% have attended at least one training session, above the target of 300.
- 343 (25%) have received support with childcare.
- 349 (25%) received other types of specialist support.
- 17% received personal and social development support.

The table also shows that there was some drop out at different stages of the MiW pathway:

- There was just a small drop out of 4% between engagement and initial assessment;
- Around half progressed to stages 4, 5 and 6. At this stage, some clients may leave MiW because they achieved a positive outcome;
- Just over a third of clients proceeded into training (although a larger proportion of people who progressed to stages 4,5 and 6 took part in training;
- Child support was also needed by more than half who progressed into stages 4, 5 or 6.

Table 10: Support Received by MiW Clients

Type of Support	No of MiW Beneficiaries	% of MiW Beneficiaries
Action Planning & Assessment	1340	96%
Advice & Guidance	777	56%
Work Preparation	636	46%
Training	493	35%
Child Support	343	25%
Specialist Support	349	25%
PSD Support	240	17%

Source: MiW Client Management Information

As, in most cases, multiple support was provided to each client some additional analysis grouping types of support together has been carried out. Table 11 shows

the kinds of combinations of support clients received. Most clients received a range of types of support. Grouping all types of support shows:

- Only 13 clients received no support at all.
- 18% of clients engaged in just one type of support (for the majority this was action planning and assessment;
- 26% received two types;
- The majority beneficiaries received three types of support or more.

MiW, therefore provided significant support to lone parents.

Table 11: Combinations of Support

	Number of Clients	% of Clients
No support	13	1%
Support without Work Preparation	750	54%
Work Preparation alone or combined with other support except training	159	11%
Work Preparation with training and/or any other support	477	34%
Total	1,399	100%
Just one type of support	245	18%
Two types of support	363	26%
Three types of support or more	791	57%

Source: MiW Client Management Information

Employability Outcomes

MiW outcomes data is focused on employability measures. The targets were as follows.

- *240 lone parents will secure employment (including self-employment).*
- *75 lone parents will proceed into further training.*
- *40 lone parents will proceed into higher and further education.*
- *75 lone parents will progress within the workplace.*

Table 12 shows that 379 clients or just over one in four clients moved into work after taking part in MiW. It should be noted that full time work is counted at 16 hours a week or more. Although the actual numbers are above target, the proportion, which moved into work, at 27%, is lower than the target of 32% of all clients to progress into a job.

Table 12 also shows:

- The number of clients who took part in training is well in excess of the target of 75 at 455;
- 409 clients attained a qualification; and
- 40 progressed into education, equal to the target.

Table 12: Employability Outcomes

Employment	379 (27%)
<i>Full Time</i>	356
<i>Part Time</i>	6
<i>Self Employed</i>	17
Training Outcome	455 (33%)
Qualification Outcome	409 (30%)
Education Outcome	40 (3%)

Source: MiW Client Management Information

Table 13 investigate outcomes further and the relationships between outcomes for all clients who engaged in MIW. The table shows:

- 623 clients (45%) did not have an employability outcome;
- 378 clients (27%) took part in training or gained a qualification;
- 213 clients (15%) moved into work with no other outcome;
- 166 (12%) moved into work and also took part in training, or attained a qualification;
- 19 progressed into education.

Table 13: Combinations of Employability Outcomes

	Number	%
No Outcome	623	45
Qualification or training without employment	378	27
Employment	213	15
Employment with training or qualification and training	166	12
Education Only	19	1
Total (all outcomes)	1,399	100

Source: MiW Client Management Information

Outcomes can be split further to see more complex combinations of outcomes (Table 14) showing the full range of outcomes achieved by MiW clients. As the table shows a range of outcomes, this suggests individualised support was available to match clients' particular needs and aspirations.

Table 14: Outcome Grouping

	Number	%
No Outcome	623	45
Employment	213	15
Employment and Education	3	0
Employment and Training	34	2
Employment and Qualification	19	1
Employment and Qualification and Training	105	8
Employment and Qualification and Education	1	0
Employment and Training and Qualification	4	0
Training	96	7
Training & Education	2	0
Education	19	1
Qualification	65	5
Qualification & Education	1	0
Qualification & Training	204	15
Qualification & Education	10	1
Total	1,399	100

Source: MiW Client Management Information

Types of Occupations

The types of jobs taken up by clients when they left MiW are shown in table 15. Two areas accounted for just under half of all occupations entered: just over a quarter of clients entered caring, leisure and other service occupations and a fifth entered elementary administration and other services. Under 10% entered other occupations which included skilled trades, machine operatives, construction and professional occupations in health and education.

Table 15: Types of Occupations Entered

	Number	%
Caring, Leisure and Other Service	99	26
Elementary Administration and Service	81	21
Sales and Customer Service	48	13
Administrative and Secretarial	47	13
Customer Service	46	12
Leisure, Travel and Personal Service	19	5
Not Known	10	3
Other	29	7
Total	379	100

Source: MiW Client Management Information

It is useful to look at the nature of the support received against employability outcomes. There are two aspects which can be examined using the MiW monitoring data:

- What intensity of support is needed to help clients progress?
- What kinds of support (or combinations of support) assist clients more than others?

These two aspects have bearing on the cost of delivery of programmes where longer and more intensive support uses greater resources or there is a choice to be made about what kinds of support is most effective.

Table 16 breaks down the 'number of activities on unique dates' assigned to each client by outcome grouping. This can be used as an indication of intensity of support as the figure represents the number of instances of support (e.g. an advice and guidance session, attendance at training) delivered to each client. To simplify the table, the activities on unique dates have been grouped. The table shows that the proportion of clients who do not attain any outcome decreases as support intensity increases. However, the great majority of those who progress into employment without training do so with relatively little support and at an early stage (with only 15 interventions). Those who undertook training receive more support, but nevertheless manage to move on with between 16 to 30 interventions.

Table 16: Outcomes by Number of Activities

No. of activities	No Outcome	Employment	Qualification/ training without employment	Education	Total
0-6	522	112	82	13	729
7-15	83	143	176	4	406
16-30	15	90	89	1	195
31-66	3	34	31	1	69
Total	623	213	378	19	1,399

Source: MiW Client Management Information

Table 17 shows the employability outcomes by the type of support clients received. Some clients achieved a work outcome without support and it is likely that these clients were 'work ready' and probably not in scope for MiW. Table 17 more generally shows that:

- About half of the clients who moved into work did not need intensive work preparation as they had less than 15 contacts;
- Clients who achieved a qualification or training outcome had more support;
- 'No outcome' is associated with less support, which may be because these clients did not fully engage with MiW.

The table also suggests that the support was tailored to clients' needs with those needing more support getting this. The flexibility of the support and organisation along the pathway is likely to have facilitated this.

Table 17: Outcomes by Types of Support

	No Outcome	Employment	Qualification / training without employment	Education	Total
No Support	5	8	0	0	13
Support without Work Preparation (WP)	526	197	10	17	732
WP alone or combined with other support except training	92	29	36	2	159
WP with training alone or in combination with any other support type(s)	0	145	322	0	495
Total	623	379	378	19	1,399

Source: MiW Client Management Information

Sustainability of Employment Outcomes

The sustainability of employment outcomes is tracked at 13 and 26 weeks. Table 18 shows that MiW has exceeded the targets set for the programme at 13 weeks but is slightly under the target at 26 weeks. It should also be noted that these targets were also based on expected participation of 750, where 166 represents 22% of the clients into work at 13 weeks and 19% at 26 weeks. However, tracking has been difficult and the information is available for only around half of the clients who moved into work so it is not possible to say what the actual numbers in work are at these two points after leaving MiW.

Table 18: Sustainability of Employment Outcomes

	Target	Actual
At 13 weeks	166	170
At 26 weeks	144	136

Source: MiW Client Management Information

MiW has been able to track a bigger proportion of clients who received in-work support have been tracked, but this information is available for only just over a third of clients so again, it is impossible to say with certainty how many jobs have been sustained. Table 17 looks at how in work support impacted on the sustainability of employment based on the data available. The table shows:

- 221 of the 379 clients received in work support;
- At 26 weeks, 54% of the clients who received in work support were still in work.

Table 19: Sustainability by In Work Support

	No Aftercare Support	Aftercare Support	Total
In work at 26 weeks	15	121	136
Not in work at 26 weeks	0	5	5
Sustainability not monitored	143	95	238
Total	158	221	379

Source: MiW Client Management Information

3. DELIVERY

Introduction

This chapter looks at the factors which contributed to the achievement of the employability outcomes set out in the previous chapter. It draws on feedback from consultees, employers and lone parents engaged in MiW. A wide range of factors can affect the likelihood of lone parents moving into work including⁷: the individual's characteristics and circumstances; attitudes to work; their work history; and access to childcare. MiW addressed these factors by providing support along the pathway outlined in chapter 1, which has a number of stages as follows:

- Pre-engagement and engagement;
- Initial assessment;
- Skill development;
- Work preparation activity;
- Job brokerage; and
- Aftercare.

