

# Making It Work: Learning and Evaluation Contract

## *Final Report*

October 2017



# Making it Work: Learning and Evaluation Contract

## *Final Evaluation Report*

Elaine Batty, Chris Dayson, Will Eadson, Sarah Pearson, Elizabeth Sanderson

***Centre for Regional Economic and Social Research (CRESR)***

***Sheffield Hallam University***

Colin Lindsay, Anne Marie Cullen

***Scottish Centre for Employment Research (SCER) University of Strathclyde***

October 2017

# Acknowledgements

The authors would like to thank the staff and clients of the five Making it Work partnerships for completing the survey, taking part in interviews and providing other data to the evaluation team.

Thanks also to Deborah Hay at the Big Lottery Fund Scotland for support and guidance.

# Contents

<b>Summary</b> .....	<b>i</b>
<b>1. Introduction</b> .....	<b>1</b>
1.1. Learning and Evaluation.....	1
<b>2. The MIW partnerships: models of delivery</b> .....	<b>3</b>
2.1. The MIW Partnerships.....	4
<b>3. Supporting lone parents furthest from the labour market</b> .....	<b>9</b>
3.1. The MIW clients: barriers and challenges and distance travelled.....	9
3.2. Journeys to work: Client case studies .....	17
<b>4. Supporting lone parents in complex circumstances</b> .....	<b>24</b>
4.1. Outreach and Engagement .....	24
4.2. Co-production.....	25
4.3. Development worker and peer support.....	26
4.4. Childcare .....	27
4.5. Employment and in-work support .....	28
<b>5. Impact and Value for Money</b> .....	<b>31</b>
5.1. Inputs .....	31
5.2. Activities and Outputs.....	32
5.3. Outcomes.....	34
5.4. Skills and capabilities .....	37
5.5. Well-being .....	40
5.6. Additionality.....	41
5.7. Benchmarking with other employment support programmes .....	43
5.8. Value for money .....	44
5.9. Cost-effectiveness.....	47
5.10. Social value.....	48
<b>6. Conclusions and implications for future employability strategies in Scotland</b> .....	<b>50</b>
6.1. Conclusions.....	50
6.2. Implications for future employability strategies in Scotland .....	51
<b>Appendix 1: MIW Partnership Data</b> .....	<b>54</b>
<b>Appendix 2: Employment Outcomes</b> .....	<b>84</b>

# Summary

This is the final programme evaluation report for Making it Work (MIW). It accompanies two additional reports: Making it Work: lessons and challenges for Scotland's future employability services; Making it Work impact and value for money.

## Making it Work

MIW was a Big Lottery Fund in Scotland programme designed to support lone parents living in complex circumstances. It was delivered from 2013 to 2017 in five local authority areas in Scotland where there are high concentrations of lone parent families: Edinburgh, Fife, Glasgow, North Lanarkshire and South Lanarkshire.

MIW provided lone parents with intensive support in their journeys toward sustainable employment, based on a model which included signposting and access to existing service provision, key worker and peer group support, and linking between employability and other support services including childcare, health and social care, housing and financial inclusion. Participation in the programme was voluntary.

## Learning and Evaluation

The evaluation draws on a number of data sources:

- Partnership- and programme-level reports produced in years one, two and three of the MIW programme.
- Semi-structured interviews (conducted face to face and over the telephone) carried out on an annual basis with representatives of MIW partnerships. More than 90 interviews were conducted over the lifetime of the programme.
- In-depth interviews with MIW clients carried out between 2013 and 2017. Over 80 interviews were carried out over the course of the evaluation, including a small number of follow-up interviews with clients who had been interviewed in previous years.
- MIW client surveys: support workers assisted MIW clients to complete an-online survey within 4 weeks of joining the programme, and at follow-up intervals of six and 12 months. Baseline surveys were completed for 1,215 lone parents. Follow-up surveys at six months were completed for 435 clients and for 125 clients at 12 months.
- Partnership data: MIW partnerships completed a template which collected standardised monitoring data across the five partnerships for each year of the programme.

## The MIW Partnerships

The MIW partnerships provided holistic support to lone parents in order to address a range of barriers and challenges pre- and post- employment. These were based on a common model of support which was developed collaboratively through a series of early design and consultation seminars involving the Big Lottery Fund and key agencies with expertise in employability, childcare and direct support for lone parents in Scotland. It is important to note the impact of this approach on the delivery model: MIW drew in particular on experience of previous programmes which

identified good practice in supporting disadvantaged parents: tackling barriers to employability and childcare; local flexibility to co-ordinate specialist skills and services; community-based provision; key-workers to provide consistent, flexible and tailored support; stable, longer term funding to mitigate the impact of initial start-up costs and enable learning around effective approaches to be developed and shared; flexible funding regimes to allow support to address local need; support for groups facing the most challenging barriers; performance management frameworks which reflect both 'hard' outcomes and distance travelled or 'soft' outcomes for those requiring long-term support.

## **Supporting lone parents furthest from the labour market**

The programme supported lone parents who were furthest from the labour market. Half were aged under 25 or over 35, and most were in receipt of benefits and living in rented accommodation. Almost one quarter of lone parents indicated that they had an illness or disability that affected their ability to work. The most common conditions were depression, stress or anxiety. Almost all of the lone parents engaged in MIW were not working in the four weeks before joining the programme.

Lone parents lacked confidence at the outset of their engagement with MIW and reported barriers in relation to the availability of suitable local jobs and affordable childcare and weak social and family networks to support their participation in work and training. Analysis of quantitative data gathered through client surveys has demonstrated improvements across a range of indicators at the programme level, particularly between the baseline and six months. The majority of MIW clients experienced improvements across a range of 'distance travelled' measures covering confidence, self-efficacy and perceptions of barriers and 30 per cent of those supported by the programme moved into work.

Qualitative data illustrates the importance of the programme's flexible, holistic and personalised approach to supporting this client group. The views expressed by lone parents were overwhelmingly positive in relation to the support received and the impact this had in terms of improved outcomes for themselves and their families. Lone parents interviewed for the evaluation commented in particular on the benefits associated with bespoke programmes of support which responded to their needs and priorities (and over which they felt a sense of ownership) and allowed them to progress at their own pace. They contrasted this with their experiences of mainstream employability support.

## **Supporting lone parents in complex circumstances**

### ***Outreach and Engagement***

The MIW partnerships successfully engaged new clients by developing strategies that reached beyond mainstream employability services: targeting the places, service hubs and communities where key workers could directly engage with lone parents. Consistent elements were present where engagement activities worked well:

- MIW teams deployed considerable energy and resources (for example, the time of key workers) in establishing a wide range of relationships with key stakeholders at the outset of the programme.
- A range of different approaches were used, all of which focused reaching beyond mainstream employability services.
- While the aims and ethos of MIW are distinct from Jobcentre Plus, maintaining a solid working relationship with Jobcentre Plus staff helped to raise awareness and access for lone parents.

### ***Co-production***

MIW partnerships demonstrated a collaborative process of partnership-building resulting in the co-planning of services so that the expertise and assets of different partners made a contribution. A crucial element of co-production involved the empowerment of service users to shape their own

services and employability journeys. The evaluation consistently found benefits for service users in the way that the programme made user co-production real. Service users told us about how they felt empowered by the programme and the sense of choice and control that defined their MIW journey.

A number of factors were important for MIW in engaging and empowering users to co-produce. First, well-resourced community engagement activities helped to build trust within communities and among lone parents. Second, the partnership-based approach supported by the Big Lottery Fund also facilitated the inclusion of some third sector organisations which would not find a role in the delivery of mainstream contracted-out employability services. These organisations bring both expertise and credibility to attempts to gain the buy-in and co-production efforts of lone parents. In addition, a combination of the Big Lottery Fund's flexible funding package and a collaborative ethos meant that staff and partners were willing to challenge and change things that were not working.

### ***Development worker and peer support***

An emphasis on intensive, personalised support was common to all five partnerships and an integral feature of the MIW model which complemented, and supported, mainstream employability services. Early one to one working was a crucial element. The establishment of positive relationships in which trust and rapport was built between lone parents and project workers was critical, and building these relationships in the early stages of client engagement was a precursor to clients engaging with group work, other training activities and ultimately sustainable employment. Benefits associated with development worker support included accessing local authority welfare funds, dealing with debt issues, and developing an action plan to progress employability. Clients interviewed for the research valued the commitment, support and care offered by development workers.

Intensive one to one support was complemented by group work activity to minimise the risk of creating dependency on support workers and to facilitate peer support networks and groups. Opportunities to share experiences, challenges and issues with peers built lone parents' confidence, and supported lone parents to develop skills to engage with new groups of people.

### ***Childcare***

The MIW partnerships adopted a range of innovative and flexible approaches to childcare. Common themes were the provision of flexible and tailored support to enable lone parents to access work and training, and the building of local capacity to provide sustainable solutions to local childcare needs. In all the MIW areas a critical success factor was the availability of flexible resources which were used to support lone parents to engage with training and skills development and to make transitions into work. Funding was used to supplement existing provision, which was universally seen to be inadequate, either in supporting lone parents who were some distance from the labour market to make initial steps toward using childcare provision, or to assist lone parents who were in work to sustain jobs which required shift or unsociable hours.

Much of the childcare provided directly through MIW was in the form of bespoke crèche facilities which were successful in helping lone parents to build skills and confidence to use formal childcare provision. Options such as child minding and sitting services were not well supported by lone parents, and the partnerships struggled to build capacity in local provision.

### ***Employment and in-work support***

Partnerships adopted measures to engage with employers and connect clients with the workplace. Parent-friendly employment was prioritised by MIW partnerships and led to targeting sectors such as retail, social care and childcare as potential destinations. Partnerships sought to develop their own programme content in directions that provided the vocational skills and experience valued by

employers. There were examples of clients who had gradually begun to overcome isolation and sometimes mental health issues by engaging in volunteering.

The employer-facing work undertaken by MIW partnerships had positive impacts in challenging some employer attitudes. Participating employers reported they had been encouraged to think differently, particularly about 16 hour contracts as a solution to their employment needs. However, there was also consensus on the need to continue to challenge some employers' negative or unhelpful attitudes towards lone parents. There is a need to engage employers in an exercise of 'job crafting' so that they are persuaded of the case for offering opportunities that provide sufficient hours and a degree of flexibility so that lone parents can balance the demands of work and family life.

In-work support was available for clients through continued engagement with key workers or other appropriate staff members and was valuable in supporting clients following the transition to work, and in facilitating a positive relationship with employers. Partnerships also constructed practical packages of support to help lone parents to manage the transitional costs and other challenges when returning to work. Lone parents were supported through discretionary funding to cover food, clothing and travel costs between the last benefit payment and the first pay day in the client's new job. They also received support to navigate tax credits claims as well as advice and guidance on budgeting: in most instances starting paid employment meant a change from weekly or fortnightly benefit payments to a monthly wage.

There remained challenges associated with assisting lone parents toward sustained job outcomes under MIW. The programme targeted areas that have experienced labour market problems and in assessing MIW, it is important to acknowledge the demand-side limits on the quantity and quality of jobs in the relevant areas.

### ***Impact and Value for Money***

The cost per job outcomes are broadly in line with those achieved by other employability programmes, particularly considering the vulnerable target group for Making it Work, and overall the programme has provided good value for money, although caution needs to be applied in drawing comparisons with other programmes which had different operating and evaluation models. Qualitative evidence suggests strongly that there are wider benefits associated the MIW programme which are likely to have a financial value. Using a willingness to pay methodology to apply a financial value to well-being outcomes suggests an additional £3m social value associated with improvements to mental health and wellbeing can be added to the £11.5 economic value associated with job outcomes.

### ***Conclusions***

The evaluation leads to a number of learning points in relation to what has 'worked well' in supporting these lone parents:

- Extensive outreach and engagement is needed to engage lone parents facing multiple and complex barriers who might not otherwise be engaged through mainstream provision. There is a crucial role for community-based organisations with expertise in working with this client group to develop effective outreach activities which build trust with lone parents whose experiences and views on mainstream provision are often negative.
- MIW demonstrates the value of evidence-based practice. An extensive analysis of evidence during the development stage of the programme identified the need for a tailored, holistic approach to assist lone parents who face multiple and complex barriers. MIW has delivered such an approach, and the evaluation evidence suggests that this has been important in achieving positive outcomes.

## ***Implications for future employability strategies in Scotland***

Our final evaluation of Making It Work has identified lessons and areas of good practice in line with six key principles that will inform the services commissioned and define a 'Scottish Approach to Employability'.

**Principle 1: Employability services should be designed nationally but adapted and delivered locally:** While MIW was not a national programme covering all of Scotland, it targeted five diverse local authority areas. There was scope for substantial local adaptation, but the Big Lottery Fund in Scotland ensured that the five area partnerships responded to a set of shared and agreed principles. MIW partnerships were effective in developing models of provision that reflected local assets and needs. A key lesson is that if funders send clear messages that establishing locally-responsive services is a priority, then delivery stakeholders will respond accordingly.

**Principle 2: Employability services should be designed and delivered in partnership:** The Big Lottery Fund in Scotland's prioritisation of partnership-working incentivised local MIW partnerships to build inclusive collaborations, which helped to deliver more tailored, 'whole person' services. MIW partnerships also worked to establish a presence in wider partnership structures. Practical activities within MIW areas ensured that there was information-sharing at a strategic/governance level between partners, while considerable effort was put into establishing services on the ground that tapped the complementary expertise of different MIW partners but offered a seamless, joined-up approach for lone parents. A key lesson from MIW is that it is possible to commission effective local employability services that are based on flexible, collaborative partnership agreements and informed by an ethos of co-production.

**Principle 3: Employability services should offer a flexible, tailored, 'whole person' approach:** MIW was largely successful in developing flexible, tailored services across all five partnership areas. The flexible and tailored approach delivered by MIW was reflected in the broad range of employability interventions taken up by participants. Furthermore, a distinctive feature of MIW's 'whole person' approach focused on ensuring that family and caring responsibilities were addressed alongside action to improve participants' employability. There are important lessons about the value of linking funding to partnership-working and the development of 'whole person' services. In the case of MIW, the result was a programme of flexible provision that could be tailored to individual needs. Even more importantly, the Big Lottery Fund in Scotland's emphasis on collaboration informed an ethos of co-production in how MIW partners engaged with lone parents, with benefits for the programme and its participants.

**Principle 4: Employability services should be responsive to those with high needs:** MIW was largely successful in targeting people facing substantial barriers to employability in all five partnership areas. The Big Lottery Fund in Scotland's identification of lone parents as MIW's key target group ensured that resources were effectively targeted at a particularly vulnerable population. MIW partnerships were asked specifically to target lone parents facing substantial barriers to employability. The Big Lottery Fund in Scotland's leadership appears to have helped partnerships to achieve a consensus around the importance of targeting resources on individuals and communities facing greater disadvantage. There are important lessons about the benefits of a funding model that incentivised engagement with people further from the labour market – rather than rewarding 'quick wins'. While there was considerable local flexibility in the design and shape of services, a partnership-based approach ensured that MIW participants reporting multiple barriers were able to access a range of different services.

**Principle 5: Employability services should involve a drive towards real jobs:** MIW partnerships adopted a range of strategies to engage with employers. These included partnership-working with mainstream employability providers' employer-facing services, establishing specific MIW job broker roles, working with employers to provide work experience placements, and supporting Key Workers to engage directly with large employers in key target sectors. MIW participants consistently reported that they did not feel pressured to apply for any and all jobs.

Lone parents consistently referred to how they had been encouraged to make choices, 'take control' and consider a broader range of career and learning options. MIW's focus on supporting lone parents' choices arguably contributed to high levels of job satisfaction (and in many cases sustainable job outcomes) for those entering work.

**Principle 6: Employability services should be funded to support job outcomes and progression towards work:** MIW partnerships performed effectively in achieving the job outcomes targets set by the Big Lottery Fund in Scotland, but there was also evidence of progression among participants. It is again important to highlight the benefits delivered by MIW in terms of creating a sense of empowerment and control among service users. An ethos of co-production – where service users were challenged to make choices and take control of their own employability journeys – contributed to improved self-confidence and self-efficacy among those participating in our research.

In conclusion, there may be important insights for future services that can be identified from the experiences of MIW partnerships. We have noted above that MIW partnerships faced a number of challenges in managing user demand, sourcing childcare support, and helping lone parents to sustain and progress in employment. We have also noted some differences in the effectiveness of partnership-working and service delivery across the five MIW areas. However, an acknowledgement of these challenges should not detract from the important successes achieved by MIW in empowering lone parents through co-production and building collaborative approaches to employability. MIW may therefore offer useful lessons for future employability services in Scotland.

# Introduction

This report presents the final programme evaluation of Making it Work (MIW). It accompanies two additional reports: Making it Work: lessons and challenges for Scotland's future employability services; Making it Work impact and value for money. Programme-level evaluation reports and separate evaluation reports for each of the five MIW partnerships have been produced in 2014, 2015 and 2016. Two learning outputs have also been produced, focusing on engaging lone parents and co-production<sup>1</sup>.

The Big Lottery Fund (the Fund) in Scotland invested £7 million in MIW, an innovative programme designed to support lone parents living in complex circumstances. It was delivered between 2013 and 2017 by partnerships involving public, private and third sector providers in five local authority areas in Scotland where there are high concentrations of lone parent families: Edinburgh, Fife, Glasgow, North Lanarkshire and South Lanarkshire.