This list provides a useful framework to examine how MiW was delivered and the ways it impacted on lone parents' barriers to work.

Pre-engagement and Engagement

Engagement covers the first two stages on the MiW pathway reflecting the perception that it may be difficult to engage lone parents either because they are 'hard to reach' or have other priorities to getting a job. Some consultees felt properly resourced engagement activities are critical for in any employability support for lone parents as it can support sustainable progression. If programmes are too '*work first*' at an early stage there is a danger that clients' capabilities to progress are not built and progression stalls. However, a balance must be struck here as it is important to still maintain focus on progression which will lead to a job within an employability programme.

The interviews with clients showed there was variation in clients' orientation to work when they joined MiW. A proportion of the clients were motivated to look for a job and had a reasonable idea of what they wanted to do, but a larger proportion were unsure about the process and some of these lacked confidence about their ability to move into work.

The clients who were motivated had fairly well developed ideas about the kind of work they would like to do. For example:

- Client C was a family carer and also a lone parent of 3 children. She had been made redundant 7 years previously and had not got back to work because of these commitments. However, she was '*eager to get a job*' back in the field of caring where she had worked before.
- Client U wanted to get back to work, but although she had made a lot of applications she had not been successful in securing an interview. She had a good education and work history and a reasonable CV and good references and yet had had no interviews.

A bigger proportion was thinking about work, but in a fairly vague way, with no clear ideas about the kind of work they would like to do.

- Client A said she was looking for a job in retail when she engaged, however she did not have a clear idea about the kind of job she was looking for.

⁷ Coleman, N and Riley, T. (2012) Lone Parent Obligations: Following Lone Parents' Journeys from Benefits to Work.

- Client E was thinking about her options for the future when she was referred to MiW. She had been made redundant and had previously worked in science and retail but felt that she wanted to change direction.
- Client J's daughter was in the last year of nursery when she was referred. She had not worked since her child was born but was starting to look for a job as she was thinking ahead to when her daughter was going to school and she would have to look for a job.
- Client P was looking for work although she had no clear idea of what she wanted to do. She had worked in retail in the past, but did not want to go back to that kind of work. She had not worked since she was pregnant with her first child around 5 years ago. She wanted a job that *'is worthwhile and with a decent, rather than minimum wage.'*
- Client L's daughter was aged 4 when she was referred and she was aware that she would be compelled to look for work when she reached 5. She was pleased to be referred to JBG as the offices were *'handy for the house.'*

Some clients knew about their obligation to look for work when their child turned 5. This had created some motivation to find work, but also a lot of fear and distress as these examples show:

- Client N was referred by the jobcentre when her son was 3. She was interested in getting a job but was also feeling *'pressurised'*. She *'knew things were changing'* and would be compelled to look for work when her son reached age 5 and she thought she would lose all benefit at this time. She was feeling daunted, but at the same time felt it would be good to get back to work.
- Client Q was very worried about her financial situation at the time she was referred to MiW as she said that she came from a very poor background and did not want to end up in that situation again, or have her child in that situation as well. She was keen to work, but did not really know what she could do and just wanted any job.
- Client S had been a lone parent for around 3 years when she engaged with MiW. She knew about the impending changes to her benefits and *'wanted to be in control'* (know how to put a CV together and do job search etc.) and not feel she was going to be compelled to take any job. She had had one job while being a lone parent, but her child had not managed to settle into the private nursery she had chosen to provide childcare and she needed to give up this job.

A proportion of the clients interviewed said that they were not thinking about work when they engaged with MiW.

- Client B was not thinking about work, but the jobcentre told her she needed to look for work, as her youngest child was about to start school. She did not know much about the process of getting a job because she had very little work experience. She did not feel confident about her ability to get a job.
- Client D described how she was in a *'difficult place'* when she was referred to MiW as she wanted work, but could not afford to. She had been out of work for 3 months when she was referred. She was interested in re-training. She also felt it might be difficult to afford childcare.
- Client G wanted to work but did not feel ready as she perceived that she had a lot of barriers to work.
- Client T was not applying for jobs when she was referred as she wanted to wait until her child was in school, in a years' time before starting to look for work.
- Client S had had only intermittent employment since she had become a lone parent. She felt her confidence was low and she was finding it difficult to

juggle all the responsibility of raising a child and looking for work on her own. She had no real idea of the kind of job that she would like to do, but she had a varied job history so she felt she had options as she had experience in a number of different areas. She felt part time work would be the best option for her. She felt that coming off IS and on to JSA was '*a different kettle of fish*' and she would face the threat of sanctions. Her jobcentre adviser had already done and so she was feeling increasingly under pressure '*I had sleepless nights prior to signing on and was often crying when I came out, thinking "I've got through it [the appointment] again*'.

- Client W was not looking for a job when she was referred, but she went along to MiW because it was a voluntary programme and she felt she needed to build her confidence. She was suffering a lot from anxiety.

The pre-engagement and engagement stages of the MiW pathway were therefore very important to helping shift clients' views about work and that they could overcome the barriers they faced. The feedback from the client interviews provide some insights into why the clients decided to get involved with MiW and how it shifted perspectives on work. These factors included:

- Having a focus on lone parents and the opportunity to meet other lone parents;
- The empathetic initial response of the advisers; and
- The relaxed atmosphere.

Feedback from the clients around these factors is highlighted in the box below.

- Client A felt it would be good to join MIW because they were focused on lone parents. She felt the adviser understand her circumstances and needs: '*I felt completely understood*'. The advisers were supportive and not judgemental.
- Client S initially came along to the hub and then the weekly job club. She felt nervous coming to the new group but she was made to feel welcome. The job club was very relaxed and she liked that all of the others were also lone parents. She began to realise that she was not the only one feeling under pressure and overwhelmed by responsibility. She began to look forward to coming to the job clubs as she saw it as something to look forward to. '*I got up and got ready to go at the same time my daughter was going out to school. I liked that my daughter saw me doing something that was not just in the house.*'
- Client T felt the focus on lone parents might mean the advisers would understand her needs and '*know what she was going through*'.
- Client X felt the training offered by MIW would be suitable for her because it was for other lone parents in the same sort of situation as herself. She liked that the training was '*not a college environment*' and '*relaxed*'.
- Client F felt the work preparation course was really good. She liked that it was for other young mums she feels that she does not have a lot in common with other young people her age. '*I probably wouldn't have gone if it wasn't for young mums as I was only 19 at the time. Other people my age have very different lives.*'
- Client I was looking for a job but did not have a clear idea of what she wanted to do. She felt that MIW could help her to decide and so was looking for guidance about what kind of jobs might be available and the process of getting back into work. When she had left school she had gone to college and then into a job but had then given it up, so she had never actually had to look for a job. She felt '*shy*' and awkward meeting new people and did not know where to start. She felt that when she first came to the JBG office that the staff were very friendly and she liked that she could bring her daughter to meetings if she couldn't find anyone to look after her.

- Client L found her adviser *'welcoming and approachable'* and a *'lovely person.'*
- Client O's mum had been assisted by JBG in the past and she felt that locally there were perceived as a good organisation. She had a good first impression when she initially engaged and felt that they would be able to help her.

Part of the approach to engagement involved setting up hubs which provided drop in information and support to lone parents. The interviews also indicated that the hub activities helped lone parents who were not ready to work with employability adviser to engage fully and progress. Through the hubs, issues such as finances can be addressed (OPFS have a financial advice services) and lone parents have a chance to build their confidence. Courses were also used to help engage people and build *'skills for learning'* so they are better prepared for vocational training courses. Work preparation courses were used to inform lone parents about the impacts of welfare reform so that they are better prepared to move into work when their child reaches the age when they will need to look for work. This encourages a *'planned approach to welfare changes'* and helps to reduce the stress this can cause lone parents. Some feedback from clients about the hubs is highlighted in the box below.

- Client P had attended the Hub in the South side of the city. She felt this had been helpful as she had to *'get up and out of the house'* and it was good to talk to other parents about different things.
- Client S attended the hub and job club in the east end. In addition to job search she felt the group discussions and speakers were very good as they helped her to increase her knowledge of things like welfare reform, but they also helped her to realise that as a lone parent she was coping and achieving a lot and her confidence began to improve.
- Client W attended the monthly hubs regularly. She had a lone parent mentor and enjoyed going to the groups because she got to meet other lone parents. This was hard at first but she managed to overcome her difficulties. She feels she needed a long time to overcome all of her problems but now *'she can't imagine going back'*. She did not feel pressured by MiW which was good and this meant she put *'no barriers up'*.

Engagement workers and the employability advisers also put a lot of effort into forming relationships with organisations that worked with lone parents to encourage them to refer. For example, in the east end the worker visited jobcentres and JBG offices and liaised with advisers directly as well as getting referrals from a range of community services and workers including Homestart, nurseries, health visitors as well as using the hubs. Other sources of referral included local community based support projects and of course the MiW engagement focused partners OPFS and Rosemount. Some of these organisations work with very vulnerable lone parents with a range of support needs. Employability advisers developed co-location arrangements with 15 organisations throughout the city to help them reach lone parents.

Jobcentre advisers were the biggest source of referrals however. Interviews with the advisers indicated they were very pleased to be able to refer lone parents in need of more support. Jobcentre advisers also referred clients to the hubs when they felt clients needed support to engage. In line with wanting to assist lone parents with a planned approach to welfare changes, advisers also referred people whose children would be reaching their 5th birthday in the next year.

Feedback from referrers suggests the MiW team worked well with referral organisations as highlighted in the box below.

Referrer Views about MiW

The referrers interviewed had existing relationships with MiW staff team and this gave them confidence that they would be able to help the people they referred. This was generally because they *'trusted'* the advisers and *'had good working relationships'* with them already but also because they *'felt they would go the extra mile'* for the people they referred. Other reasons included:

- Concerns about the impact of welfare reform on the people they worked with;
- Wanting to help clients *'move on'* from their service into work by helping them to build confidence and access training
- The fact that MiW was voluntary. Referrers commented this helped them *'sell'* the idea of participating in MiW
- The fact that MiW provided a specialist service for lone parents. This was an important factor for referrers as they felt the issues facing lone parents were often different from people in other groups and MiW would be able to help them with the specific issues they faced.
- MiW would be able to provide more intensive support to clients including building a relationship with people who needed more support to move into work.
- The range of support available through MiW, which was far more than the referrers' organisations could provide.
- MiW remained employability and progression focused.

All of the referrers felt cessation of MiW funding would leave a vacuum in the support available for lone parents in the city.

Overall, consultees felt the engagement activity was a key element of MiW: engaging with lone parents in communities was seen as critical as they can have multiple barriers. The 'lone parent access coordinators' from OPFS and the mentoring support worker supported clients all along the pathway to help sustain engagement and felt these kinds of supports are essential to get people to the stage where they are able to move on to addressing employability. For some consultees, this holistic support alongside employability support was a key determinant of success.

Consultees also felt the amount of work involved in engaging clients is not easily captured. It is time and resource consuming but necessary for this client group. Additionally, they felt the outcomes of this work are difficult to capture. Even if these parents do not engage in MiW the work may help them participate when their child is older and they are compelled to look for work: *'this gets them ready to be able to take a planned approach when eventually they get compelled to look for work.'*

Initial Assessment

Helping individuals to overcome their barriers to work which result from their characteristics and circumstances is a key element of employability programmes like MiW. It is essential to assess these correctly and determine an appropriate action plan to tackle them. The box below shows some of the barriers clients felt they had when they engaged in MiW initially.

- Client G felt her main barriers to work were a need to improve her English, lack of work experience and low self-confidence. She said she felt scared of meeting other people.
- Client K felt that there were not many jobs about and he would find it difficult to find appropriate childcare. He also reported: *'I wasn't a confident person. I was worried about interviews. I hadn't had a job interview before as I got my*

previous job through a friend' (he had worked in a factory for 13 years prior to becoming his child's full time carer). He wanted to get into warehousing or work in a factory because he felt comfortable in that kind of environment. He also said that his wife's death (in the last 3 years) *'had knocked him back a bit'*.

- Client L had health problems which can make her tired. She also said that she left school when she was young and had no qualifications or work experience. She had lost all confidence and put herself down. She also had a lot of caring responsibilities as her mum has poor health. She felt it might be difficult to find a job that fitted with her caring responsibilities. She felt very suspicious of childcare (including after school care) because of *'everything that's happening in the world.'*
- Client N had been a full time mum for 8 years and felt that being out of the labour market for this length of time was a barrier as she did *'not have the confidence to make that first step [to look for work] 'It was terrifying stepping into the unknown.'*
- Client P had not worked for 5 years. She felt her main barrier was finding a job that she could fit in around nursery hours. However, she also worried about wages and whether she would be able to earn enough to make it financially worthwhile in work. She had had debt problems in the past and was worried about whether she would be offered enough hours *'employers never give you the hours they promised'*.
- Client Q – had post-natal depression and this had affected her confidence and self-esteem. She felt that her main barriers to work were personal: she felt her life was *'empty'* and she was *'too afraid to leave the house.'* *'I was ashamed of myself and felt everyone was against me – I couldn't see a way out'*.

The lone parents accessing MiW therefore need support in a range of areas, not just around employability. These barriers need to be identified accurately to provide appropriate support. The initial assessment seems to have worked well because advisers had a lot of empathy with the clients. Several clients interviewed described how they felt the advisers understood their circumstances and difficulties. This had helped them prepare for work as they felt their adviser was working alongside them. For example:

- Client A felt the one to one support has helped her to prepare mentally to go into work. Before she was stressed out by the application process but now she feels more ready to apply. A key part of this was the relationship that she developed with her adviser. She felt the adviser *'completely understands where I am coming from'* and therefore when her adviser suggests an option she has trust that it will be a suitable option for her. She feels she can always ring the adviser if she is worried about something. She also felt that as a result of participating in MiW she is *'a lot more open to ideas'* and is more open to considering different kinds of jobs.
- Client G felt the MiW adviser took time to find out what she wanted and was willing to help her find a career rather than just a job. They helped her progress onto a path that *'would be my dream'* and towards a job where *'I could be proud and my children would be proud.'* This involved identifying an appropriate course to help her to progress into the job she wanted.
- Client O felt her adviser understood if she could not make an appointment because she does not have childcare. *'There's no hassle around appointments'*. She has spent a lot of time to get to know her. *'I can tell her all of the things I've needed help with'*
- Client S feels that the MIW advisers are a key reason why it is effective. They have empathy and some of them are lone parents themselves – this means that they know about the restrictions on lone parents. The trainers

also have empathy. They recognise that people can be '*a bit stuck*' and draw them out.

All but one of the clients interviewed got on very well with their adviser. Nevertheless, efforts were made to match her with another adviser and this managed to keep her engaged:

- Client N felt her first adviser was too '*pushy*' so that she felt like '*a rabbit in headlights*'; she also felt that the first adviser questioned some of her actions and did not have an understanding of lone parents' needs and the fact that many have no other support. She spoke to her like a teacher rather than an adviser. However she felt her new adviser '*was an absolute blessing*'. She had a clear understanding of lone parents' needs '*and how difficult it is for me to prise myself away from my kids.*' She feels she has a clearer understanding of what she needs to do to move into work successfully, as she realises now she will not be compelled to move into full time work, but could work part time initially. She feels this is a more realistic option for her at the moment as this will help her to get used to working and overcoming the main challenge that she has of '*being away from the kids*' as she feels they need to get used to her working. MIW has helped her get a clear idea of her options and she feels that she would be much more stressed about her future if she hadn't had this support.

Skills Development

As the performance data shows, a substantial proportion of the MiW clients engaged in training. Two types of training were provided in MiW:

- At the early stage of the pathway, training with a focus on personal and social development;
- Later in the pathway, specific vocational courses.

The client interviews indicated that clients often took part in personal development courses when they first engaged in MiW as these helped to develop their ability to participate and increase self-confidence and self-esteem, which were very low for most clients when they first engaged. An example of one of these courses is highlighted in the box below.

Future Steps helps clients improve skills. There was a focus on IT skills as there was a feeling many lone parents had missed out on learning these skills or needed a chance to improve these and these skills are essential in terms of making someone more employable but in terms of applying and searching for work. The course also helped clients create CVs and there was confidence building and motivational input to get help motivate people to look for work. They also worked with 'Dress for Success' to get work and interview clothing and help people present themselves well. Incentives were also paid if participants found work and they received support with childcare and travel costs. Clients have moved into work and also training. The trainers felt it was important that Future Steps was part of the wider MiW project. Parents benefited from individual support as well as a range of training programmes that allowed them to progress and develop personally. The additional benefits such as childcare and travel expenses were also very important in order for parents to participate.