MIW provided lone parents with intensive support in their journeys toward sustainable employment, based on a model which included signposting and access to existing service provision, key worker and peer group support, and linking between employability and other support services including childcare, health and social care, housing and financial inclusion. Participation in the programme was voluntary (although it met the mandatory activity requirements for lone parents, particularly those with children aged under 5 years) and included the following elements:

- Early engagement: making contact with lone parents and involving them in the programme.
- Pre-engagement: personal development, planning for work and childcare, improved and accelerated access to provision for lone parents.
- Engagement: access to mainstream provision, supporting lone parents to engage with mainstream providers and ensuring effective access and support.
- Post-employment: support for job retention and progression, and working with employers to encourage family friendly practice.

## 1.1. Learning and Evaluation

The learning and evaluation contract was delivered by the Centre for Regional Economic and Social Research (CRESR) at Sheffield Hallam University, and the Scottish Centre for Employment Research (SCER) at the University of Strathclyde. There were three overall objectives for the learning and evaluation contract:

---

<sup>1</sup> Outputs from the evaluation can be found at <http://www4.shu.ac.uk/research/cresr/reports>

- Track the success of the programme, and projects and interventions within it.
- Identify what works well, for whom and in what circumstances.
- Share learning and improve practice (including amongst grant holders).

The learning and evaluation contract had three work streams:

Work stream 1: bespoke partnership-level evaluations which captured the achievements of the MIW partnerships. A partnership-level evaluation report was produced for each MIW partnership in years one, two and three of the programme.

Work stream 2: programme-level evaluation which builds on the partnership-level evaluations to assess the impact of the programme, and identifies best practice with a view to informing future delivery. A programme level evaluation was produced for each year of the programme including this, final programme evaluation report.

Work stream 3: learning activities which provided learning to partners and other stakeholders to maximise the impact of the programme and support on-going activity. Learning events were held in each year of the programme.

This report draws on a number of data sources:

- Partnership- and programme-level reports produced in years one, two and three of the MIW programme.
- Semi-structured interviews (conducted face to face and over the telephone) carried out on an annual basis with representatives of MIW partnerships. More than 90 interviews were conducted over the lifetime of the programme.
- In-depth interviews with MIW clients carried out between 2013 and 2017. Over 80 interviews were carried out over the course of the evaluation, including a small number of follow-up interviews with clients who had been interviewed in previous years.
- MIW client surveys: support workers assisted MIW clients to complete an-online survey within 4 weeks of joining the programme, and at follow-up intervals of six and 12 months. Baseline surveys were completed for 1,215 lone parents. Follow-up surveys at six months were completed for 435 clients and for 125 clients at 12 months.
- Partnership data: MIW partnerships completed a template which collected standardised monitoring data across the five partnerships for each year of the programme.

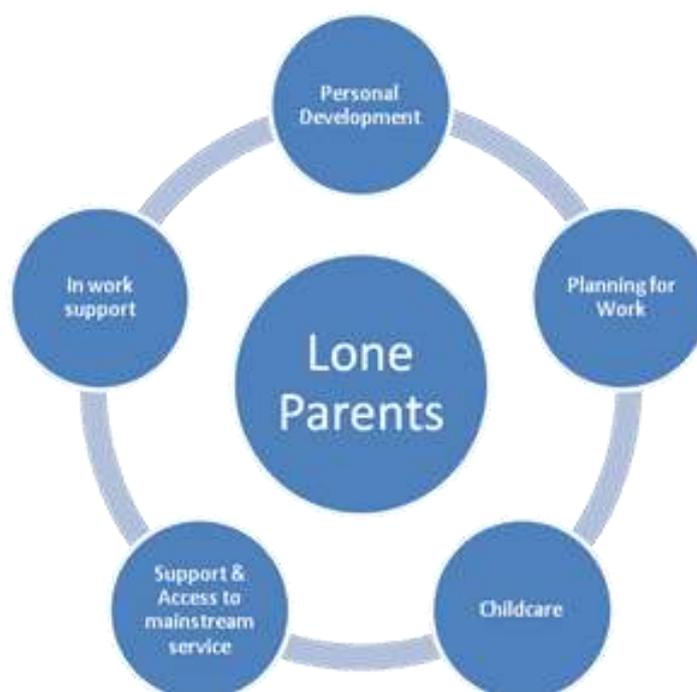
The remainder of the report is structured as follows:

- Chapter 2 looks at the implementation of the MIW model across the five partnerships.
- Chapter 3 assesses the 'distance travelled' for lone parents supported by the programme and reflects in particular on the 'journeys to work' of lone parents facing significant barriers and challenges to labour market participation.
- Chapter 4 explores the MIW programme's approach to supporting lone parents living in complex circumstances to balance work and family life.
- Chapter 5 summarises the impact and value for money of the Programme.
- Chapter 6 contains conclusions and key learning points.
- Appendix 1 includes client data for each of the five MIW partnerships.
- Appendix 2 contains analysis of employment outcomes for MIW clients.

## The MIW partnerships: models of delivery

This chapter provides a summary of each of the MIW partnerships. Although there were local variations in delivery, which are discussed further below, the MIW partnerships developed programmes of activity which aimed to provide holistic support to lone parents in order to address a range of barriers and challenges pre- and post- employment. These were based on a common model of support, as outlined in Figure 2.1, which was developed collaboratively through a series of early design and consultation seminars involving the Big Lottery Fund and key agencies with expertise in employability, childcare and direct support for lone parents in Scotland.

**Figure 2.1: MIW model of support**



It is important to note the impact of this approach on the delivery model: MIW was developed on the basis of extensive consultation and research with stakeholders to identify good practice in supporting lone parents, and drew in particular on experience of previous programmes such as Working for Families (WFF). Although not targeted exclusively at lone parents, evaluation of the WFF's support to disadvantaged parental groups<sup>2</sup> identified recommendations for key features of future employability provision that are reflected in MIW: tackling barriers to employability and childcare; local flexibility to co-ordinate specialist skills and services; community-based provision; the importance of key-workers to provide consistent, flexible and tailored support; stable, longer term funding to mitigate the impact of initial start-up costs and enable learning around effective approaches to be developed and shared; flexible funding regimes to allow support to address local need; support for groups facing the most challenging barriers; performance management frameworks which reflect both 'hard' outcomes and distance travelled or 'soft' outcomes for those requiring long-term support.

The legacy of WFF (in terms of infrastructure, partnerships, provision and learning) in the five MIW areas provided a foundation upon which MIW has sought to add value to local employability services by enhancing key worker approaches to deliver intensive and holistic support targeted at lone parents.

## 2.1. The MIW Partnerships

This section summarises the approach of each of the MIW partnerships.

### 2.2.1. Edinburgh

Central to the MIW Edinburgh model was the work of a dispersed delivery team of four development workers based in host organisations in disadvantaged areas of Edinburgh. MIW Edinburgh was led by Capital City Partnership Development Workers, and embedded in four community locations, working closely with trusted local community organisations (two nurseries, an employability service hub, and a community centre) providing a valuable base for outreach and engagement activities. Alongside the intensive support provided by the development workers, MIW was able to add value to local employability services and fill gaps in local provision by drawing on the expertise of partner agencies including the Scottish Childminding Association (SCMA) which supported a small number of participants to progress towards a career in child minding, and One Parent Families Scotland (OPFS), offering advice on benefits and childcare to lone parents and MIW development workers. Effective signposting and referral routes were also established with mainstream providers including local colleges, Jobcentre Plus and employability providers.

The core MIW partnership included:

- **Capital City Partnership (CCP)** - leading the project and delivering key worker (known as 'development worker') support in four areas of the city. CCP employed four MIW development workers based in host organisations in disadvantaged areas and a project manager.
- **Scottish Child Minding Association (SCMA)** support for MIW clients to train and make the transition to childminding work with an ambition to address the under-provision of flexible childcare in some areas of the city.

---

<sup>2</sup> McQuaid, D., Bond, S and Fuentres, V. (2009) Evaluation of the Working for Families Fund (2004-2008). Edinburgh: Scottish Government Social Research

- **One Parent Families Scotland (OPFS)** - providing advice and guidance on childcare and benefits issues to lone parents, development workers and other MIW stakeholders through helpline services. OPFS also delivered training and support for the MIW team.
- **Edinburgh Voluntary Organisations Council (EVOC)** which facilitated partnership and effective governance and engaged smaller third sector organisations working with vulnerable lone parents.

Other stakeholders involved in the development and delivery of MIW included:

- **City of Edinburgh Council, Employability and Skills Team** which provided intelligence and expertise on service provision (having previously led the 'Working For Families' programme in the city), and assisted with network-building in the early stages of the programme.
- **Jobcentre Plus** provided lone parents with information about MIW leading to referrals from lone parent advisors.
- **Women Onto Work** - provided complementary services targeting lone parents and other women facing barriers to employability.

### 2.2.2. Fife

The Fife MIW partnership was led by Fife Gingerbread, with partners including Fife Council (whose 'Client Action Team' (CAT) provided employability-focused support); Citizens' Advice and Rights Fife (CARF) which provides money and debt advice through a Financial Inclusion Officer; and One Parent Families Scotland (OPFS) which provides advice and guidance on childcare and benefits issues for lone parents and other MIW stakeholders. The partnership aimed to assist lone parents to realise their potential and support them in moving towards and securing employment.

The core MIW partners included:

- **Fife Gingerbread** - leading the project and delivering key worker (known as 'support worker') services. Fife Gingerbread employed MIW support workers and the project manager.
- **Fife Council** which provided 'Client Action Team' (CAT) employability services, involving key workers working proactively with lone parents who were ready to engage in pre-vocational and vocational training and progression activities. Fife Council also delivered employer engagement support, designed to place those progressing towards the labour market into placement and job opportunities.
- **Citizens Advice and Rights Fife (CARF)** which provided money and debt advice through a Financial Inclusion Officer and administrative support.
- **One Parent Families Scotland (OPFS)** which provided advice and guidance on childcare and benefits issues for lone parents, support workers and other MIW stakeholders through helpline services. OPFS delivered training and information sessions for MIW team and partners (for example, on the impact of welfare reform on lone parents).

**Scottish Child Minding Association (SCMA)** ceased acting as a formal partner during 2014-15 but remained a potential referral route, offering support for MIW clients to train in and make the transition to child-minding work. There was relatively limited demand for specialised SCMA services – a reflection of both the diversity of the MIW client group, and the substantial challenges involved in running a child-minding business – and resources initially earmarked for SCMA were redeployed to provide additional key worker capacity.

The MIW team liaised closely with other stakeholders, ranging from Jobcentre Plus to health and social work teams to disseminate information about MIW services.

### 2.2.3. *Glasgow*

The Glasgow MIW partnership was led by Jobs and Business Glasgow. The partnership aimed to assist lone parents to realise their potential and support them in moving towards and securing employment.

There were six core project partners:

- **Jobs and Business Glasgow** - headed the project and delivered bespoke training and employment support.
- The **Wise Group**, a social enterprise, delivered projects aimed at meeting the needs of people and communities.
- **One Parent Families Scotland (OPFS)** provided outreach, support, advocacy and information.
- **Rosemount Learning** provided confidence building and motivational support and access to basic skills training.
- **Scottish Child Minding Association (SCMA)** provided support for accessing childcare vacancies and promoted child-minding as a viable employment opportunity.
- **Stepping Stones** offered flexible childcare service, crèche provision and a sitter service.

The project was overseen by a project board which comprised representatives of all six core partner agencies, as well as Glasgow City Council Childcare Services, Jobcentre Plus and NHS Greater Glasgow and Clyde.

The programme operated through delivery points across the city and engagement hubs, which met on a monthly basis. In addition, outreach activities were facilitated through co-location arrangements with key partners. The Glasgow MIW programme supported lone parents through a progression model which provided a framework for activities from pre-engagement to in-work aftercare.

### 2.2.4. *North Lanarkshire*

The Making it Work partnership in North Lanarkshire was developed under the project brand, *Action: Lone Parents (A:LP)*, and led by Routes to Work. The project aimed to support lone parents to improve their employability through access to personal development programmes, training and/or access to education. This was supplemented by additional support including access to childcare, family support and financial advice.

The project developed learning from Working For Families. The project targeted specific geographical areas within North Lanarkshire on a rolling basis for a six month period. These areas were identified based on having the highest concentrations of lone parent worklessness in the North Lanarkshire local authority area. The project model included:

- Co-location of all partner staff in a community location for six months-maximising presence in the local area and accessibility of support to lone parents.

- An intensive marketing and recruitment campaign in each location, using outreach to target lone parents who were not engaged in mainstream provision and employing three local lone parents in each area to undertake engagement work.
- Connecting with other services, and encouraging clients to engage with the employability service.

There were six core project partners:

- **Routes to Work Ltd** - lead agency which provided employability support.
- **One Parent Families Scotland (OPFS)** - delivered provision which addressed barriers to work, for instance through participation in personal development programmes.
- **Greater Easterhouse Money Advice Project (EMAP)** - provided money advice, budgeting advice, benefits calculations, financial plans.
- **Circle-** provided specialist support to families with substance misuse issues.
- **Voluntary Action North Lanarkshire (VANL)** - provided support to encourage volunteering, promoted the benefits of volunteering to lone parents and matched volunteers to opportunities. VANL also delivered Steps to Excellence training.
- **North Lanarkshire Council** - was responsible for centralised marketing programme and monitoring data.

Other organisations were involved, primarily through referral of lone parents to specific courses or sources of support. There was a clear fit between the support provided by each partner agency. For example, One Parent Families Scotland's involvement with the project fitted well with their existing young parents' pathway. Action: Lone Parents provided a potential follow-on route towards employment following three stages of support through their teen parent mentoring service.

The project offered three basic levels of support, each linked to a keyworker:

- in-depth individual and family support for parents with complex needs;
- preparing for work;
- ready for work.

### **2.2.5. South Lanarkshire**

The South Lanarkshire MIW Partnership was led by Routes to Work South Lanarkshire. The partnership aimed to assist lone parents to realise their potential and support them in moving towards and securing employment, following the employability pathway.

MIW partners included:

- **Routes to Work (RTW)** - led the project and delivered key worker support in four areas of the city. RTW employed the MIW key workers and the project coordinator.
- **Voluntary Action South Lanarkshire (VASLAN)** provided volunteering opportunities for MIW clients and hosted key worker services.
- **Scottish Child Minding Association (SCMA)** supported MIW clients to train and make the transition to childminding work.
- **Rutherglen and Cambuslang CAB** provided benefits and money advice and financial capability-building services for MIW clients.
- **Healthy and Happy Development Trust** and **Healthy Valleys** helped to facilitate engagement with MIW in target areas.

Other stakeholders involved in the development of MIW included:

- **South Lanarkshire Council, Lone Parents Support Project** which provided intelligence and expertise on services for lone parents, and **South Lanarkshire Council, Regeneration and Inclusion**, which facilitated collaboration with other locally-funded provision employability and inclusion and services and helped to identify potential MIW clients.
- **One Parent Families Scotland (OPFS)** which provided advice and guidance on childcare and benefits issues for lone parents and MIW stakeholders through helpline services. OPFS also offered training and support for MIW team.
- **Jobcentre Plus** which provided lone parents with information about MIW, signposted potential clients, and delivered in-work benefits calculations.

## Supporting lone parents furthest from the labour market

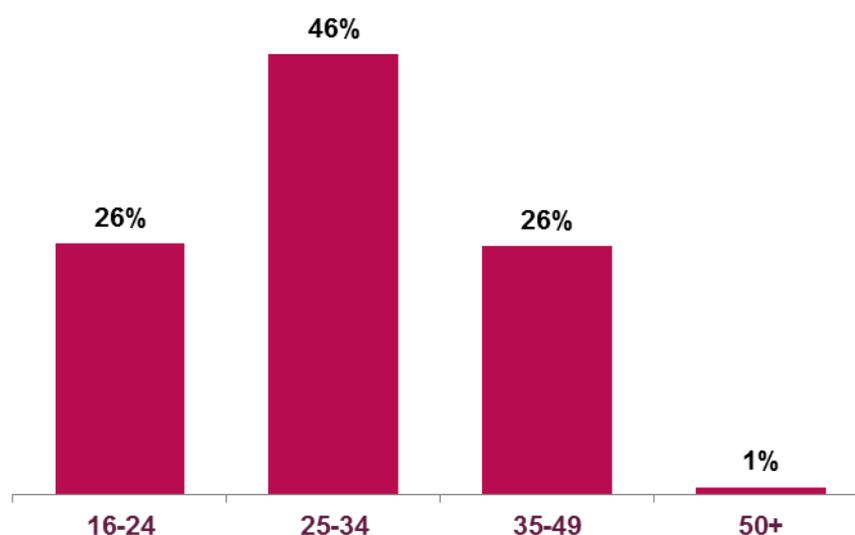
### 3.1. The MIW clients: barriers and challenges and distance travelled

This section draws on client survey and qualitative data to provide information on the characteristics of lone parents who participated in the MIW programme, the barriers and challenges that they faced and the degree to which their participation in the programme enabled them to overcome these barriers and challenges and progress toward participation in the labour market.