Feedback from the clients about these personal development types of courses and their impact is shown in the box below.

- Client G felt the courses helped her increase her self-confidence because she met other lone parents on the course. A STEPs course really made a difference and helped her understand how she could deal with other people and in

particular deal with some of the issues she was having with her children). Her advisor helped her progress onto an ESOL course. *'From that time when I took the first of these courses I wanted to more.'*

- Client I initially took part in confidence building courses. Not all of these were helpful – for example the goals course was too much like school – even though the tutor said that it wouldn't be! For example they had 'homework' and that put her off. *'I didn't think that it helped me that much'*. However she felt that the Inspiring Women 3 day course was better as it involved more activities like team building and song writing etc.. At this course she met new people and got used to being in a group and working more closely with people.
- Client O took part in STEPS. At first she was nervous about meeting new people as she had not been in adult company for a long time. She was feeling isolated and did not get out very much and had lost touch with friends. However, after the first day she began to enjoy it and it increased her confidence that she could do more. In August she would like to start an HNC in childcare and has a long-term ambition to work in social care with young people in care.
- Client L has undertaken a number of training courses including personal development. She started with personal development and IT as she had never undertaken training before and needed her self-confidence built. These took place at Rosemount. She met people in the same situation as herself and it was good to mix with them. However, in her most recent course she felt she did not get on well with the other participants and this *'set her back a bit'*. Nevertheless she completed the course and passed. She feels that she still needs to build confidence about participating in a large group.
- Client T initially took part in STEPS course *'to open up a bit'*; she also took part in some other short courses such as 'understanding benefits'. These early courses helped her feel more confident about meeting new people. It was good that all of the other participants were lone parents. She gradually began to participate more: *'I noticed a big change in myself'*

Vocational Training

According to consultees, lack of access to training is one of the key barriers to work for lone parents and so the availability of training under MiW was a key element of its success. A range of sector specific training was offered by MiW including:

- Cleaning Training: Health and Safety, Manual Handling, COSHH, Colour Coding (non-certificated), Food Hygiene and Emergency First Aid at Work. 10 courses
- Care Training: Emergency First Aid at Work, Dementia Awareness, Conflict Resolution, Infection Control, Manual Handling and HIV awareness. Care11
- Customer Service Training: SQA Customer Service Practice and Principles, Emergency First Aid at Work, Health and Safety and Food Hygiene. 8 courses.
- Call Centre Training: SQA Customer Service Practice and Principles, Conflict Resolution, Data Protection and Information Security (plus a placement within our in house call centre for a week). 1 course.
- Admin Training: SQA Customer Service Practice and Principles, Conflict Resolution, Admin Skills + Information Security (non-certificated), Data Protection (non-certificated), communication skills and MS Word overview (non-certificated). 1 course
- CSCS: Health and Safety in a construction environment. 4 courses.
- Food Hygiene – 5 courses
- Paediatric First Aid -17 courses.

The majority of the qualifications are certificated to CIEH level 2, REHIS or SQA approved. For awareness sessions clients received an in-house certificate to show that they completed the training as part of a larger course.

Consultees felt the training was high quality and MiW made efforts to get the best training possible that was most attractive to potential employers and that there was good feedback from employers that the training met their needs. Indeed, one employer fed back to a training provider interviewed for the evaluation: *'I don't know how we are going to recruit'* because MiW training was now finished. The fact that the training supplied certificates required by employers in specific industries was important in terms of making clients attractive to employers.

Consultees also highlighted that it was beneficial that training was demand led meaning it was provided in response to clients' interests and employment opportunities that arose during the life of the programme, rather than providing a suite of training options. This meant that advisers helped to find specific training for individual clients, but also provided group sessions which changed according to client interests. Training organisations offering these group sessions were flexible and responsive.

Consultees felt there was very little drop out from the courses and there seemed to be a number of factors which contributed to this:

- Training delivery was very flexible and so if a client missed an element on one course they tried to find a place on the next course running.
- The fact that the training was voluntary and not mandatory made a difference as people genuinely wanted to participate.
- Also, to increase the confidence of the lone parents, the Wise group *'used trainers who were very empathetic to the needs of lone parents'* which meant they were flexible and supportive and good at boosting the confidence of the lone parents. Trainers interviewed for the evaluation commented that they could see *'participants moved outside their comfort zone and made big personal progress.'*
- The training was delivered in small groups, mainly consisting of females and this helped clients feel more comfortable about participating, and allowed a more informal approach to delivery. One trainer remarked: *'I felt the girls were more relaxed and were more comfortable asking questions and also sharing experiences'*. Trainers interviewed for the evaluation also reported in some groups a good deal of peer support developed.
- The delivery of the training was adapted to suit lone parents' needs (for example, delivering over 2 short days rather than 1 long day). Although this increased the cost of delivering the training they felt it was beneficial *'because it worked for the customer'*. Trainers felt that it would be worthwhile to think about how to deliver training for this client group at these times in the future.
- Attendance at the crèches increased over the life of the programme and on balance consultees felt crèches helped increase participation in training *'as there was one less barrier.'*
- The fact that the training was also provided in a range of venues across the city and at times that suited lone parents also helped sustain participation.

The training provided specific vocational skills and knowledge, but consultees also felt the training helped clients to become more focused on work goals, increase confidence and helped lone parents who had very little employment experience in a number of different ways:

- Developing skills;

- Providing specific qualifications to make clients who may have had limited work histories more attractive to employers;
- Providing an introduction to training which could then be built upon in work based training when they moved into work;
- Developing clients' understanding of the demands different kinds of jobs;
- Developing skills for learning;
- Developing clients' understanding of what working life might be like; and
- A combination of these things, highlighted in the box below.

- Client H felt it was really helpful that there was childcare available to allow her to participate in the care training. She felt that the training course helped boost her self-confidence as she got back into a training environment and was also around other adults. She found out a lot about working in care and it has helped her understand that she would like a job in care at some point in the future.
- Client P has taken part in a range of training including food hygiene, cleaning, first aid and paediatric first aid. The courses helped with her aim of getting into a work routine and meeting new people: *'It makes you feel better about yourself'*. She used the crèches now and again and found these helpful as she did not have to worry about being finished in time to pick up her son from nursery. It was good to meet other lone parents as well: *'I realised I was not the only one ...there are thousands of me'*.
- Client C felt that the training was very useful because she got up to date certificates and it also increased her confidence. The course was very relevant to the job that she is doing now. Her previous boss was involved in the training and gave her good feedback. It was also very good that there was a practice interview at the end of the course. The course helped her to identify the next steps she needed to take to secure a job. When a job came up in a local care home she applied and got the job. The interview practice helped with this.

Work Preparation

Work preparation was delivered by the employability advisers through one to one appointments. According to consultees the customised or case managed nature of the support through MiW was a key factor in its success. This was valuable because each lone parent has unique circumstances. Also, a good relationship with a worker can help to tackle the range of issues that can emerge as people move towards work. This approach can be very responsive to individual needs.

Most of the clients had regular meetings with an adviser during the time they were engaged in MiW. These meetings helped prepare clients for work and also helped them update CVs, get support with the job search and application process and identify opportunities. However, it was clear from the client interviews that these meetings were an important source of personal support for many clients in addition to offering work preparation. The particular ways the advisers helped are highlighted below.

Sustaining Motivation

The support from advisers was helpful for sustaining clients' motivation to get into work. For example, some clients interviewed had not managed to get a job yet but the adviser was helping them stay motivated:

- Client B said she is still meeting with her adviser on a weekly basis, to develop her CV and do job searches. She feels the adviser has helped her to *'stay on track'*.

- Client S felt MiW helped her change her perception of what she can do and how she could get out of the situation she was in. In this way it breaks down barriers – and helps people to develop their own motivation to make changes.

Enhancing Self-Confidence and Self-Esteem

A common theme in the client interviews was how working with their adviser had helped clients feel a lot more positive about themselves. The interviews showed the damaging effect of low self-confidence on people's perceptions about their ability to get a job, but working with an adviser had helped them overcome these difficulties. For example:

- Client O described how she has more confidence since engaging in MiW. She is not sitting in the house constantly. Prior to engaging with MiW she hated going out but now she gets dressed and puts make up on every day. She used to put herself down and the adviser told her not to. She felt the adviser *'has really helped me, she is the reason I'm here today. She pushed me to not bring myself down'*.
- Similarly, Client B now feels more positive (about her ability to get a job) *'before I felt I wasn't able to get a job, that's where my mind was'*.
- Client L felt that although her confidence has been raised by participating in MiW she still lacks confidence about some jobs – for example she is not sure that she could learn to operate a till. So she feels ideally she would like a cleaning job. *'I don't know what I can do apart from cleaning'*. However, she feels her adviser boosts her confidence: *'she says there's more to me than just cleaning and makes me more willing to try things. I've had a lot from JBG'* Overall her confidence has increased and she feels she has made progress. It is also important that the MiW adviser is looking for a job that she will like (and stay in) rather than forcing her to take any job. If forced *'you're back to stage 1 and end up getting sanctioned.'* *'I'm not letting things put me back to stage 1'*

Reducing Isolation

Some clients felt less isolated as a result of engaging in MiW. Through the hubs, jobs clubs and training they had met other lone parents and in some cases they were still in contact with them.

- Client T met with her adviser on a weekly basis. She felt she was able to share her problems and worries with the adviser (who worked closely with the OPFS worker). She was often feeling under a lot of stress and she felt that the advisers could help with a range of problems.

Increasing Wellbeing

Increasing wellbeing was a broader impact of MiW. Clients described how they felt better after engaging in MiW. For example:

- Client D felt she was *'in a lot better place'* since engaging in MiW and that her mental health has improved.
- Similarly, client G felt she is no longer so scared and worried about her future *'I have a great future – I'm not scared anymore.'* She feels MiW has *'helped her get to where I am today'* and made a huge difference. She now feels confident about talking to people, is not embarrassed by her English, less shy and this has all had a big impact on her life.
- Client Q feels happier and feels she has goals (a dream) and things to look forward. *'I would like to buy a house with a garden and learn to drive. None of this was possible in my head before I came here'*. Her daughter is very happy in nursery – she meets a very diverse group of people every day in the nursery and is learning a lot. Her speech has improved and she is not

shy – nursery has been good for her. *‘MiW don’t tell you “no, you’re not good enough” they have shown me and helped me believe in myself’*

- Client U was feeling very low when she engaged in MiW. Although she had only been unemployed for a couple of months she was finding the process of getting back into work very hard *‘it was a real eye opener and I realise there are lots of barriers’*. *‘I had reached the point when I had almost given up hope’* MiW boosted her confidence and with applications and interview preparation.

Accessing Childcare

Clients and consultees felt access to childcare is one of the key barriers to work for lone parents. It is clear that there are a number of dimensions to this.

- One difficulty is finding childcare to cover preparation for work activities, such as attending training. Few employability programmes have funding for this.
- Another is accessing what consultees described as *‘realistic childcare’*, which is affordable and sustainable in the longer term.
- A third that emerged clearly in the client interviews, was the need to raise lone parents’ confidence about using childcare services rather than family carers.

MiW addressed these problems by first of all providing childcare when parents were at training. There was some debate at the MiW project development stage around whether dedicated childcare should be provided for each training course, or whether this should be sourced through existing provision which is the more common way to source childcare for other employability programmes. In the end Stepping Stones were established as the ‘preferred provider’ for childcare as they could provide a range of types of childcare to suit each individual cohort of trainees including crèches at training venues/or in family homes if there was just a small number of participants and it was more cost effective to provide sitters. A crèche coordinator within Stepping Stones worked closely with MiW staff to organise appropriate care for each training session. The crèche provision expanded over the life of MiW from initially 10 venues, to 36 eventually. Regular crèches were also provided for the 4 monthly hubs. Consultees felt the MiW experience has shown the importance of childcare for encouraging participation in employability and can help to sustain participation in training.

The second way MiW helped with childcare issues was by helping lone parents find childcare locally to fit in with their requirements and also covering the cost of the initial weeks of childcare when clients started work. A perhaps unexpected benefit of the childcare offered at the training sessions was that it helped lone parents get used to putting their children into childcare. For some lone parents this creates a barrier to work because if they have never used formal child-care they can become anxious about *‘handing their child over’*. However, using the crèches attached to MiW helped them get used to this and increased their confidence about using formal services.

Development of Childminding

The third way MiW supported increased childcare options was through developing specific support to help lone parents become child-minders. Helping parents to become child-minders was a feature of the Working for Families programme which supported parents into work. This support was delivered within Working for Families by the Scottish Childminding Association (SCMA). The Big Lottery encouraged MIW partnerships to include SCMA as a partner in MIW programmes across Scotland and also in Glasgow as the development of childminding was viewed as a possible mechanism to help lone parents into work. Childminding has potential to create jobs for parents as well as additional childcare places. SCMA provided a development worker (12 hours a week) to help up to 20 MIW clients become childminders. They

had engaged with 79 by the time of the evaluation and hoped that by the end of the programme 23 clients would have become childminders. They were funded for one year initially with a possible extension to 3 years if they delivered their targets. They managed to achieve these and so have been involved for the full MIW project. The development worker was integrated into the MIW team. After she raised their understanding of the demands of being a childminder she felt that the advisers referred people who had the potential and genuine interest in developing a service. The manager was very supportive and made her feel part of the team and reminded the other staff to think of referring to her if clients were interested. If the client was not suitable for pursuing childminding or decided it was not for them the worker always referred back to the adviser and there was follow up to progress to another option. For example, some felt they didn't want to be child minders, but were still interested in working with children, so they were supported around getting into childcare.

Consultees highlighted that there can be specific barriers for lone parents to becoming a childminder:

- Low confidence is a particular issue with this group of potential childminders and yet this is important to success as they are going to be self-employed so they need a lot of support to build self confidence that they can achieve the goal. This was particularly the case with MIW clients as they tended to have more barriers to work and to be more distant from the labour market.
- They may have little access to capital to set up a childminding business;
- They may live in accommodation with a private landlord where the landlord may object to them running a business;
- They may lack of support as they live on their own.

It seems clear that the childminding support was well delivered by SCMA with a very small resource input. The development worker was very experienced. The support was long term as the worker was able to continue to support the childminders for a year after their businesses were set up (and longer if necessary). The support included practical and personal support to raise confidence needed to become a child minder and arrange the client to attend training run by SCMA and business support around assessing local market, marketing, getting the right business systems in place, preparing for care inspections etc. to ensure that a sustainable business established that was going to provide a wage to improve the lone parent's circumstances. This was longer term support than had been available under Working for Families. The development worker worked jointly with the aftercare worker to ensure all aspects of aftercare were covered and to access any upskilling SCMA could not provide.

Some of the learning from supporting childminding includes:

- Lone parents with more barriers require more intensive and sometimes longer term support to become childminders and this is not always possible within a year that was expected when the MiW project was established.
- It is important to provide support once the business is established to help ensure its sustainability.

However, the relatively small proportion of lone parents who actually became childminders compared to the numbers who expressed an interest in it suggests either that there is not high demand among the clients for support around childminding, or that there are barriers that are difficult to overcome for these. It also suggests there is a need for more intensive support to deliver bigger numbers of childminders at the end of the programme.

Job Brokerage

When clients reached the end of the pathway and were job ready they were referred to the job broker who helps match them to job opportunities. This takes account the skills and career aims of the client and the skills needed by the employer.

The MiW job broker approached employers on an individual basis to promote the MiW project. Initially the employers were told that the clients were lone parents and although they were sympathetic there were few job offers. Thereafter the clients were promoted as purely as job seekers and more opportunities were offered. A number of new employers, who had not worked with JBG before were recruited for MiW. However this was time consuming for the job broker and in retrospect it may have been helpful if the job broker had been enabled to build closer links with the mainstream JBG job brokers.

Existing recruitment incentives (such as Scotland's Employer Recruitment Incentive) were drawn on to support MiW clients and to encourage employers both to recruit and pay the living wage.

As we have seen from the previous chapter, the types of jobs brokered were across a range of sectors, including retail, catering, cleaning and care and there was a close fit with the sector specific training delivered by MiW. They were generally low skilled, 'entry level' jobs. Many of the clients found it difficult to earn enough to make it worth their while financially to work full time, so commonly the lone parents were offered 16 hour contracts. Some employers started to offer 16 hour contracts to accommodate the MiW clients.

Job clubs were another aspect of the support provided by the job broker. These were run during school hours. The job clubs also developed peer support as clients helped each other identify vacancies in some instances. Several clients were referred to a project called 'Dress for Success' through the job clubs. This helps clients get an outfit for interviews and also advice about dressing appropriately for work. This project was viewed very positively by clients.

A small number of employer interviews were undertaken for the evaluation. Employers were positive about the job broking intervention by MiW. The key points from this feedback are shown in the box below.

Employer Views of MiW

The employers interviewed were in a range of sectors including care, leisure and entertainment, construction, and one was a social enterprise. Most of the employers interviewed were very satisfied with the quality MiW employees.