#### 3.1.1. MIW client characteristics

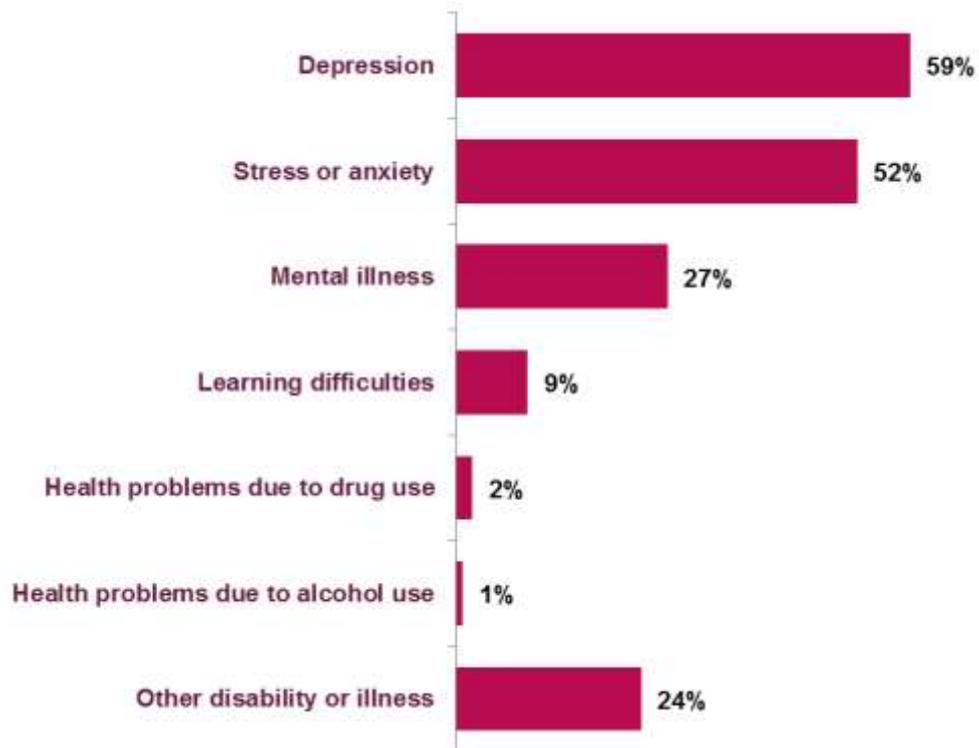
The MIW programme aimed to support lone parents who were farthest from the labour market. Figures 3.1 to 3.6 look at the characteristics of lone parents who participated in MIW. They demonstrate that almost half the lone parents were in the 25-34 age bracket, and most were in receipt of benefits and living in rented accommodation. Three hundred and twenty two respondents indicated that they had an illness or disability that affected their ability to work. The most common conditions were depression, stress or anxiety (Figure 3.2). Almost all of the lone parents engaged in MIW were not working in the four weeks before joining the programme.