Only one employer reported problems that led to the termination of the client's contract. However, the all people recruited by these employees were on a zero-hours contract.

Employers have recruited from MiW for a range of reasons:

- Specific recruitment needs with the skills they were looking for within the pool of MiW candidates;
- Grant funding available;
- Desire to help people find a job;
- Assistance with recruitment, including reduced cost of recruitment;
- To fulfil community benefit clauses.

All employers were very satisfied with the support they have received from MiW staff and are keen to work together in the future and felt there was no need to change the programme in any way.

Job brokerage was an important element of MiW which, alongside the training seems to have helped move clients into work. It was helpful that job clubs were focused on lone parents, but for on the other hand it was not helpful to identify that recruits were lone parents. Therefore, at this stage in the pathway, it appears that lone parents may be able to move onto mainstream job brokerage services that may exist already in employability services such as JBG.

Aftercare

Aftercare was seen as an important element of support for lone parents by consultees as a range of factors can affect sustainability. For example, lone parents may be more vulnerable to emerging problems around housing, benefits, income levels, childcare falling through. All MiW clients who move into work are referred to the aftercare worker who provides support, but also has an important role to find additional skills training which can be funded by MiW, but delivered by a range of external providers. The aftercare support is therefore important for:

- Ensuring clients are able to make a smooth transition into work and overcome any problems that can commonly occur in the first few weeks after starting a job; and
- Helping clients progress in employment, by helping them to increase skills or gain higher level qualifications which make them more attractive to employers.

According to the monitoring data around 60% of clients who moved into work accessed some kind of aftercare support.

As there is only one aftercare worker there is high demand on her time and this means that much of the support is on the phone, however she aims to meet each client at 3 points – when they first start work (the initial appointment is face to face and an action plan is developed) and then at 3 and 6 months – but this also depends on what the client wants. Again, because of the scale, the onus is on the client to phone when they need support rather than the aftercare worker chasing – much of this can also be through texting.

Consultees and clients reported that aftercare was an important part of MiW support, however, some of the consultees felt more resources could have been allocated to aftercare as there was only one aftercare worker.

There were also comments that advisers needed to '*buy into*' the aftercare service as well, but in the early stages of the partnerships felt there was some reluctance to refer on to the aftercare worker (as did not want clients to get to know another support worker). Although '*warm handovers*' were planned for every client this was not possible given that the number of people who engaged was far higher than expected. The aftercare worker started attending some training so that clients had a chance to meet her and this worked quite well. Further along in delivery more of the advisers saw the value of the aftercare service and referred more frequently.

A number of the clients interviewed had some aftercare support.

- Client U is due to start work soon and the aftercare worker has been supporting her to ensure that this goes smoothly. MiW will pay childcare for the first 4 weeks so she does not need to worry about her tax credits coming through on time.

- Client C appreciated assistance with rent once she started work. She described how the aftercare adviser perceived that she was stressed about this and came to see her immediately to help her sort it out.

An important part of the aftercare was the availability of a budget for in-work training to help clients that had moved into work to increase their skills and progress in the labour market. This was available for up to 6 months after clients had left MiW. This budget was also flexible, with no set budget per client and no prescription about what kind of training was allowed and this made it easier to identify a range of provision which was suitable for the clients' (and their employers') needs. There was good oversight of this budget. The aftercare worker had to make a business case to the MiW team manager and had to try to utilise other sources of funding if available (such as Individual Learning Accounts). It fell to the aftercare worker to '*manage people's [clients] expectations*' about what they would be able to access. An important finding about the pattern of uptake of in-work training was that the majority of the training was delivered between 3 and 6 months after the client started work as they found that clients were settling into work in the first 3 months and it was too much for them to think about training as well during this period. Some examples of how clients benefited from in-work training are shown in the box below.

- The aftercare adviser assisted Client C to identify funding to complete an SVQ level 3 in care while she is working and this helped her to secure a promotion. She had been unable to find funding for this training in the past despite her knowing that it could help her to progress in the sector. Her employer has been supportive in this helping to organise her shifts so that they fit in with her childcare arrangements and also organising placements so that she could complete her SVQ. She feels this is a very important part of the programme as it can help people to progress in the labour market.
- The aftercare adviser also assisted Client D to access training to help her in her job (minute taking and EXCEL). Minute taking is an important part of her job and she had not any experience in this and so it was helpful in securing the job.
- Client M has kept in contact with the aftercare worker and taken other qualifications since she has been in work. The aftercare worker is very good about letting her know of courses coming up. She felt she got along with the aftercare worker and adviser very well – '*they pushed me and helped me plan how to cope when I would be in work. I thought I wouldn't be able to manage with my boy.*' She felt there was support in the background.

Partnership Working

The evaluation looked at partnership working within MiW. The partnership model has a range of potential benefits. It could:

- Help overcome a range of barriers lone parents face as partners have specific expertise;
- Allow more integrated service provision assist so that lone parents receive a more streamlined service;
- Help deliver more and more sustainable outcomes.

MiW had partnership working arrangements at a strategic and operational level as partners were members of the strategic board and also provided staff to work in the MIW staff team.

There was consensus across the consultees that the MiW team worked well together. There was good communication in the team and efforts made to create shared objectives. The range of partners with different expertise meant that they

were *'able to reach clients and identify what stage they were at'* and what support was then needed: *'it worked well on the ground'*.

There was one area where there were sometimes difficulties. There was a feeling that some partner organisations had different perspectives on the issues facing lone parents and that some were more work focused than others: *'there could have been [better] collective understanding of the progression model and common commitment to make this work'*. In the words of one stakeholder *'not all of the partners got it'*. Quite often, differences in partner organisations' cultures can impinge on the success of a range of different types of partnership and it seems that the MiW partnership was no exception here. There were efforts to try to address these issues and consultees felt that at the end of these discussions there was a realistic understanding across the partners of each other's' roles and what could be delivered. The issue did not seem to be serious enough to affect partners' commitment to the partnership and joint working.

These kinds of issues seemed to be more keenly felt at the strategic level. Some consultees commented that the JBG saw itself as the lead partner and very much drove the way the programme was delivered with very little opportunity to discuss ways of addressing jointly any issues that arose. This meant that the strategic board meetings became more about information sharing on progress rather than strategic review or discussions about different ways of doing things. Consultees felt there should have been a partnership agreement at the outset setting out clearly each partners' roles and how the partnership should operate.

There seems to have been fewer issues at the operational level. Although the manager was from JBG there were very open discussions about the day to day delivery of the project. There was agreement across the consultees that MiW was well managed operationally and there were good working relationships across the team and between the team and the partnership board. The team manager was viewed as being very committed to MiW and *'held it together'*. The team's monthly meetings were purposeful and everyone was aware of progress towards targets. These meetings were important to facilitate partnership working at an operational level.

Consultees commented that despite the sometimes different perspectives, that there was *'trust'* within the partnership and that all of the partners had confidence in each other's abilities to deliver their particular element of MiW support. All brought different skills and abilities that enhanced the partnership. All partners also had clear roles and this helped them build relationships. There was joint working also within the team. For example, the employability adviser based in the east end worked jointly with the engagement worker and said that this worked well to reach people to engage them in pre-employability work and then eventually on to the employability worker. This engagement worker had good links in the community and used these to reach people who might not otherwise engage.

Consultees felt the MiW team members were flexible and adaptable and worked well together and this extended to the other partners who were not part of the core team. For example, the Stepping Stones childcare coordinator provided a very flexible and responsive service at often short notice.

Impacts on Partner Organisations

Involvement in the MiW partnership does appear to have had some positive impacts on the partners' own organisations.

- Some partners felt they had increased their knowledge and understanding of the issues lone parents face and could use this to enhance any future work they do with lone parents.
- It also led some partners to consider how they could offer more targeted and tailored support for lone parents in the future.
- Partners saw the value of offering an integrated package of support to help tackle barriers.
- Organisations who provide or commission training saw the value of offering crèches for training and may use more frequently in the future – especially for courses when children are not at school.
- JBG put a monitoring framework in place for this which specified responsibilities for collecting data, evidence required and when this was to be collected. This model now extended to other JBG projects.

Areas for Improvements

On balance, consultees felt that the MiW model in Glasgow worked well and there were only a small number of areas where there could be improvements. These fell into the following areas.

- Although the MiW model aimed to empower lone parents to look for childcare themselves, this was sometimes challenging for lone parents and led them to rely on family or informal care, despite advisers suggesting that this might not be the best option. These arrangements sometimes broke down. One consultee felt the use of childcare mentors, which had been used by Working for Families, might have been helpful here.
- Some consultees felt it would have been good to have had a key worker to keep contact with the client all along the pathway. *'Warm handovers'* were used to prevent clients dropping out when they were passed from the engagement worker to the employability adviser, to the job broker and aftercare and this did seem to help ensure progression. Nevertheless the extent to which this happened seemed to be uneven across the city. Consultees commented that in one area there was more reluctance to pass people to the employability advisers and to engage with wider opportunities. The consultees felt this was down to a *'clash of cultures'* and *'different ways of working'* and in this area these issues were not resolved fully. However, it is important to note that there was good joint working in other areas.
- Larger caseloads than expected meant that the aftercare and job broker workers were stretched and in retrospect more resources could have been allocated to this element of the MiW pathway.
- Some consultees, while acknowledging the impact of having funding to pay for travel and childcare for the initial weeks of work, felt this was *'not realistic'* and could create difficulties when it was withdrawn.
- Consultees felt the MiW approach offers potential to work with the family as a whole as the engagement of lone parents can lead to a positive impact on the children. As some commented, many of the lone parents come from families with generations of worklessness: *'they've broken the cycle, sometimes going against friends and family, but this has a big impact on their own children as they become a good role model for their children'*. The impact on children was not measured for the MiW programme, but if a similar programme was to be developed in the future it would be good to monitor and evaluate these kinds of outcomes.

Overview of Factors contributing to Achievement of Outcomes

The feedback from clients and consultees suggested that MiW is more than a sum of its parts and a key determinant of success was the way that it delivered holistic and tailored support by packaging the different parts in a coherent way to meet the

particular needs of each client. The key factors which seemed to contribute to success were as follows:

- **Model of delivery** – a partnership approach which meant that right support was delivered to lone parents when they needed it. Having support that is complementary to employability support (for example around finance and childcare) was also important as these are often not available. It was important that the partnership brought together a range of organisations to pool resources and expertise as no one organisation could provide the range of support needed. There was *‘a breadth of expertise [which was needed because] one provider would struggle to deliver all parts as none have all the expertise’*. Additionally, the model of support meant *‘no matter what stage [client is at] there’s services’*; it was the range of support available along the pathway that was important to success.
- It was important that it was a **voluntary, not mandatory** programme. This helped the lone parents to feel more positive about engagement.
- The **flexible timescale** was also important. Clients did not need to be moved on within a particular timescale and did not feel under pressure.
- **Professionalism** of staff. Several of the clients described how advisers were very **responsive** and **reliable** and kept in touch with clients to ensure progress. They were **skilled** and **experienced**. Comments included that the team were *‘not 9-5 people’*; *‘having the right people with the right skills and attitudes who did not wave bye-bye to customers when they moved into work’*; and *‘the team were very passionate and switched on.’* These staff had some autonomy and discretion to do what they felt was right to assist their clients and *‘do their job in the best way that they can.’* Workers in the team were, in general, very adaptable and flexible.
- MiW offered **tailored support**. This was very important as lone parents are a very diverse group. As the MiW employability advisers fed back: *‘most lone parents genuinely want to work, but face many barriers – but if programmes can overcome the barriers they will engage’*. The key aspects which they felt made MiW attractive to lone parents included the availability of childcare, access to specialist advice and the offer of holistic support.
- **Holistic support** – consultees described how lone parents tend to have a range of issues that create more barriers to work which means they need holistic support. Other key issues that emerged in the course of MiW included: financial issues – debt emerges when people move into work when it becomes difficult to service debt and pay all of the bills which now need to be paid; getting the transition to work right financially. All of these require holistic support, but *‘MiW offers the only holistic support for lone parents in the city’*.
- The flexible and higher level of **funding** available for MiW clients compared with other programmes to support activities like training, to cover initial expenses like childcare and travel to work until tax credits come through or to pay for childcare fees required in advance, help with clothing and in-work training are all seen as very important.
- The availability of **aftercare (or in-work) support**. The range of types of support available through aftercare including financial support to bridge the gap between leaving benefit and getting first wage or fee which can help with the transition to work, to help with any issues in work and to support in-work training were all important to help people sustain work.

4. KEY FINDINGS

Project's Delivery of its Strategic Aims and Objectives

The evaluation first assessed the project's delivery. It found:

- MiW recruited almost double the numbers of lone parents than targeted showing there is high demand among lone parents (and the organisations who refer them) for specialist employability support.
- The majority of lone parents who engaged in MiW were very disadvantaged in the labour market. For example, 63% were long term unemployed, nearly half had no work experience and a fifth had a chaotic lifestyle. They faced many and sometimes multiple barriers to work.
- MiW mostly exceeded its output targets.
 - 1340 clients were supported to develop an Action Plan and had employability needs assessed. This is above the target of 675;
 - 777 received Advice & Guidance, again this is above the target of 600;
 - 636 participated in work preparation to address barriers and employment related skills which is slightly above the target of 600;
 - 493 attended at least one training session above the target of 300;
- Around half of all clients engaged progressed to stages 4,5 and 6 of the MiW pathway and therefore developed employability skills and knowledge.
- In terms of employability outcomes, 379 clients or just over one in four participants moved into work after taking part in MiW. Although the numbers are above target, the proportion who moved into work at 27% is lower than the target of 32% of all clients to progress into a job. Nevertheless this is still above outcomes achieved by the Work Programme (11%).
- The number of clients who took part in training is well in excess of the target of 75 at 455. Furthermore 409 clients attained a qualification; and 40 progressed into education, equal to the target.
- The monitoring data suggest MiW support was tailored to clients' needs with those needing more support getting this. The flexibility of the support and organisation along the pathway is likely to have facilitated this.
- There were 136 clients in work at 26 weeks and 54% of the clients who received in work support were still in work. There were difficulties reaching clients to track outcomes so it is not possible to say with certainty how many jobs have been sustained.

Usefulness and Effectiveness of individual Aspects of MiW

The evaluation also considered the usefulness and effectiveness of individual aspects of MiW. The key findings are given below.

Pre-engagement and Engagement

The pre-engagement and engagement stages worked well. Some of the factors which contributed to this included the positive ways advisers and engagement workers responded to clients at initial meetings (and throughout their time on MiW). MiW was also seen as attractive to clients and referrers because it provided specialist support. Overall, consultees felt the engagement activity was a key element of MiW: engaging with lone parents in communities is critical as they can have multiple barriers. Consultees also felt the amount of work involved in engaging clients is not easily captured.

Initial Assessment

The lone parents accessing MiW needed support in a range of areas, not just around employability. The initial assessment seems to have worked well because advisers had a lot of empathy with the clients. Several clients interviewed described how they felt the advisers understood their circumstances and difficulties well.

Skill Development

Two types of training were provided in MiW: at the early stage of the pathway, training had a focus on personal and social development; later in the pathway, specific vocational courses. There was positive feedback from clients about both types of courses. The modifications to training, including keeping the days short and providing crèches seemed to have supported retention in training. The demand led and responsive nature of training provision met employers' and clients' needs well. Clients were positive about training with other lone parents and felt this developed peer support.

Work Preparation

According to consultees the customised or case managed nature of the support available to lone parents through MiW was a key factor in success. Work preparation delivered employability skills and knowledge but was also important to help sustain clients' motivation to get into work; to enhance self-confidence and self-esteem; reduce feelings of isolation; and help clients feel better.

Accessing Childcare

MiW addressed childcare issues in 3 ways: providing childcare when parents were at training; helping lone parents find childcare locally to fit in with their requirements and also covering the cost of the initial weeks of childcare when clients started work; and developing specific support to help lone parents become childminders. A perhaps unexpected benefit of the childcare offered at the training sessions was that it helped lone parents get used to putting their children into childcare.

Job Brokerage

The types of jobs brokered were across a range of sectors, including retail, catering, cleaning and care and there was a close fit with the sector specific training delivered by MiW. They were generally low skilled, 'entry level' jobs. Many of the clients found it difficult to earn enough to make it worth their while financially to work full time, so commonly the lone parents were offered 16 hour contracts. Some employers started to offer 16 hour contracts to accommodate the MiW clients. Employers had positive views about the MiW clients they recruited.

Job brokerage was an important element of MiW which, alongside the training seems to have helped support clients into work. It was helpful that job clubs were focused on lone parents, as this helped them engage. It was not hopeful to promote clients as 'lone parents'. It may be that when client reach this stage in the pathway, they could move onto mainstream job brokerage services that exist already in employability services such as JBG.