Figure 3.1: Age



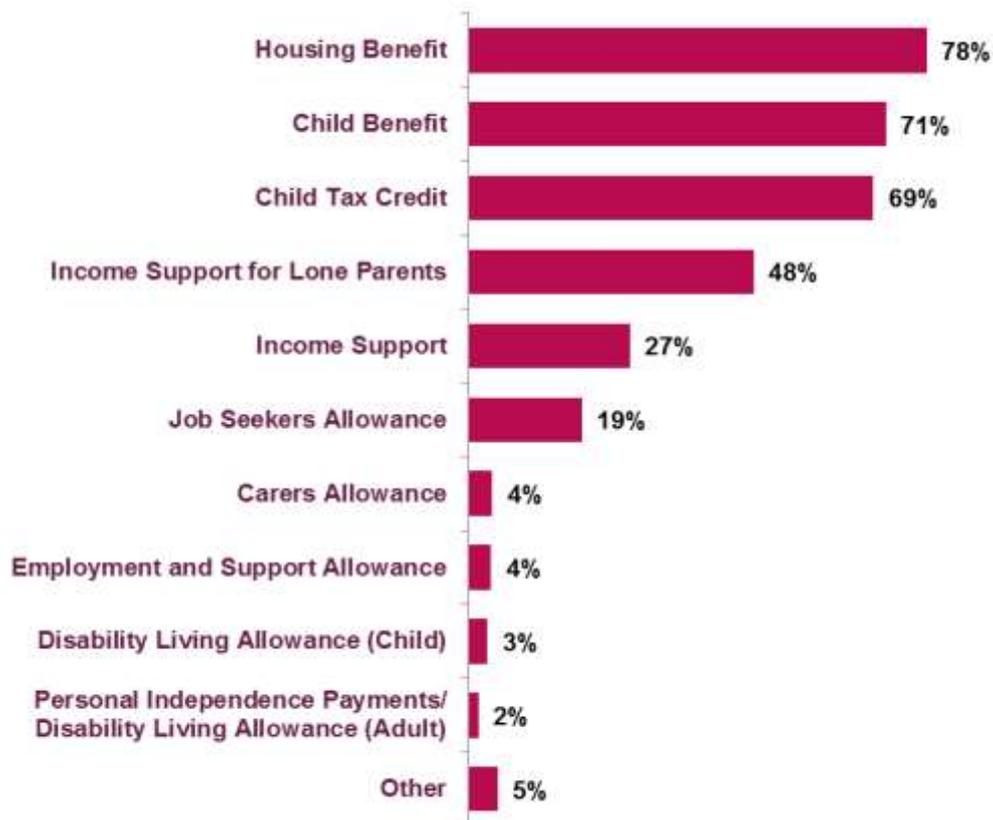
Base: 1,359

Figure 3.2: Type of disability/illness



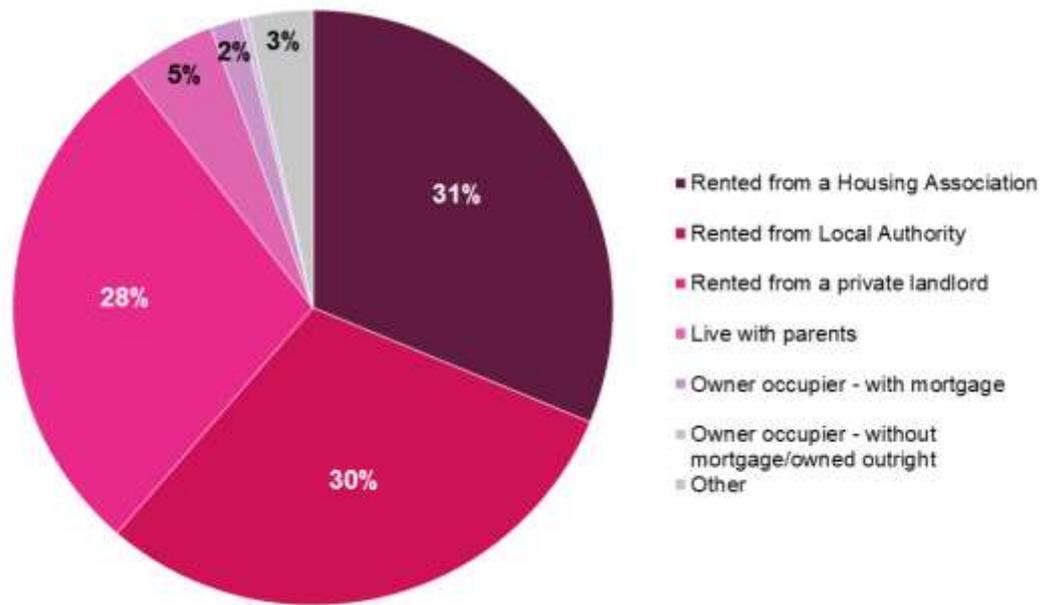
Base: 322

Figure 3.3: Benefits received



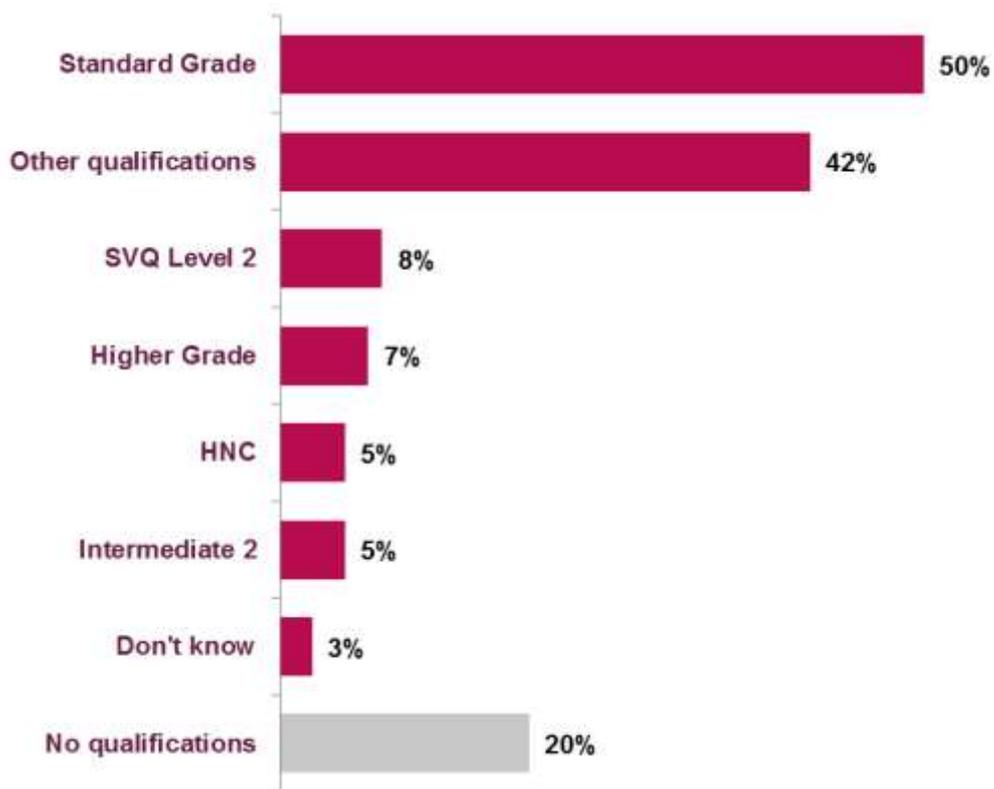
Base: 1,364

Figure 3.4: Tenure



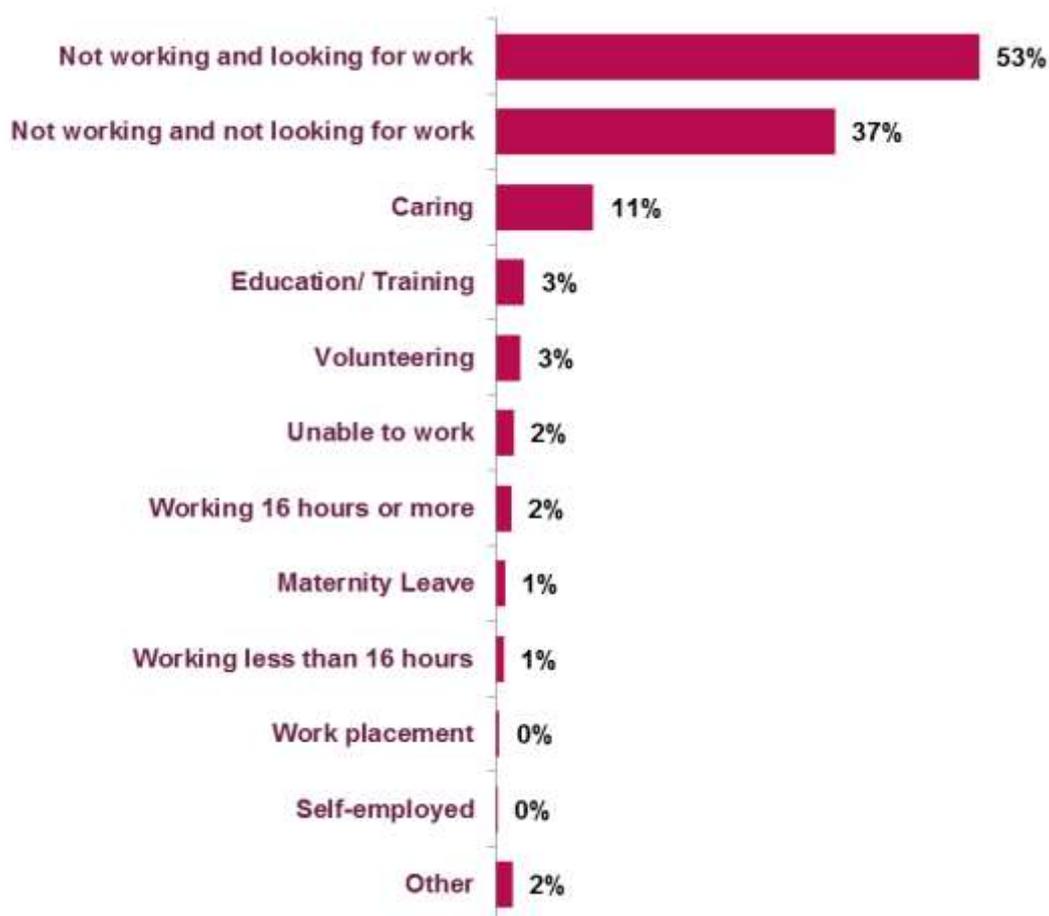
Base: 1,378

Figure 3.5: Qualifications



Base: 1,378

**Figure 3.6: Employment status in the four weeks before starting on the programme**

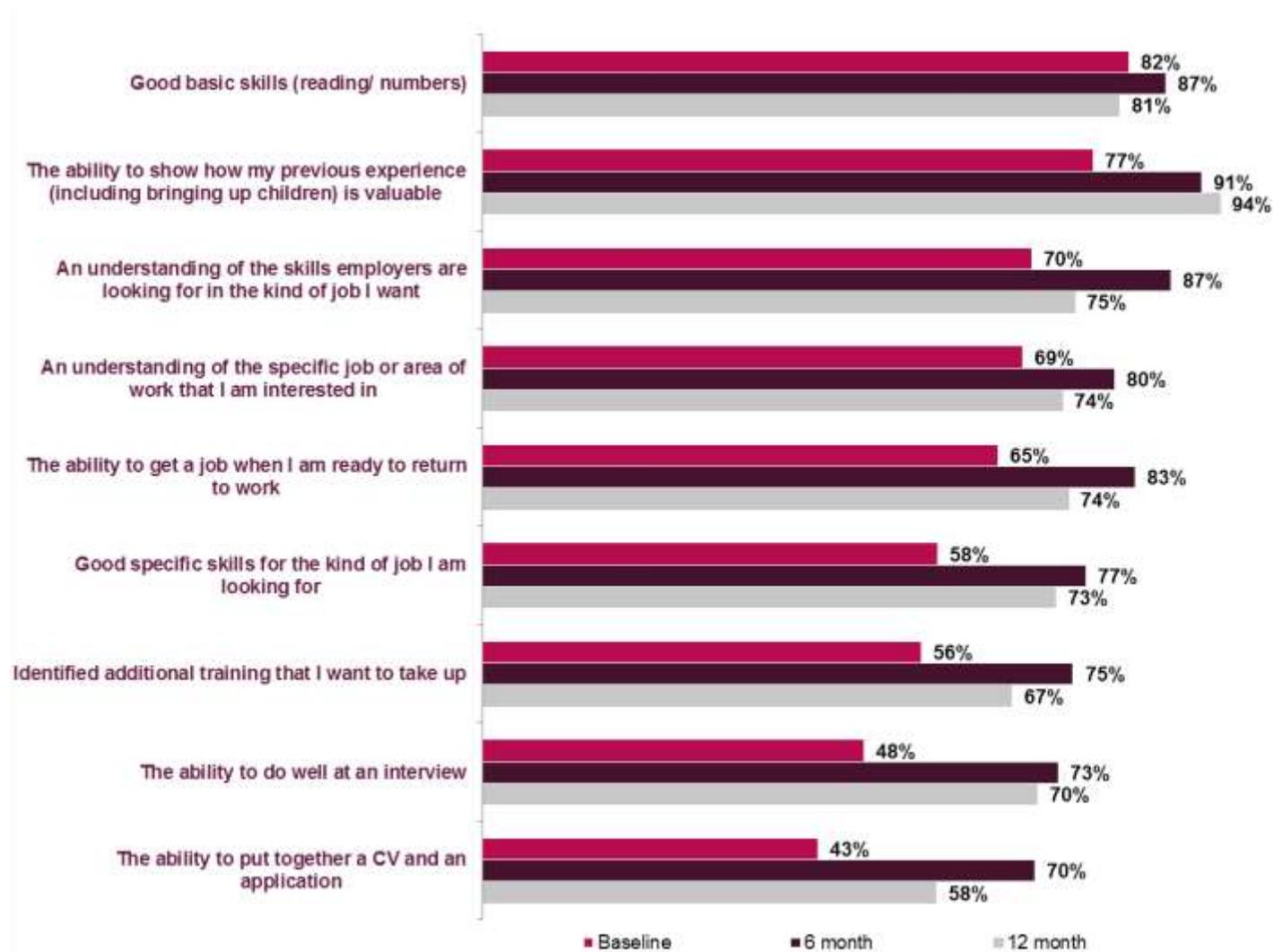


Base: 1,378

### **3.1.2. Barriers and Challenges: Distance Travelled**

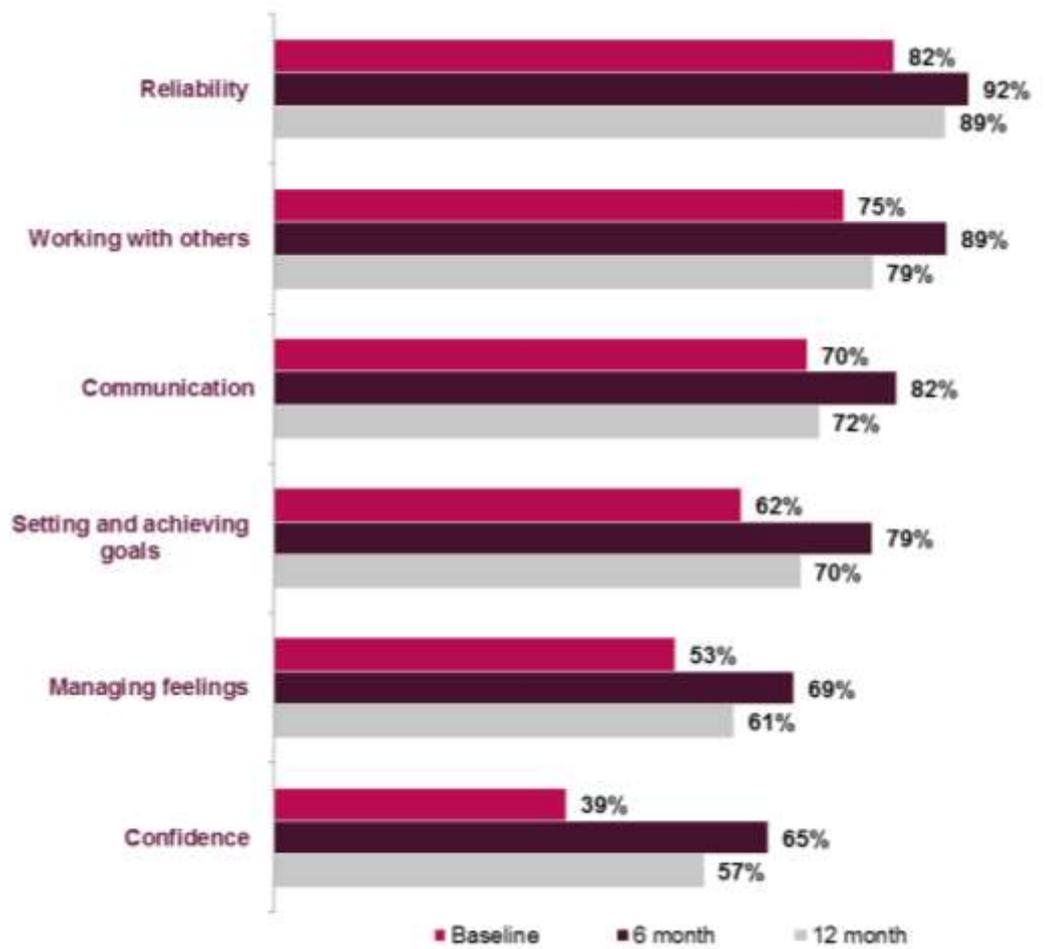
Figures 3.7 to 3.9 illustrate the barriers and challenges faced by lone parents at the outset of their engagement with the programme, and the degree to which their participation in MIW enabled them to progress toward the labour market. Data is drawn from baseline and follow-up client surveys collected between 2014 and 2017. They demonstrate that lone parents lacked confidence at the outset of their engagement with MIW and many perceived barriers in relation to the availability of suitable local jobs and affordable childcare and lacked social and family networks to support their participation in work and training. There were improvements across all these indicators, particularly between the baseline and six months at which point there was clear evidence of improvements in self-efficacy, skills and perceptions of barriers. Outcomes at 12 months were more mixed, reflecting the likelihood that lone parents who remained engaged with MIW for 12 months or more were more likely to be those who were facing the most significant challenges. Data which explores individual transitions suggests that there were no consistent patterns in terms of improvements.

Figure 3.7: To what extent do you agree or disagree with the following statements? I have... (Respondents who agree/strongly agree)



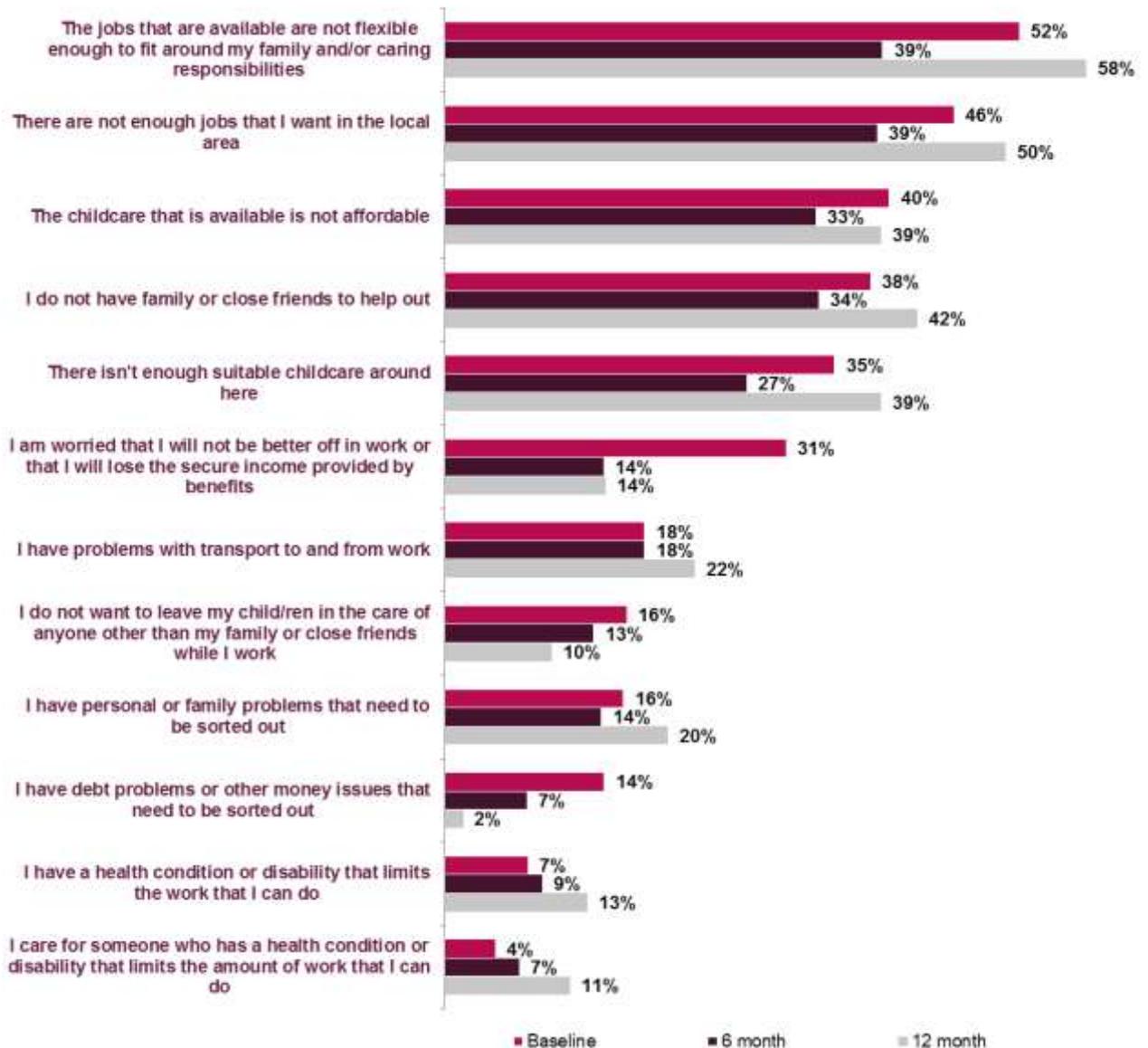
Base: 1,378 (Baseline); 435 (6 months); 125 (12 months)

**Figure 3.8: Please rate how confident or unconfident you are with the following set of skills: (Respondents who stated very confident/confident)**



Base: 1,378 (Baseline); 435 (6 months); 125 (12 months)

**Figure 3.9: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? (Respondents who stated 'Big factor?')**

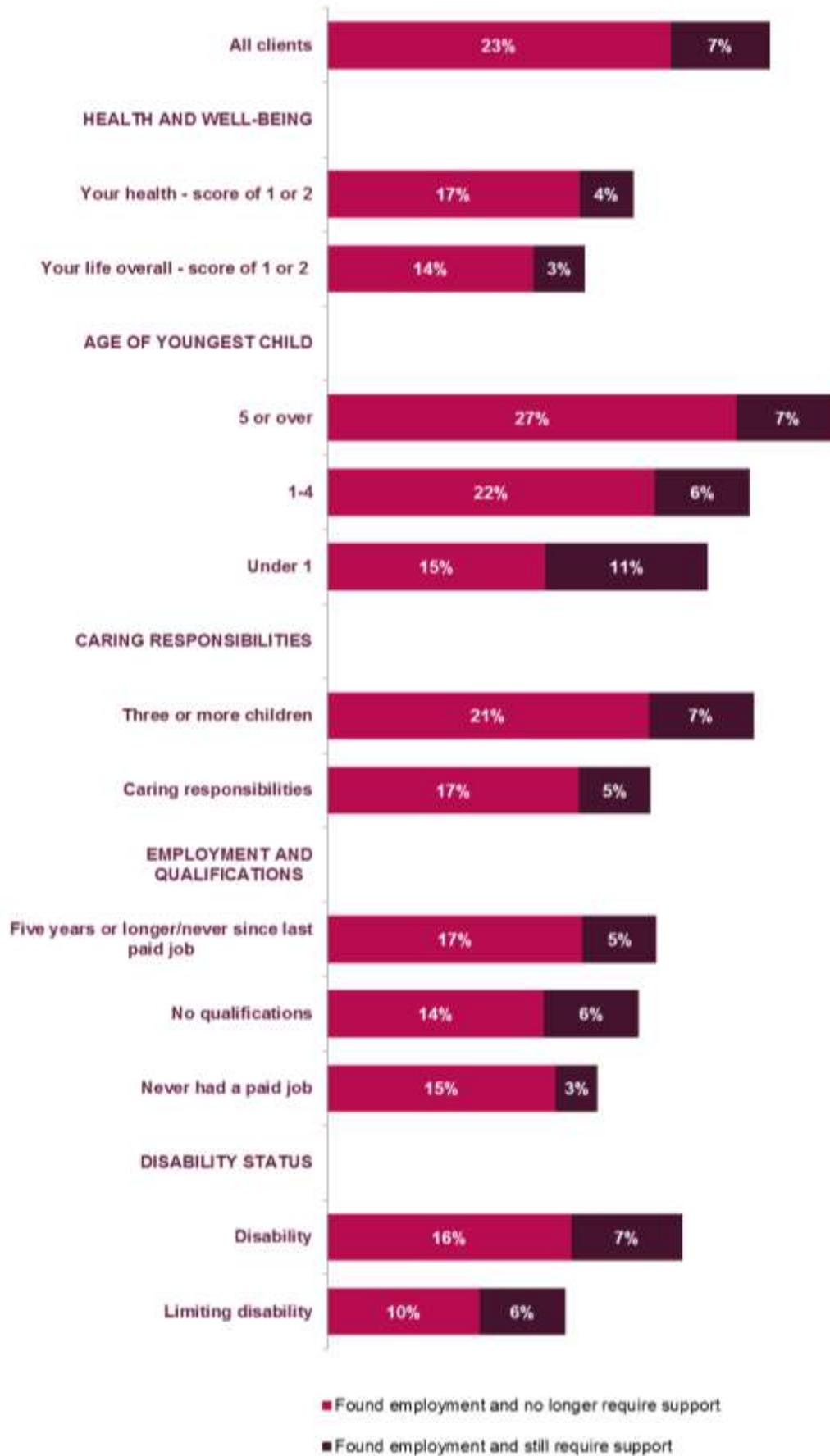


Base: 1,378 (Baseline); 435 (6 months); 125 (12 months)

### 3.1.3. Job Outcomes

Thirty per cent of MIW clients found employment with the support of the programme during the period of the evaluation, a total of 935 lone parents overall. Figure 3.10 looks at the relationship the characteristics of lone parents (at the baseline) and employment outcomes. It illustrates that compared to all MIW clients moving into employment, those with children aged under 1 year, those with low self-reported health and quality of life scores, those with caring responsibilities or disabilities, and those with no qualifications or who have never worked or not worked for five years or more were less likely to have gained employment during the period of the evaluation.

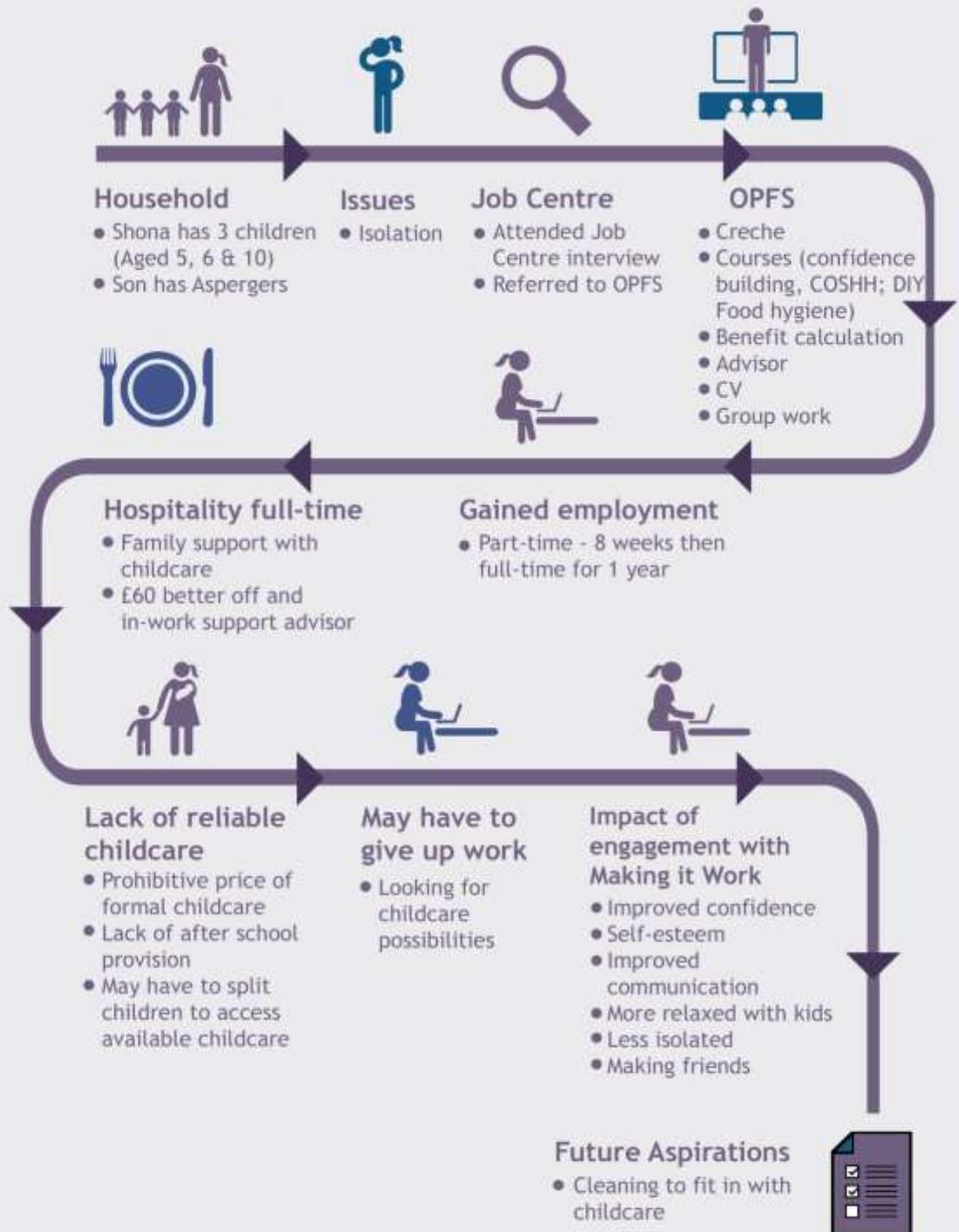
Figure 3.10: Job outcomes by baseline characteristics



### **3.2. Journeys to work: Client case studies**

Data above demonstrate that the majority of MIW clients experienced improvements across a range of 'distance travelled' measures covering confidence, self-efficacy and perceptions of barriers. The remainder of this section draws on qualitative data to provide an assessment of lone parents' experiences of MIW and their 'journeys to work'. We have developed case studies which are illustrative of the types of circumstances and support addressed through MIW. Three are illustrated here. These should not be taken to be particularly representative of MIW clients overall, but it is important to point out that over the more than 80 interviews with MIW clients conducted over the course of the evaluation, the views expressed by lone parents were overwhelmingly positive in relation to the support received and the impact this had in terms of improved outcomes for themselves and their families. We have reported extensively on this interview data in previous programme evaluation reports.

# Shona



Shona is 30 years old, and has three children aged five, six and 10 years. One of her children has been diagnosed with Asperger's syndrome, and she was experiencing isolation and lack of confidence prior to joining MIW.

Shona was referred by Jobcentre Plus to One Parent Families Scotland, and supported through the Glasgow MIW programme. She attended group sessions and worked closely with a key worker to address barriers to work and build her skills. She participated in DIY, COSHH (Control of Substances Hazardous to Health) and food hygiene courses, and received support for confidence building and personal development.