Aftercare

All MiW clients who moved into work were referred to the aftercare worker who provides support, but also has an important role to find additional skills training which can be funded by MiW, but delivered by a range of external providers. Around 60% of clients who moved into work accessed some kind of aftercare support. Consultees and clients reported that aftercare was an important part of MiW support, as it could help people to sustain employment. However, some of the workers felt that more resources could have been allocated to aftercare as there was only one aftercare worker.

An important part of the aftercare was the availability of a budget for in-work training to help clients that had moved into work to increase their skills and progress in the labour market. This was available for up to 6 months after clients had left MiW. The pattern of uptake of in-work training was that the majority of the training was

delivered between 3 and 6 months after the client started work as they found that clients were settling into work in the first 3 months and it was too much for them to think about training as well during this period.

Areas for Improvement

On balance the MiW model in Glasgow worked well and there were only a small number of areas where there could be improvements. These fell into the following areas.

- Although the MiW model aimed to empower lone parents to look for childcare themselves, this was sometimes challenging for lone parents and led them to rely on family or informal care, despite advisers suggesting that this might not be the best option. Some way of mentoring selection of childcare might help here.
- Some consultees felt it would have been good to have had a key worker to keep contact with the client all along the pathway.
- Larger caseloads than expected meant that the aftercare and job broker workers were stretched, More resources could be allocated to this element of the MiW pathway in the future.
- Some consultees, while acknowledging the impact of having funding to pay for travel and childcare for the initial weeks of work, felt this was '*not realistic*' and could create difficulties when it was withdrawn.
- Consultees felt the MiW approach offers potential to work with the family as a whole as the engagement of lone parents can lead to a positive impact on the children. If a similar programme was to be developed in the future it would be good to monitor and evaluate these kinds of outcomes.

Unexpected Benefits

Some of the unexpected benefits flowing from the programme include:

- The development of peer support among lone parents attending training;
- Improvements in health and wellbeing reported by lone parents;
- Increased confidence about using childcare.

Good Practice

The national evaluation of MiW identifies a number of aspects of the programme that contribute to successful outcomes including a demand-led approach, good engagement with employers and identifying appropriate work opportunities. The evaluation also identifies some aspects that seem to work particularly well⁸. These were:

- The complementary expertise engaged in the broad based partnerships involved in MiW programmes which allow the delivery of personalised support and also multiple alliances to address barriers – in this way it fills gaps in provision;
- High quality key worker support;
- Group based vocational activity; and
- A clear ethos of empowerment and co-production.

This evaluation found that similar aspects of good practice were important in Glasgow and were the following.

- **Model of delivery** – a partnership and pathway approach which meant that right support was delivered to lone parents when they needed it.
- **Voluntary, not mandatory** participation.
- A flexible **timescale**.

⁸ Sheffield Hallam University/Centre for Regional Economic and Social Research (2015) Making it Work: Learning and Evaluation Contract 2 Year Programme Report

- **Skilled and experienced staff.**
- **Professionalism** of staff. They were seen as **responsive** and **reliable** and kept in touch with clients to ensure progress.
- **Tailored support.** This very important as lone parents are a very diverse group.
- **Holistic support** – to assist with the range of support lone parents need.
- The flexible and higher level of **funding** available.
- The availability of **aftercare (or in-work) support.**

Legacy of the MiW on Partners

MiW had partnership working arrangements at a strategic and operational level as partners were members of the strategic board and also provided staff to work in the MiW staff team. At an operational level the MiW team worked well together. There was good communication in the team and efforts made to create shared objectives.

As with any partnership, there were sometimes tensions between partners but these seemed to have been tackled and did not disrupt the operation of the partnership. Overall there was trust among the partners and all partners had confidence in each others' abilities to deliver their particular element of MiW support.

Involvement in the MiW partnership does appear to have had some positive impacts on the partners' own organisations, including increasing knowledge and understanding of the issues lone parents face, considering how they could offer more targeted and tailored support for lone parents in the future, seeing the value of an integrated package of support and the benefits of offering childcare at training.

Lessons Learned

There are a number of lessons that flow from the experience of delivering MiW. There is a place for specialist support. Lone parents (and other vulnerable groups) need a targeted/specialist and tailored approach. This is also more important at the early stages of progression, but it is useful to take into account the need for specialist input at all stages.

Particular types of support seem to be particularly useful for lone parents as a client group. This includes:

- Advisers who have good empathy with lone parents;
- Childcare provision linked to training;
- Links to money advice, group training alongside other lone parents;
- Voluntary participation.

There are strong benefits from working in partnership to provide support along a pathway of progression. It is critical to involve partners with the appropriate expertise to provide specific support at each stage of the pathway.

Moving Forward from MiW

All partners felt the MiW approach should continue to be funded, but they were pessimistic that the amount of funding could be found to support the same model that has been delivered in the last 3 years. The partners felt that there had been little discussion of options for when MiW funding ended as there was a feeling that MiW could not be sustained in the longer term. At the moment there is a good deal of uncertainty over employability funding and this makes it difficult to see where funding for MiW could be found. However, consultees also felt there would be value in continued working together in the partnership and they hope to organise a session to look at how the work could be carried on. Given this we have provided some areas

that could be looked at to carry forward the work that has been developed during MIW.

Focusing on Lone Parents

Since MIW began in 2013 the numbers of people on key out of work benefits has fallen dramatically (Table 20). Although the numbers of lone parents has fallen, the proportion of people on key benefits who are lone parents has not fallen by very much and the biggest shift into work has been among people on JSA. Lone parents in Glasgow remain one of the groups who face more barriers to work. They are also going to be increasingly in need of support as the impacts of welfare reforms which required lone parents to look for work when their child is younger. It would be useful for all employability services to have some expertise in assisting lone parents as they are likely to be referred increasingly to local employability services. The lessons learned from this evaluation and the good practice highlighted are useful to show the aspects of the approach that need to be incorporated into any targeted approach with lone parents.

Table 20: Key Out Of Work Benefits Groups 2013 - 2015

	2013	2015	% change
People on key out of work benefits	79,840	70,390	-11.8%
Lone parents	6,860	5,870	-14.4%
Lone parents as a % of those on key benefits	8.5%	8.3%	
JSA	20,550	12,390	-39%
JSA as % of those on key benefits	26%	18%	
IB and incapacity	50,520	50,700	0.35%
IB as % of those on key benefits	63%	72%	

Source: Nomis Aug 2015

Consultees felt there could have been greater targeting of MiW to particular geographical areas where there are larger proportions of lone parents. Table 21 indicates the areas of the city with the largest proportion of lone parents and those which are above the average of 8.3 % from the table above.

The table shows that:

- The proportions range from 12.8% to 8.2%.
- Some of the areas could be combined as they are relatively close to each other.

These areas could be targeted by services.

Table 21: Areas with Highest Proportion of Lone Parents

	People on key out of work benefits	Number of Lone parents	Lone parents as % of all on key benefits
Summerhill	1,445	185	12.8
Darnley	1,260	130	10.3
Nitshill	1,600	165	10.3
Wallacewell	1,320	125	10.1
Queenslie	1,355	135	9.9
Bridgeton/Dalmarnock	1,370	130	9.4
Garthamlock	1,410	130	9.2
Maryhill	1,345	115	8.8
Springburn	1,470	130	8.8
Tollcross Park	1,470	130	8.8
Milton	1,525	135	8.8
Glenwood	1,855	165	8.8
Yoker	1,265	110	8.6
Gartcraig	1,245	105	8.4
Drumry	1,420	120	8.4
Easterhouse	1,270	105	8.2
Carnwadric	1,395	115	8.2

Source: Nomis 2016

Building on Opportunities

Building on the practice of MiW it would be a good idea to build targeted support for lone parents into any opportunities emerging in the city. The Glasgow City Region City Deal⁹ aims to create jobs in Glasgow and the wider region and has funding of £1.13 billion, across 26 projects and is the most obvious place to begin but there may be other opportunities at more local levels and on a smaller scale. There are opportunities to work with employers as part of the corporate social responsibility activities associated with City Deal.

Building on Partnership

As we have identified there was good partnership working in MiW and willingness for partners to continue to work together if funding could be found.

Building on Good Practice

Some elements of the MiW model could be incorporated into employability services with little or no additional cost. These include:

- Identifying partners who work with lone parents who are more distant from the labour market to identify if they could provide some services at the pre-engagement and engagement stages. This could also help identify lone parents who could most benefit from employability support.

⁹ <https://www.glasgow.gov.uk/index.aspx?articleid=18614>

- Providing employability advisers who have a particular interest in working with lone parents.
- Including training for lone parents as part of their support if possible.
- Providing advisers with training on childcare options.
- Recognising the benefits of peer support, developed for example through job clubs targeting lone parents or other group activity.