*It was helpful to have the courses on my CV and have certificates. It made it look like I was doing a lot to get into employment. Whenever [advisors] offered any course up I put my hands up for it because at this stage of my life I would do anything, that's why I've got the food hygiene, that's why I've got the COSHH, two different areas completely - I done my health and safety moving and handling.*

With the support of the key worker Shona secured employment in the hospitality industry, on a part-time basis initially and moving to full-time for a period of over a year. A better-off in work calculation was important in reassuring Shona that there would be financial benefits to moving into work, and the continued reassurance of support from her MIW key worker enabled her to make the transition from part-time to full-time work.

*I thought if I worked full time I wouldn't get any help.*

At the time of interview Shona had been recently started working on a part-time basis, as a result of changes in her informal childcare arrangements (which had been provided by family members) and difficulty finding affordable childcare for three young children. In addition, childcare which enabled shift and weekend working was in very short supply. Nevertheless, Shona was continuing to work and, with the support of her MIW key worker, was looking to change jobs (perhaps to cleaning which she felt offered more flexibility to fit with childcare arrangements) and was considering progression into a supervisory role.

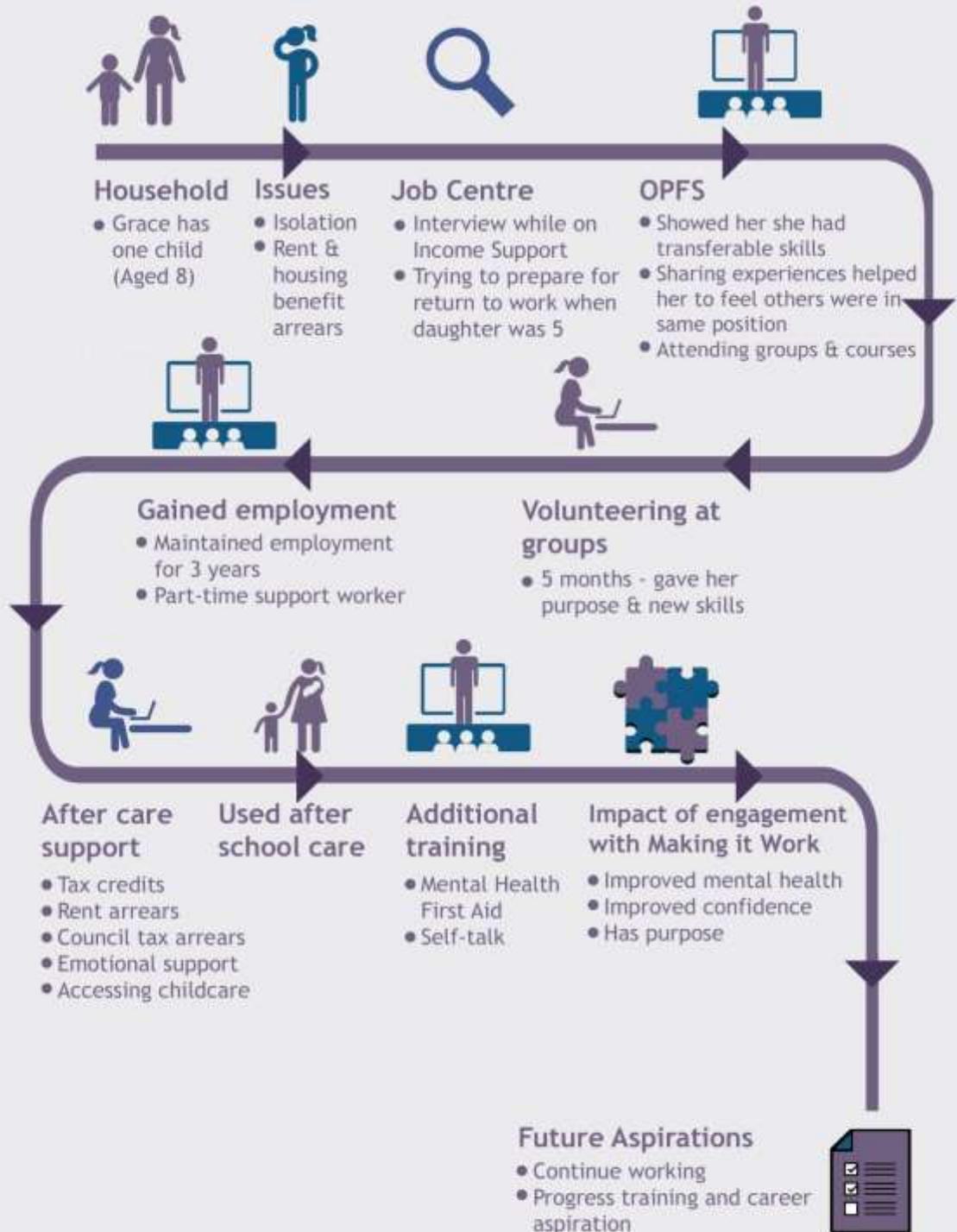
*I won't leave a job until I have another one lined up because that's the way being on benefits has put me, I don't like to go back to that.*

Shona reflected positively on the support provided by MIW, and the benefits to her and her family associated with her employment.

*Nothing was forced on us, we got asked to do it. The help and support you get from it is great, it's helped me a lot.*

*I wanted to give my kids that work ethic that it's no good just to sit back on your backside and do nothing. I never want to go back to benefits it's a better ethic for the kids and I could never go back to sitting doing nothing. I like being out there I like getting a wage at the end of the week or month. It's a great feeling. It has built my confidence and self-esteem. I get talking to people, I enjoy working. I makes you feel as though you are a person and not just a Mum.*

# Grace



Grace has one child aged 8 years who, at the time interview, was being assessed for Autism. Grace has been a lone parent for 7 years, and has been volunteering and working for over three years.

She was referred to MIW by Jobcentre plus when she was claiming Income Support and her daughter was four years old. At the time she was concerned that she would need to look to return to work when her daughter was five, and was anxious that she was not ready. MIW offered an opportunity to:

*"try and get myself prepared , I had no CV, hadn't worked for a wee while my confidence was low and I needed to take it on board and see what help is out there".*

She attended a variety of courses, all of which she found beneficial, and which enabled her to build her CV.

*I always viewed it as having a wee empty tool belt and like going to these wee courses it was just something to put into my tool bag ... and I had a fat tool bag at the end of it. I may not use them all but it's something I can put on my CV.*

Grace also participated in group development and confidence building sessions and particularly valued peer support from others participating in the programme.

*Having other lone parents there ... finding common ground didn't feel so isolated and all these thoughts an fears that you were having 9 times out of 10 the other people in room were having the same thoughts*

The personalised support which allows lone parents to proceed at a pace which is suitable and sustainable has also been very important to Grace.

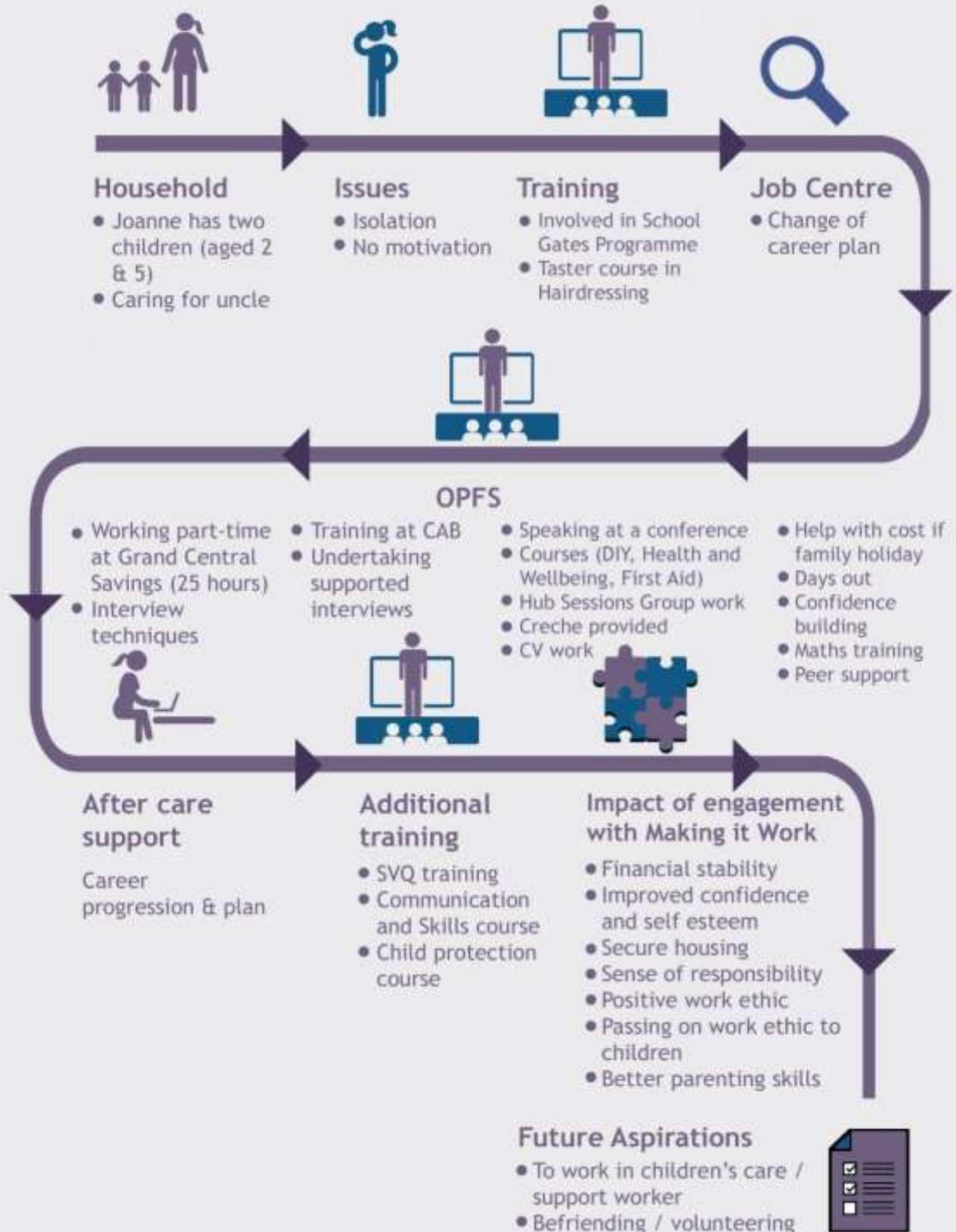
*The whole process of it being really slow was important because I started panicking and thought I would have to find work as soon as she turned five ...I thought I had to be job ready by then. But then I realised that I don't have to be in work and for that pressure to be taken off was absolutely huge"*

*The whole approach was something different to what I had experienced at the job centre and you could just tell right away that they were there for you, everything was geared for you progressing.*

At the time of interview Grace had been in employment for over three years. The ongoing support from MIW has been critical to her, as it had enabled her to address housing, financial and childcare issues which might otherwise have threatened her ability to maintain work.

*Just to have somebody sit me down and say this is the situation really, really fantastic. MIW was really good at recognising the bigger picture that it's not just all about work I had rent arrears and housing benefit issues, I didn't realise they could help me with these. I would have thrown in the towel a long time ago. I don't think I would have been in work this long had it not been able to get support.*

# Joanne



Joanne was supported by the MIW programme in Glasgow for two years. In August 2014 she secured employment working 25 hours per week. Joanne was pleased as this was her first interview. She was daunted by the prospect of change and explained that the aftercare worker had provided much needed support and assurance. Joanne described the worker as “a safety net” just in case she needed help but Joanne was also able to explore opportunities independently. However, she did continue to access advice from the worker, checking information and future options. Joanne really valued the continued training opportunities provided and had undertaken a SVQ, a communication skills course and a child protection course, all of which she felt would further her employment.

Joanne was very motivated and determined to succeed and felt that the best thing about her experience of MIW was *“achieving what I set out to achieve and getting there, and its only took me about two years”*. She had made considerable progress and explained that she had a *“roof over my head, financial stability, and can see light at the end of the tunnel”*. Joanne also reported that she had changed her attitude and now thought she had a *“sense of responsibility and working for a living* and was able to pass these attitudes on to her children, particularly the *“value of earning”*.

Winning an Achievement Award for her endeavours made Joanne feel very proud. She acknowledged she had worked hard but also praised the programme for the help she had received: *“we done it but we done it with help”*.

This chapter has reviewed briefly evidence on the impact of MIW in supporting lone parents towards work. Analysis of quantitative data gathered through client surveys has demonstrated improvements across a range of indicators at the programme level, particularly between the baseline and six months. Qualitative data illustrates the importance of the programme's flexible, holistic and personalised approach to supporting this client group. This is explored in more detail in the next chapter.

# Supporting lone parents in complex circumstances

This chapter draws on evidence from interviews with MIW clients and stakeholders involved in the delivery of the programme to identify good practice emerging from the programme in supporting lone parents towards and into employment, and helping them to sustain job outcomes achieved. Analysis of particular aspects of the MIW delivery model has been presented in earlier evaluation outputs; the key messages to emerge from these reports are collated here.

## 4.1. Outreach and Engagement

MIW has supported lone parents living in complex circumstances who were furthest from the labour market or needed additional assistance to access or maintain work. Many of these lone parents were not in contact with mainstream support services, or had infrequent or minimal contact via statutory services. Finding ways to engage lone parents who would not otherwise be reached was an important early target for activity.

Different engagement strategies were adopted across the partnerships, although there was a common emphasis on outreach and working with other community-based agencies. Local partnerships had the freedom to develop flexible approaches following consultation with community stakeholders. All the MIW partnerships successfully engaged new clients by developing strategies that reached beyond mainstream employability services: targeting the places, service hubs and communities where key workers could directly engage with lone parents. As such, some consistent elements were present where engagement activities worked well:

- MIW teams deployed considerable energy and resources (for example, the time of key workers) in establishing a wide range of relationships with key stakeholders at the outset of the programme.
- A range of different approaches were used, all of which focused reaching beyond mainstream employability services.
- While the aims and ethos of MIW are distinct from Jobcentre Plus, maintaining a solid working relationship with Jobcentre Plus staff helped to raise awareness and access for lone parents.

## 4.2. Co-production

In all five areas, MIW partnerships demonstrated a collaborative process of partnership-building resulting in the co-planning of services so that the expertise and assets of different partners made a contribution. The collaborative partnership-development process had important benefits in building multi-agency approaches that offered a genuine choice of services for users. No one partner organisation made claims to have all the required expertise or sought to monopolise the resources available. So, across the five partnership areas, there was a genuine mix of expertise encompassing, for example, money advice services delivered by Citizens Advice Bureaux; intensive support delivered by third sector organisations specialising in supporting lone parents; and a range of learning, employability and wellbeing-focused service providers.

An even more crucial element of co-production involved the empowerment of service users to shape their own services and employability journeys. The evaluation consistently found benefits for service users in the way that the programme made user co-production real. Service users told us about how they felt empowered by the programme and the sense of choice and control that defined their MIW journey. One service user summed this up.

*“She [MIW key worker] is not saying ‘you have to go to college or I’m not helping you’. It’s not like that. It’s never ever been like that. It’s always: ‘Would you like to do this, this or this? You choose’. That’s how it should be. It’s for the person, it’s their life. If they’re making a choice for you you’re going to be less likely to stick at it.” (lone parent)*

*He [MIW Key Worker] brought me in and he told me all about it properly and asked me what I wanted. I thought, “Hang on a minute. I’ve actually never been asked what I want”. I think that really helps because then it’s rather than going, “You do this, this and this”. He was like, “What do you think would make you feel better?” I went, “I don’t know. I’ve never really been asked that before. It’s always been said, you either do this or you lose your money”. He was like, “No, this is completely different”. (lone parent)*

An emphasis on empowerment, and on a flexible approach which supports lone parents to engage with services on their own terms, and at their own pace, differentiated MIW from mainstream employability provision. A clear and common theme in all interviews carried out with MIW clients in all five MIW partnerships across all four years of the evaluation was the importance of flexibility in provision and the sense that MIW clients were in control of their own journeys towards meaningful employment which suited their circumstances. For clients, this was often in direct contrast to their previous experiences of mainstream employability support, where the emphasis had been solely on job outcomes.

*The Jobcentre is like, ‘Get a job, get a job’, and you’re constantly pressured. I made up my mind to go and see [MIW development worker]. She never came to me and said, ‘Come and see me, come and see me’, and that made all the difference... you don’t feel pressured, which is really good. Every time I see her it’s something new, and it’s positive. It’s never, I don’t know, back at the Jobcentre or something. It’s working towards a better future (lone parent)*

A number of factors were important for MIW in engaging and empowering users to co-produce. First, well-resourced community engagement activities at the outset of MIW helped to build trust within communities and among lone parents.

Second, the partnership-based approach supported by the Big Lottery Fund also facilitated the inclusion of some third sector organisations, which are run for and by lone parents, but which would not find a role in the delivery of mainstream contracted-out employability services. These organisations bring both expertise and credibility to attempts to gain the buy-in and co-production efforts of lone parents. In addition, a combination of the Big Lottery Fund's flexible funding package and a collaborative ethos meant that staff and partners were willing to challenge and change things that were not working.

Crucially, however, *user co-production* was central to the ethos promoted by the Big Lottery Fund and each local MIW partnership. Key stakeholders repeatedly highlighted the importance of users taking control of their own employability journeys. The culture and governance regime of the programme led to a shared understanding that the aim was to help users to progress towards fair and productive work, rather than forcing inappropriate transitions in order to meet targets. An MIW key worker expressed a common concern that the programme should be seen as helping lone parents toward good quality outcomes.

*“We could probably put ten of them in a cleaning job tomorrow... we could do that but... I don't want a reputation of putting people into work and it failing, we want a reputation of putting them into work when they're prepared and ready to go. They're skilled and they know what they're doing...”*

### 4.3. Development worker and peer support

A key aspect of the MIW model was the provision of integrated, bespoke support to lone parents to enable them to balance work, childcare and family life, and to facilitate access to high quality services to meet their needs. An emphasis on intensive, personalised support was common to all five partnerships and an integral feature of the MIW model which complemented, and supported, mainstream employability services. Early one to one working was a crucial element of support, without which client outcomes would either not be achieved, or would have taken much longer to deliver. The establishment of positive relationships in which trust and rapport was built between lone parents and project workers was critical, and building these relationships in the early stages of client engagement was a precursor to clients engaging with group work, other training activities and ultimately sustainable employment. One project worker commented:

*“It allows people to have an identity and it can give a client the encouragement they need to take a step forward. Because particularly with the early stages, it's somebody caring about them, and if they are caring about them, they're more likely to take advice and guidance from them, it makes a big difference. We've had one client who's been through various services in the area over the last 10 years. They've been with ALP around 8 months and have started employment and is now sustaining in the job. For them it was about having someone they could believe in and trust. There's often paranoia about 'what's in it for them, why do they want to help me?’” (project worker)*

Clients highlighted the wide range of benefits associated with development worker support. These included accessing local authority welfare funds, dealing with debt issues, and developing an action plan to progress their employability. At the most basic level, clients interviewed for the research valued the commitment, support and care offered by development workers.

*“She [MIW development worker] made me feel really valued. I never, ever felt uneasy with her. Some people have that effect... she was willing to help. From the beginning she was basically about, 'What do you want to do?'... she didn't*

*say, 'I think you should do this'. It was me saying, 'I want to do this', and she was like, 'Right, let's get started'" (lone parent)*

This approach can be time and resource intensive: it was reported by stakeholders that it could take up to six months to stabilise a client's circumstances, and that often underlying barriers were not revealed until after several months of engagement. This placed considerable demands on support workers, and in all partnerships intensive one to one support was complemented by group work activity to minimise the risk of creating dependency on support workers and to facilitate peer support networks and groups. Opportunities to share experiences, challenges and issues with peers built lone parents' confidence, and supported lone parents to develop skills to engage with new groups of people.

A MIW development worker reported on the additional benefits in the peer support offered by group work:

*"There's a real mixture of people who we have got. I think there are four of them who are out working already, there are a few of them who are applying for college, and there are some who are really far removed... I brought them all together because I think the best learning you can do is from your peers."* (project worker)

Lone parents also saw the value of peer support through group work.

*"It's definitely positive, it has helped me and I do believe from meeting other mums and stuff, they're all at different levels and all in different situations but they seem to be happy working with Making it Work and it is helping them. There's no pressure as well, which is a great thing, they won't judge you, they are more friendly towards you as well which makes you comfortable to go, 'I am stuck with this thing, it's a bit personal'. You know they won't repeat it or anything like that, which is good."* (lone parent)

The combination of intensive one to one support and group work was effective in supporting lone parents to engage with provision and move towards employment. The success of this model in meeting the needs of those furthest from the labour market presented a range of benefits, which included individuals moving into paid work, and also improved social skills and family relationships.

#### **4.4. Childcare**

The MIW partnerships adopted a range of innovative and flexible approaches to childcare. Common themes were the provision of flexible and tailored support to enable lone parents to access work and training, and the building of local capacity to provide sustainable solutions to local childcare needs. In all the MIW areas a critical success factor was the availability of flexible resources which were used to support lone parents to engage with training and skills development and to make transitions into work. Funding was used to supplement existing provision, which was universally seen to be inadequate, either in supporting lone parents who were some distance from the labour market to make initial steps toward using childcare provision, or to assist lone parents who were in work to sustain jobs which required shift or unsociable hours - as has been the case in the sectors in which many of the lone parents supported through MIW have taken up work.

Much of the childcare provided directly through MIW was in the form of bespoke crèche facilities which were successful in helping lone parents to build skills and confidence to use formal childcare provision. Options such as child minding and sitting services were not well supported by lone parents, and the partnerships

struggled to build capacity in local provision. This meant that there were challenges for lone parents in accessing out of hours and holiday childcare which partnerships sought to address by developing more flexible and sustainable solutions through building peer support networks which were more appealing to lone parents and built local capacity.

Up-front payments for childcare were utilised successfully to support lone parents making transitions into work and education and addressed a key barrier in terms of financial security when moving off benefits.

The experiences of the MIW partnerships highlighted a number of lessons in terms of the childcare needs of lone parents supported through the MIW programme. These included:

- The need for a range of childcare providers to support the different needs of lone parents who were moving towards training and employment.
- A need to provide resources which could be used flexibly, depending on local circumstances and need.
- The availability of funding for short periods to cover providers' requirements for up-front payments was useful in helping lone parents making transitions into training and work.
- There were ongoing problems in relation to the availability of childcare for older children and in particular care which wraps around the school day and is available during school holidays.
- Sessions which enabled lone parents to place their children in childcare at, or near to, premises in which they undertook skills development and training successfully exposed lone parents to formal childcare arrangements and built skills and confidence to consider a range of childcare options moving forward. Lone parents had a preference for nursery provision or informal childcare provided by friends and family. There was a reluctance to engage with child minding or sitting services provided in lone parents or others homes.

## **4.5. Employment and in-work support**

All five MIW partnerships prioritised a range of activities around employer engagement and in-work support.

### **4.5.1. Employer engagement strategies**

Employer-facing activities took a range of forms. Prior to job matching and providing in-work support, MIW partnerships adopted measures to engage with employers and connect clients with the workplace. In Glasgow, a specific MIW job broker role evolved, taking on a dual focus of job broker and employment adviser. In Fife employer-facing services focused on facilitating 6-8 weeks workplace placements for MIW clients and then providing in-work support. In other MIW areas, employer engagement activities were delivered through existing partnerships with mainstream employability services. In Edinburgh, MIW Development Workers built their own employer networks, while also sometimes signposting clients to other employability providers for additional job matching support. In South Lanarkshire, the MIW team collaborated closely with employer-facing services delivered through a well-established model of connecting employers and clients which presented a 'single offer' to employers in terms of job brokerage and client placement. The team in North Lanarkshire adopted a similar approach, accessing existing employer engagement resources through employability consultants who had access to an employability framework maintained by North Lanarkshire Council.

In terms of priority sectors, parent-friendly employment was prioritised by MIW partnerships and led to targeting on sectors such as retail, social care and childcare as potential destinations. Across MIW areas, there was a concern to ensure a wider range of choice and good quality job opportunities and partnerships sought to develop their own programme content in directions that provided the vocational skills and experience valued by employers.

An alternative approach to building clients' workplace-based experience was to encourage volunteering which was adopted across MIW areas. There were examples of clients who had gradually begun to overcome isolation and sometimes mental health issues by engaging in volunteering.

*“One lady who has now become a volunteer... when I first met her she had no social life at all. She had moved from outside the area, knew no one and was totally isolated. Didn't want to meet anybody. Now, she has become a volunteer... She is on ESA still for depression, but now volunteers at an exercise group. She is still on ESA but you can see a huge difference in her.”*

The employer-facing work undertaken by MIW partnerships had positive impacts in challenging some employer attitudes. Participating employers reported they had been encouraged to think differently, particularly about 16 hour contracts as a solution to their employment needs. One example given was of lone parents sharing a post and acting as informal childcare for each other. However, there was also consensus on the need to continue to challenge some employers' negative or unhelpful attitudes towards lone parents.

*“A lot of the employer engagement has been in terms of educating them... But we're struggling with the 16-hour jobs. We do struggle with them quite a lot. We've sometimes had to look at 'Are there two eight-hour shifts, or would you be able to do 20 hours instead?' So I think there needs to be more of a kind of, maybe, national or Edinburgh-wide education policy that says to employers, 'Do you know, if you tapped into this resource...?' And also, to dispel the myths about lone parents being unreliable and not turning up, and taking time off because their children are out of school.” (MIW Worker)*

Such employer-facing work may be a valuable element in future programmes targeting lone parents. There is a need to engage employers in an exercise of 'job crafting' so that they are persuaded of the case for offering opportunities that provide sufficient hours (crucially, so that lone parents can be certain of having sufficient hours to access tax credits) and a degree of flexibility so that lone parents can balance the demands of work and family life. There will be value in making the business case to employers who may potentially benefit from accessing the pool of talent among lone parents and minimising turnover among those they recruit.

#### **4.5.2. *In-work support***

All MIW partnerships acknowledged that the transition to work could be challenging for some lone parents, and that in-work support could be valuable. In-work support was available for clients through continued engagement with key workers or other appropriate staff members and was valuable in supporting clients following the transition to work, and in facilitating a positive relationship with employers. It is important to emphasise however that, across MIW partnerships, it was not just one-to-one key worker support that helped clients to sustain work. Partnerships constructed practical packages of support to help lone parents to manage the transitional costs and other challenges when returning to work. Lone parents were supported through discretionary funding to cover food, clothing and travel costs between the last benefit payment and the first pay day in the client's new job. They also received support to navigate tax credits claims as well as advice and guidance on budgeting: in most instances starting paid employment meant a change from weekly or fortnightly benefit payments to a monthly wage.

There remained challenges associated with assisting lone parents toward sustained job outcomes under MIW. The programme targeted areas that have experienced labour market problems and in assessing MIW, it is important to acknowledge the demand-side limits on the quantity and quality of jobs in the relevant areas.

This chapter has looked at qualitative evidence to explore the implementation and impact of key aspects of the MIW model. The next chapter summarises findings on the impact and value for money of the programme.

## Impact and Value for Money

This chapter looks at the impact and value for money of the MIW programme. It does this by exploring a logical chain of costs (inputs) and benefits (activities, outputs and outcomes). The findings in this chapter draw on data from annual monitoring returns provided by each partnership using a common template and longitudinal surveys of lone parents engaging with the MIW programme.

### 5.1. Inputs

The majority of the resource for delivering MIW was provided by the Big Lottery Fund in the form of grants to each of the five partnerships. Some additional resource was 'levered' in to the programme through additional funding, in kind support, and by utilising volunteers. An overview of these resource inputs is provided in table 5.1. It shows that the overall amount of funding provided to deliver MIW between 2013/14-2016-17 was £6.72 million but that this was supplemented by £14,000 of additional levered-in funding and £204,000 of in-kind support.

**Table 5.1: Costs of delivering the MIW programme (2013/14-2016/17)**

	<b>Total</b>	<i>Edinburgh</i>	<i>Fife</i>	<i>Glasgow</i>	<i>S Lanarks</i>	<i>N Lanarks</i>
Total value of MIW project funding	£6.72m	£1.13m	£1.20m	£1.90m	£1.25m	£1.24m
Total value of any additional funding	£0.014m	£0.014m	-	-	-	-
Total value of in-kind support in	£0.20m	£0.15m	£0.036m	-	£0.016m	-
<b>Total</b>	<b>£6.94m</b>	<b>£1.30m</b>	<b>£1.24m</b>	<b>£1.90m</b>	<b>£1.27m</b>	<b>£1.24m</b>

Source: Big Lottery Fund, Partnership level monitoring data

Each MIW partnership worked closely with other support providers in their area. This included taking referrals of clients but also referring clients on for additional targeted support. This additional support will have incurred a 'cost' to non-MIW providers that it has not been possible to capture through the evaluation. As such the inputs described here should be considered the direct costs of delivering MIW with any indirect costs excluded from the analysis.

## 5.2. Activities and Outputs

The activities and outputs describe the main deliverables of the MIW programme and provide an insight into the range of services and support available to lone parents in each of the five areas. Table 5.2 provides an overview of headline outputs reported by MIW partnerships since the programme started.

**Table 5.2: Headline partnership level outputs for the MIW programme (2013/14-2016/17)**

	Total	Edinburgh	Fife	Glasgow	S Lanarks	N Lanarks
Number of lone parents supported	3,115	422	456	1,475	454	308
Number of referrals-in to the programme	4,154	799	456	1,475	904	520

Source: Partnership level monitoring data

Table 5.2 shows that across the partnerships, 3,115 lone parents received support and 4,154 were referred to the programme for support. Table 5.3 draws on partnership level monitoring data to illustrate the extent of support provided between 2013/14-2016/17 across the areas of employment support, training and skills support, personal support, work experience and volunteering, paid work and childcare. It highlights the holistic nature of the MIW programme: although the majority of lone parents received **employment support** through the completion of *action plans* (3,161), *job search activities* (2,119) and *in-work support* (1,059), large numbers also received **personal support** associated with their *personal development* (3,373), *personal issues* (such as health conditions, substance use etc.) (1,767) and *practical issues* (such as debt, transport, housing etc.) (2,242). In addition, significant numbers of lone parents received **training and skills support** in the form of *basic skills development* (1,766) and *accredited* (1,104) and *non-accredited* (609) *courses and qualifications*. Lone parents accessing the MIW programme also had access to funded **childcare provision**: overall 897 lone parents and 2,396 accessed this provision. **Work experience and volunteering** was not a core feature of the MIW programme but small numbers of clients did access opportunities in these areas: overall 201 lone parents undertook work experience and 147 engaged in volunteering.

Figure 5.1 draws on follow-up surveys of MIW clients to provide an overview of the types support that they reported having received through the programme. It highlights how a large majority of clients (95 per cent) received **one-to-one support from a key worker, peer or mentor**. Other common types of support received included *information, advice and guidance about jobs or careers* (79 per cent), *advice about personal development* (71 per cent), *childcare support* (61 per cent), and *support to address practical issues* (such as debt or housing) (52 per cent). On average MIW clients reported receiving between five and six types of support through the programme.

**Table 5.3: Overview of support activities for 2013/14-2016/17\***

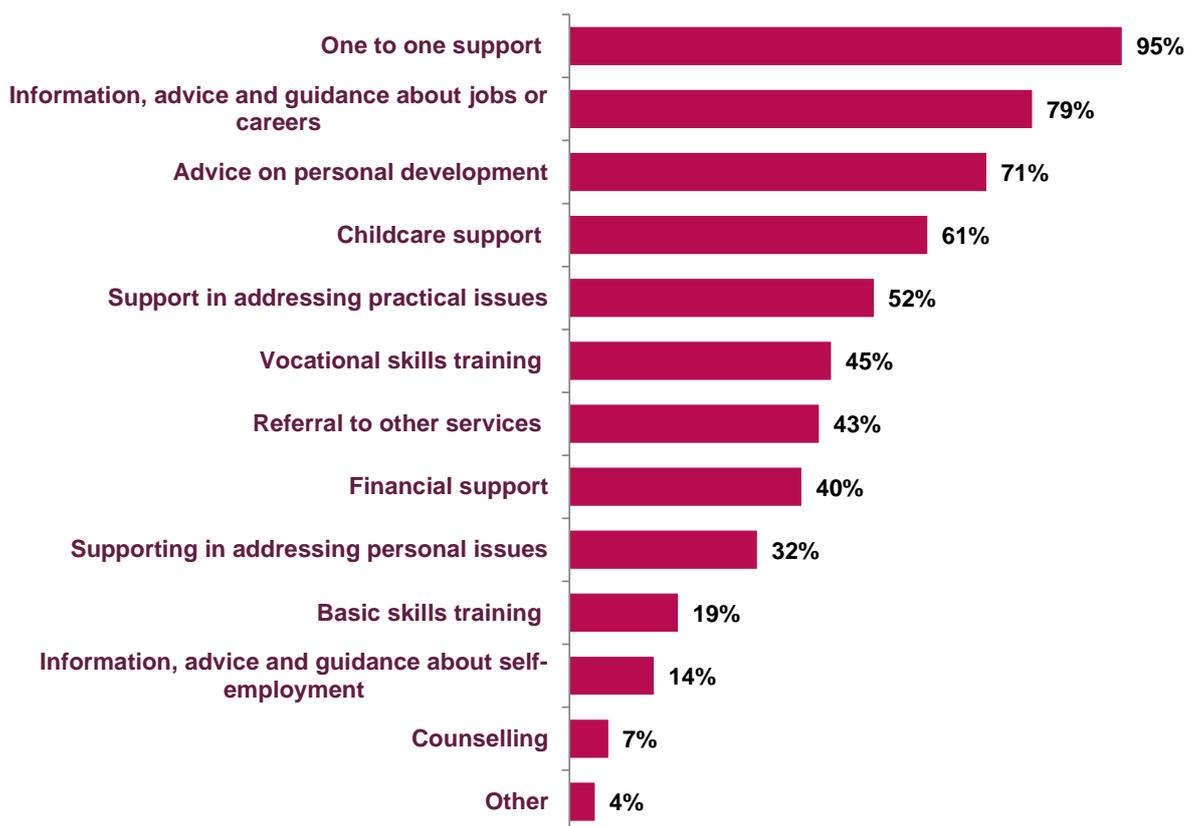
	<b>Total</b>	2013/14	2014/15	2015/16	2016/17
<b>Employment support:</b>					
Number of lone parents completing action plans	3,161	318	1,180	1211	452
Number of lone parents undertaking job search activities	2,119	544	727	637	211
Number of lone parents receiving in-work support	1,059	91	282	441	245
<b>Training and skills support:</b>					
Number of lone parents obtaining non-accredited training outcomes	609	24	283	176	126
Number of lone parents obtaining accredited training outcomes	1,104	115	425	348	216
Number of lone parents receiving basic skills support	1,766	198	708	561	299
<b>Personal support:</b>					
Number of lone parents receiving personal development support	3,373	576	1,305	979	513
Number of lone parents receiving support to address personal issues (health, substance use etc.)	1,767	236	836	484	211
Number of lone parents receiving support to address practical issues (debt, transport, housing)	2,242	468	1,004	534	236
<b>Work experience and volunteering:</b>					
Number of lone parents engaged in work experience	201	15	54	96	36
Number of lone parents engaged in volunteering	147	17	38	57	35
<b>Childcare:</b>					
Number of lone parents accessing MIW funded childcare	897	-	656	145	96
Number of children of lone parents accessing MIW funded childcare	2,396	-	921	1,357	118

Source: Partnership level monitoring data

\*Note that for some measures lone parents will have received certain types of support on multiple occasions.

+Data not collected in 2013/14

Figure 5.1: Types of support received from the Programme overall



Source: Follow-up survey of MIW clients  
Base: 435

### 5.3. Outcomes

The outcomes of the MIW programme are the changes experienced by its key stakeholders that could logically have been brought about by the activities and outputs described in the previous section. The focus for this report is three types of outcome for clients supported by the five MIW partnerships:

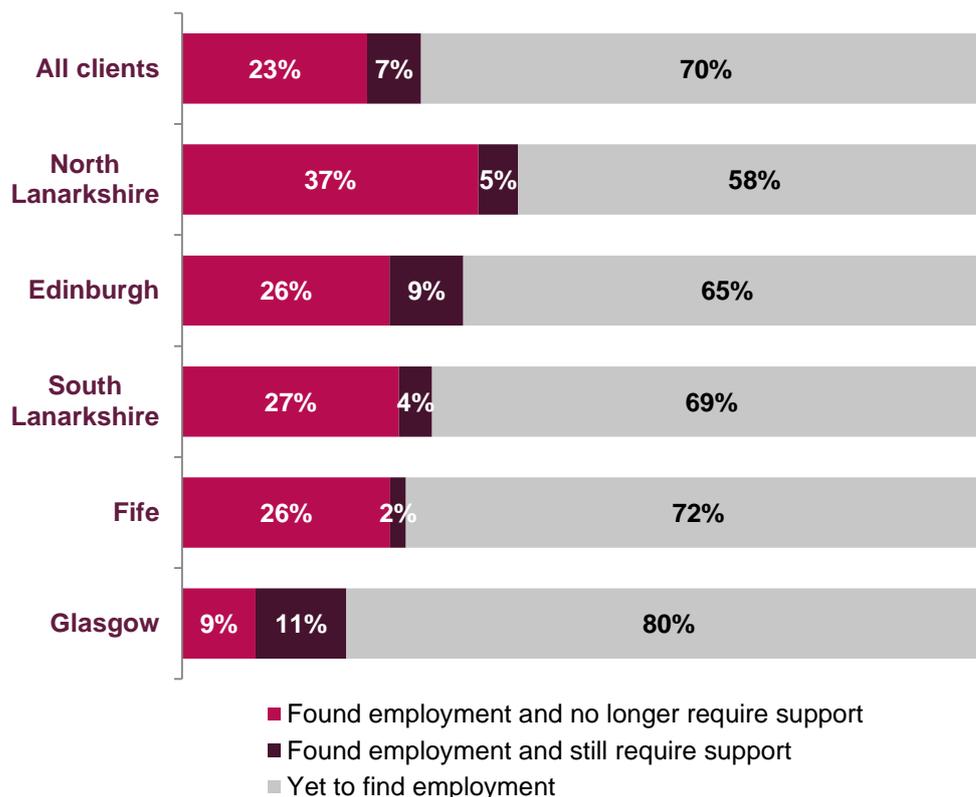
- **Employment:** whether or not lone parents found paid employment following support.
- **Skills and capabilities:** the skills, confidence and other competencies achieved by lone parents following support.
- **Well-being:** improvements in the lives of lone parents beyond employment and capabilities following support.

Each of these outcomes is discussed in more detail below.

#### 5.3.1. Employment

Figure 5.2 provides an overview of employment outcomes for MIW clients at an overall and partnership level.

**Figure 5.2: MIW employment outcomes by partnership**



Source: Baseline and follow-up surveys of MIW clients  
Base: 1,215

Figure 5.2 shows that, overall, **30 per cent of MIW clients found paid employment following support** from one of the five partnerships. This included 23 per cent who found employment and no longer required support and seven per cent who had found employment but still required support. According to the monitoring data submitted by partnerships, 83 per cent of lone parents who found employment were working more than 16 hours per week and 17 per cent were working less than 16 hours per week.

There was considerable variation by partnership, with 42 per cent of clients supported by the North Lanarkshire partnership finding paid work compared with 35 per cent from Edinburgh, 31 per cent from South Lanarkshire, 28 per cent from Fife and 20 per cent from Glasgow. However, it is important to note that the Glasgow MIW partnership supported considerably more lone parents than the other partnerships, meaning the total number of clients who found work in Glasgow was greater than in some of the other partnerships.

Figures A-E in Appendix 2 provide additional analysis of employment outcomes for MIW clients. They highlight a number of variations:

- **Clients with a disability were less likely to have found work:** 23 per cent of lone parents with a disability found employment, falling to 16 per cent for lone parents reporting a disability that 'limited their day to day activities'.
- **Clients with a limited employment history and no formal qualifications were less likely to have found work:** 22 per cent of lone parents who had been out work for five years or longer found employment, falling to 18 per cent

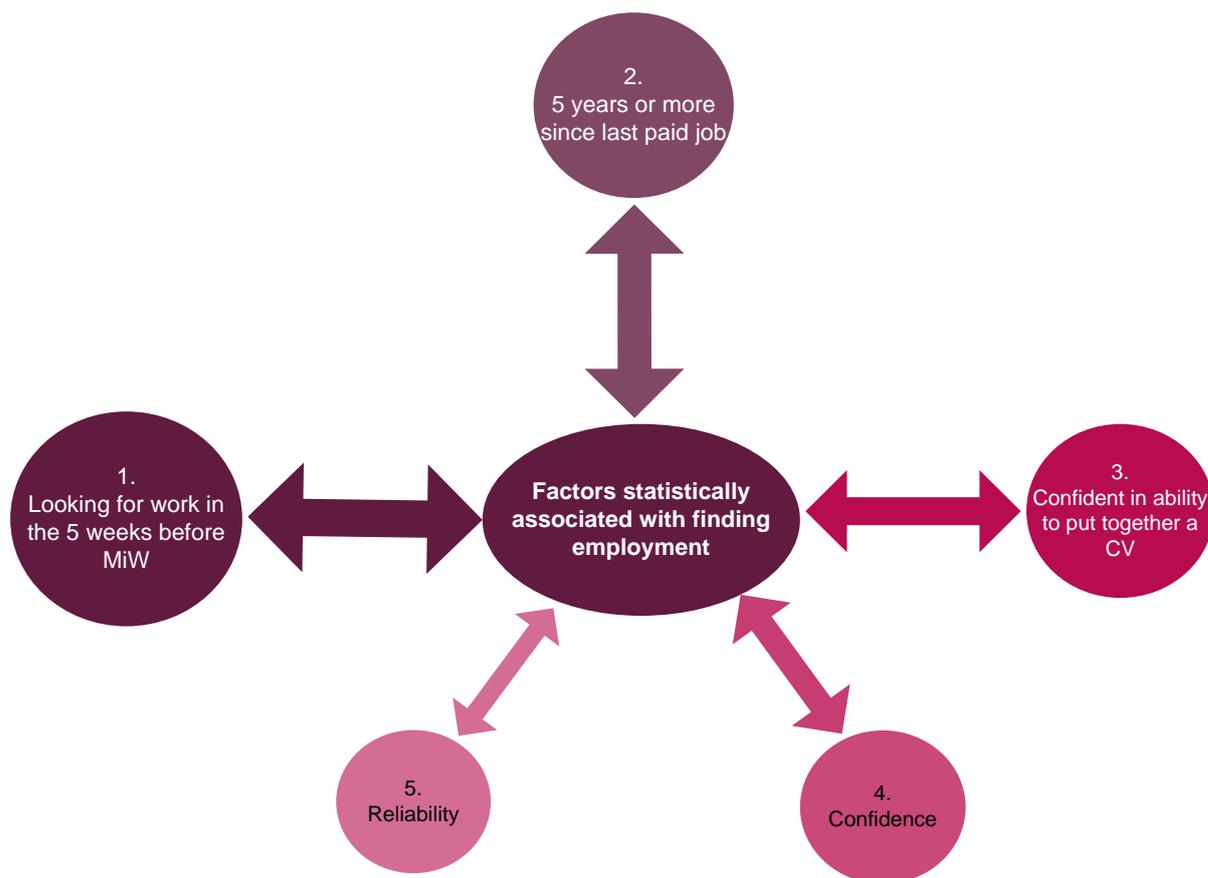
for those who had never had a paid job before. Twenty per cent of lone parents who had no formal qualifications found employment.

- **Clients with caring responsibilities were less likely to have found work:** 28 per cent of lone parents with three or more children found work and 22 per cent of lone parents with additional caring responsibilities found work.
- **Clients with young children found it harder to find work:** 34 per cent of lone parents whose young child was aged five or over found work, falling to 28 per cent whose youngest child was aged between one and four and 26 per cent whose youngest child was aged less than one.
- **Clients with poor health and well-being were less likely to have found paid work:** 21 per cent of lone parents who reported poor health (a score of 1-2) and 17 per cent who reported low well-being (a score of 1-2) found work.

Additional statistical analysis (logistic regression) identifies the factors most strongly associated with finding work. These are highlighted in figure 5.3 which shows:

1. Having been **looking for work in the five weeks prior to engaging with Making it Work** was the factor most strongly associated with finding work.
2. Having been **out of work for five years or more** prior to engaging with Making it Work was the factor with the second strongest association with (not) finding work.
3. Being confident in your ability to put together a CV was the factor with the third strongest association with finding work.
4. Reporting **high levels of confidence** - including self-esteem, self-belief, self-respect, self-awareness, and dealing with nerves - was the factor with the fourth strongest association with finding work.
5. Reporting **high levels of reliability** - including time-keeping, meeting deadlines, taking responsibility, and attendance - was the final factor with a statistical association with finding work.

**Figure 5.3: Factors with the strongest statistical association with finding employment**



Source: Baseline and follow-up surveys of MIW clients

Base: 1,215

Note: The larger the circle/thicker the line, the stronger the statistical association. Factors ranked 1-5 in order of importance.

Partnership was also strongly associated with finding work, with lone parents in Fife and Glasgow significantly less likely to be in employment than those in Edinburgh and North and South Lanarkshire.

The analysis of these factors highlights the importance of overall 'proximity' to the labour market to the likelihood of finding work. Those lone parents who were 'closest' to the labour market at the point at which they first engaged with Making it Work were most likely to find employment following their engagement with the programme.

#### 5.4. Skills and capabilities

Figure 5.4 demonstrates the progress made by Making it Work clients toward a range of employment related **skills outcomes** at follow-up points six and 12 months after their first engagement with the programme. Overall, it shows that clients were more likely to make progress than go backwards against the majority of measures but that progress was more likely after six months than 12 months. However, it is important to note that for each measure a majority of participants did not report any change.

Progress was most pronounced for the following measures:

- **The ability to put together a CV:** 34 per cent of lone parents had made progress after six months and 24 per cent had made progress after 12 months. In contrast eight per cent of lone parents went backwards after six months and 17 per cent of lone parents went backwards after 12 months.
- **The ability to do well in an interview:** 32 per cent of lone parents had made progress after six months and 30 per cent had made progress after 12 months. In contrast eight per cent of lone parents went backwards after six months and 12 per cent of lone parents went backwards after 12 months.
- **Good skills for the target job:** 29 per cent of lone parents had made progress after six months and 25 per cent had made progress after 12 months. In contrast nine per cent of lone parents went backwards after six months and 15 per cent of lone parents went backwards after 12 months.
- **Identifying the training needed:** 27 per cent of lone parents had made progress after six months and 21 per cent had made progress after 12 months. In contrast 10 per cent of lone parents went backwards after six months and 16 per cent of lone parents went backwards after 12 months.

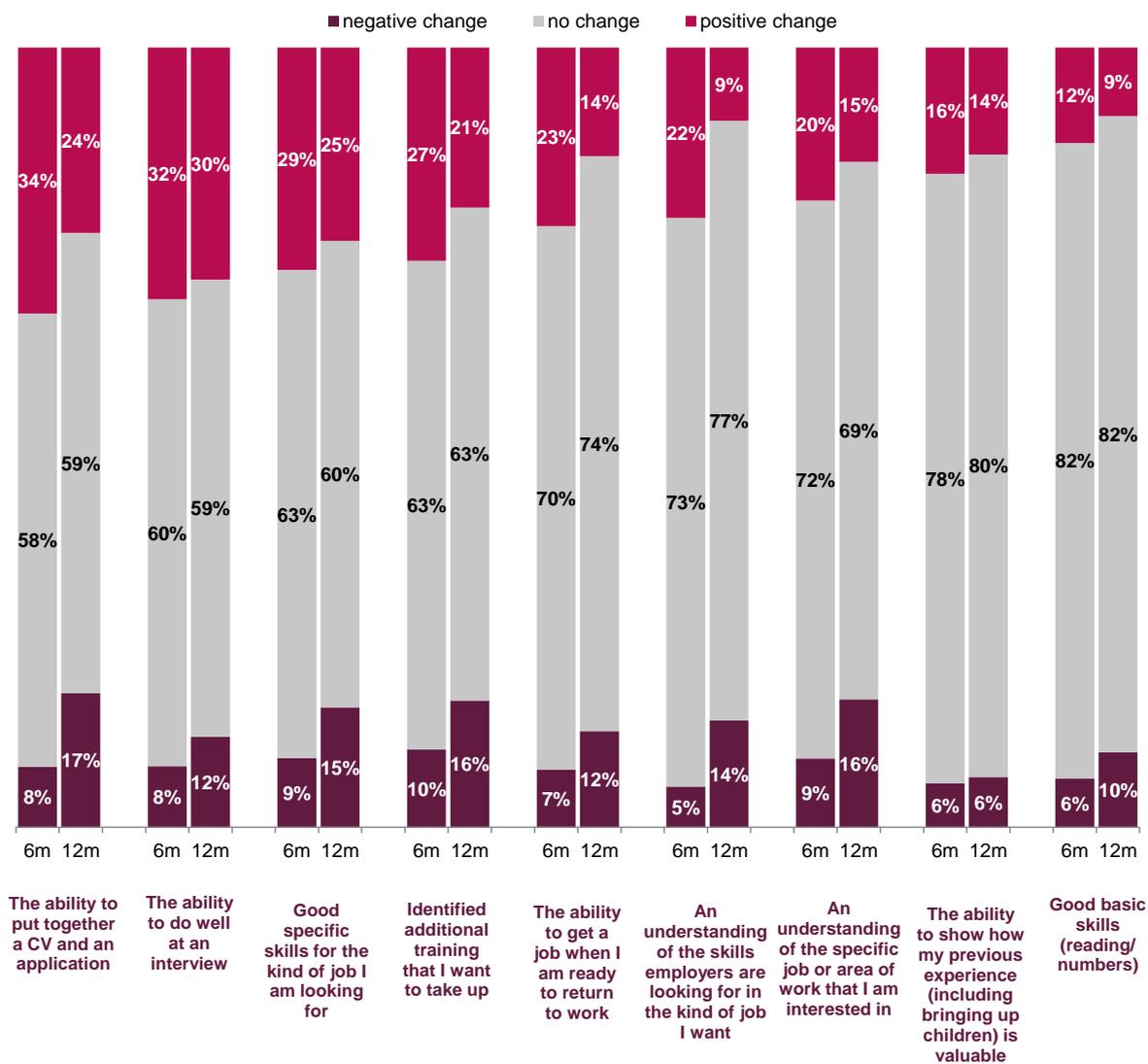
Although there is consistent evidence of a 'drop-off' in the proportion of clients making progress with employment skills outcomes after 12 months compared to six months, this might in part be explained by the nature of the Making it Work programme and participants' engagement with it. Lone parents who made progress quickly (i.e. after 6 months) were more likely to have left the programme before 12 months, including as a result of finding work, whereas lone parents with more complex support needs were more likely to have stayed with the programme for 12 months or longer.

Figure 5.5 demonstrates the progress made by Making it Work clients toward a range of employment related **capability outcomes** at follow-up points six and 12 months after their first engagement with the programme. Similar to figure 5.4, it shows that clients were more likely to make progress than go backwards against the majority of measures, but unlike the skills measures in figure 5.4 progress did not appear to drop-off significantly after 12 months.

Progress was most pronounced for the following measures:

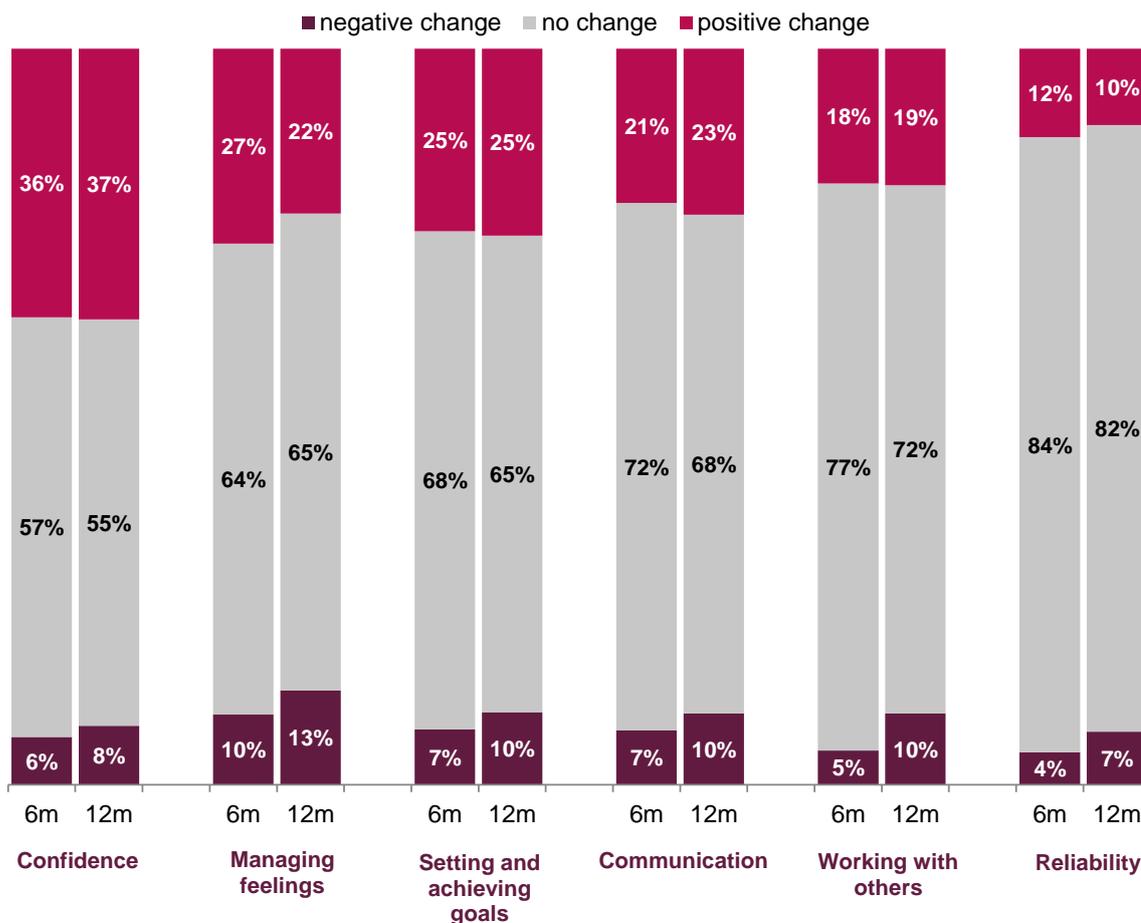
- **Confidence:** 36 per cent of lone parents had made progress after six months and 37 per cent had made progress after 12 months. In contrast six per cent of lone parents went backwards after six months and eight per cent of lone parents went backwards after 12 months.
- **Managing feelings:** 27 per cent of lone parents had made progress after six months and 22 per cent had made progress after 12 months. In contrast 10 per cent of lone parents went backwards after six months and 13 per cent of lone parents went backwards after 12 months.
- **Setting and achieving goals:** 25 per cent of lone parents had made progress after six months and 25 per cent had made progress after 12 months. In contrast seven per cent of lone parents went backwards after six months and 10 per cent of lone parents went backwards after 12 months.
- **Communication:** 21 per cent of lone parents had made progress after six months and 23 per cent had made progress after 12 months. In contrast seven per cent of lone parents went backwards after six months and 10 per cent of lone parents went backwards after 12 months.

**Figure 5.4: MIW clients' progress on employment related skills outcomes**



Source: Baseline and follow-up surveys of MIW clients  
 Min. base: 396 (6 months); 116 (12 months)

**Figure 5.5: MIW clients' progress on employment related capability outcomes**



Source: Baseline and follow-up surveys of MIW clients  
Min. base: 427 (6 months); 122 (12 months)

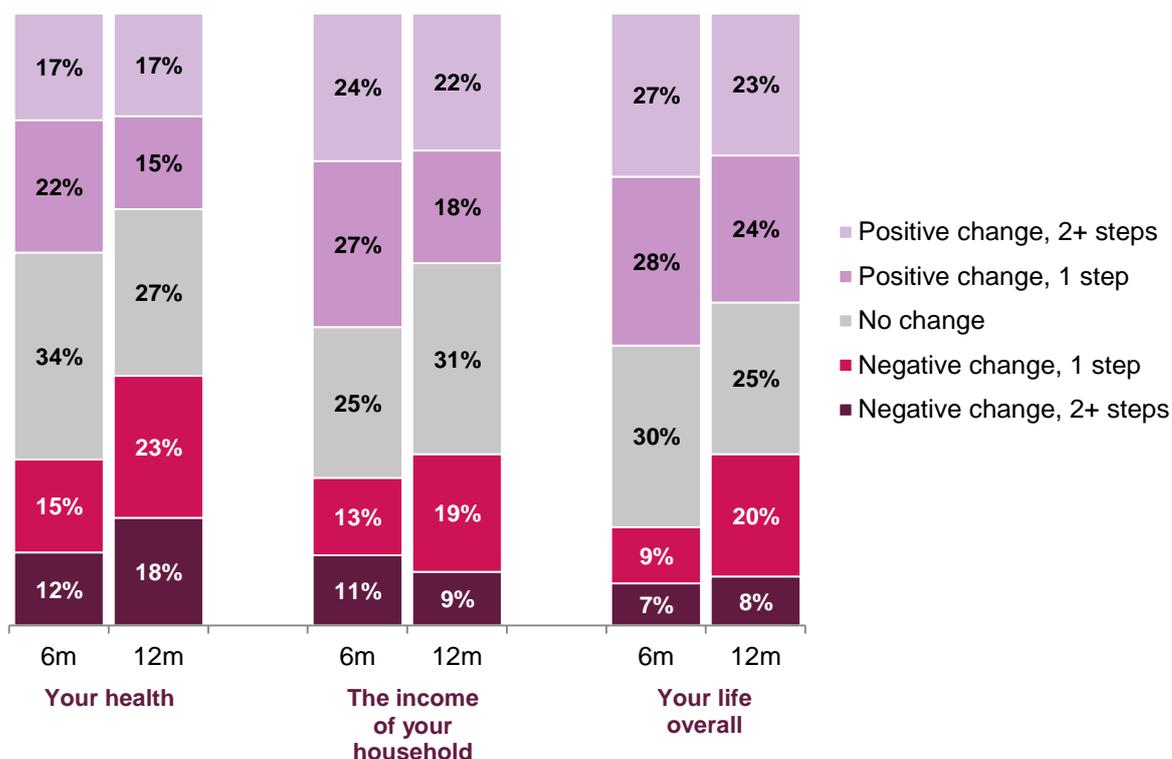
## 5.5. Well-being

Figure 5.6 demonstrates the progress made by Making it Work clients toward three measures of **health and well-being outcomes** at follow-up points six and 12 months after their first engagement with the programme. Similar to skills and capabilities, it shows that clients were more likely to make progress than go backwards against the majority of measures, but progress did appear to drop-off - for health in particular - after 12 months.

- Health:** 39 per cent of lone parents made progress after six months, including 17 per cent who made progress of two points or more (on a seven point scale); 32 per cent of lone parents made progress after 12 months, including 17 per cent who made progress of two points or more. In contrast 27 per cent of lone parents went backwards after six months and 41 per cent of lone parents went backwards after 12 months.
- Household income:** 51 per cent of lone parents made progress after six months, including 24 per cent who made progress of two points or more; 41 per cent of lone parents made progress after 12 months, including 22 per cent who made progress of two points or more. In contrast 24 per cent of lone parents went backwards after six months and 28 per cent of lone parents went backwards after 12 months.

- **Life overall:** 55 per cent of lone parents made progress after six months, including 27 per cent who made progress of two points or more; 47 per cent of lone parents made progress after 12 months, including 23 per cent who made progress of two points or more. In contrast 16 per cent of lone parents went backwards after six months and 28 per cent of lone parents went backwards after 12 months.

**Figure 5.6: MIW clients' progress on health and well-being outcomes**



Source: Baseline and follow-up surveys of MIW clients  
Base: 435 (6 months); 125 (12 months)

Similar to employment skills, the evidence of a 'drop-off' in the proportion of clients making progress with health and well-being outcomes after 12 months compared to six months might in part be explained by the nature of the Making it Work programme and participants' engagement with it. Lone parents whose initial levels of health and well-being were more positive were more likely to have left the programme before 12 months, including as a result of finding work, whereas lone parents with more complex health and well-being needs were more likely to have stayed with the programme for 12 months or longer.

## 5.6. Additionality

When assessing the value for money and impact of an intervention it is important to consider the principle of additionality: the extent to which the outcomes reported should be attributed to the intervention being evaluated. It involves considering three factors: leakage, deadweight, displacement and substitution.

### 5.6.1. To what extent are the Making it Work outcomes additional?

Overall, the qualitative data (discussed at chapters three and four) paints a positive picture of the importance of the Making it Work interventions. Lone parents' testimonies reveal the significance and value of the support they received from the

partnerships. The support provided to clients throughout their journey towards employment was crucial to enable the development of softer skills such as confidence, self-esteem and familial relationships which enabled lone parents to move into employment, or feel more ready to find employment in the future. In addition to supporting job outcomes, these softer skills were reported by lone parents to be crucial to family- and work-life balance and to delivering improved well-being for themselves and their children. The person-centred 'wrap around package' of support provided by the programme based on long-term supportive relationships with key workers and the development of peer support set Making it Work apart from other employment support programmes, including the Work Programme.<sup>3</sup>

Drawing on these qualitative insights, in combination with the survey and monitoring data presented in previous sections, a number of inferences about the additionality of key outcomes associated with the Making it Work programme can be made.

### 5.6.2. *Proximity to the labour market*

The survey data highlights the importance of **proximity to the labour market** for whether or not Making it Work clients found work. There is strong evidence that lone parents who were closest to the labour market when they first engaged with the programme - those who were already actively looking for work and had relatively recent experience of work - were most likely to find work in period that followed. This suggests that the likelihood many of these lone parents would have found work eventually *without the support from Making it Work* is quite high.

### 5.6.3. *Moving lone parents closer to the labour market*

Making it Work has been effective in supporting lone parents to move **closer to the labour market**. For example, reporting *high levels of confidence* was the employment capability with the strongest association with finding work and also the measure with the greatest amount of improvement after six and 12 months, with more than a third of lone parents making progress at each time point. Similarly *looking for work* was the factor with the strongest association with finding work overall, and the monitoring data from the partnerships shows that more than two-thirds of clients were supported to undertake job search activities. This suggests that for lone parents who were furthest from the labour market Making it Work has played an important role in helping them to be better equipped to find work, meaning any subsequent employment outcomes for this group will have much higher levels of additionality than for lone parents who were much closer to the labour market from the outset.

### 5.6.4. *Achieving soft outcomes*

The qualitative evidence demonstrates the important role of Making it Work partnerships providing lone parents with personally-tailored packages of support that were not available from other providers in their area. This is evident in the **soft outcomes** achieved by many lone parents in areas such as the *practical skills* needed to find employment; key *capabilities* such as confidence, managing feelings and communication; and *broader outcomes* associated with health and well-being. As lone parents had limited opportunities to access this type of support from other sources the additionality associated with these soft outcomes is likely to be relatively high.

The overall inference from the evaluation findings is that additionality of the Making it Work programme is likely to have varied significantly for different types of clients

---

<sup>3</sup> These findings are discussed in more detail in the Making it Work final evaluation report.

across different types of outcomes. For employment outcomes, particularly those for lone parents closest to the labour market, additionality is likely to be **relatively low**. However, where employment outcomes have been achieved for lone parents who were more distanced from the labour market additionality is likely to be **quite high**. Similarly, for soft outcomes, including those associated with moving lone parents closer to the labour market, Making it Work interventions were much more important and highly additional.

## 5.7. Benchmarking with other employment support programmes

It is important to set the employment outcomes achieved by Making it Work in the context of other employment support programmes. Although direct comparisons with other programmes should be made with some degree of caution due to differing service delivery models and evaluation methodologies, it is possible to compare the employment outcomes of Making it Work with a number of other programmes. Table 5.4 provides an overview of employment progression rates from a range of other employment support programmes. It shows that employment progression of between 15-40 per cent of participants had been achieved by the projects reviewed, meaning that 30 per cent progression rate achieved by Making it Work is within the bounds of what would be expected from this type of project.

**Table 5.4: Overview of employment progression rates from other programmes**

Project	Employment progression rate
Evaluation of Want to Work <sup>4</sup>	41 per cent entered work of at least 16 hours per week
South West Workways <sup>5</sup>	35 per cent entered work of at least 16 hours per week
Volunteering for Stronger Communities <sup>6</sup>	22 per cent found paid work after receiving support, of whom 66 per cent attributed it to the project
Evidence review of ESF Programmes supporting those furthest from the labour market <sup>7</sup>	Employment rates increased from 13 per cent on entry to 33 per cent after 6-12 months
ESF Cohort Survey: Wave 3 <sup>8</sup>	Employment rate amongst P1 participants rose from 6 per cent for the week prior to 32 per cent at wave 3 (18-24 months) Employment rate amongst P4 participants rose from 4 per cent for the week prior to 34 per cent at wave 3 (18-24 months)
Working for Families <sup>9</sup>	15 per cent entered work after receiving support from the programme

Importantly, the evidence reviewed also suggests that employment progression is lower amongst hard to reach groups, including those furthest from the labour market and/or facing multiple disadvantage. For example, the South West Workways evaluation found that:

4 See Riley, T et al (2013). Evaluation of Want to Work. London: CESI

5 See Riley, T et al (2013). South West Workways project evaluation. London: CESI

6 See Bashir, N et al (2013). Final evaluation of the Volunteering for Stronger Communities programme. Sheffield: Centre for Regional Economic and Social Research

7 See Crisp, R et al (2009). Evidence Review of the impact of ESF on those furthest from the labour market (2007-13). London: Third Sector European Network

8 See Anderson, T et al (2011). European Social Fund Cohort Survey: Wave 3. DWP Research report No 771

9 See McQuaid et al. (2008) Evaluation of the Working for Families Fund (2004-2008). Scottish Government Social Research

- Participants without a disability (47%) were more likely to have found work than those with a disability (36%).
- Participants with Level 2 qualifications or above (52%) were more likely to have found work than those below Level 2 (35%).

This also provides some validation for the Making it Work evaluation findings, which show lower rates of employment progression for lone parents with a disability, low levels of self-reported health, and without formal qualifications.

There is limited evidence available on the sustainability of job outcomes achieved through Making it Work. Qualitative data suggests that the emphasis on personalised, holistic and sustained support provided through Making it Work was important in helping lone parents to achieve appropriate and sustainable job outcomes but it has not been possible through this evaluation to track the duration of job outcomes for those lone parents moving into work. Caution should therefore be employed in comparing Making it Work outcomes with those for other employment support programmes where evidence on the sustainability of job outcomes is available.

## **5.8. Value for money**

This section considers the value for money of the Making it Work programme by comparing the costs of the delivering the programme with various outputs and outcomes reported earlier in this report. It focusses in turn on cost-efficiency, cost-effectiveness and social value.

### **5.8.1. Cost-efficiency**

The cost-efficiency of the Making it Work programme can be assessed through the cost of achieving outputs and outcomes in terms of employment and skills. A first step in the process is to estimate the total number of employment and skills outputs and outcomes experienced by MIW beneficiaries. A summary of key outputs is provided in table 5.5. Note that the survey data is used as the basis for an extrapolated estimate for the total number of beneficiaries experiencing an output or outcome. This assumes that the survey respondents are representative of MIW beneficiaries as a whole.

**Table 5.5: Overview of employment and skills outputs/outcomes (2013/14-2016/17)**

	Estimated number of MIW Beneficiaries	
	<i>Number</i>	<i>Data source</i>
<b>Jobs</b>		
Number of lone parents gaining employment (less than 16 hours)	159	Survey/Monitoring data
Number of lone parents gaining employment (more than 16 hours)	776	Survey/Monitoring data
Total number of lone parents gaining employment	935	Survey/Monitoring data
<b>Skills/Training</b>		
Number of lone parents with a training outcome (non-accredited)	609	Monitoring data
Number of lone parents with a training outcome (accredited)	1,104	Monitoring data

This shows that overall, it is estimated that 935 lone parents found paid employment, of whom 776 found full-time work (more than 16 hours) and 159 found part-time work (less than 16 hours). It also shows that 1,104 lone parents gained accredited training outcomes and 609 gained non-accredited training outcomes. These outputs and outcomes can be compared with the costs of delivering the Making it Work programme to provide an estimate of cost-efficiency (cost per output/outcome), as shown in table 5.6.

This indicates that the estimated cost per employment outcome for the whole of the Making it Work programme is £7,424 (full or part-time employment), the cost per accredited skills outcome is £6,284 and the cost per non-accredited skills outcome is £11,392.

**Table 5.6: Cost per employment and skills output/outcome (2013/14-2016/17)**

	<b>Cost per output/outcome</b>
<b>Jobs</b>	
Number of lone parents gaining employment (less than 16 hours)	£43,672
Number of lone parents gaining employment (more than 16 hours)	£8,945
Total number of lone parents gaining employment	£7,424
<b>Skills/Training</b>	
Number of lone parents with a training outcome (non-accredited)	£11,392
Number of lone parents with a training outcome (accredited)	£6,284

An overview of the cost per employment outcome from a range of other employment support programmes is provided in table 5.7. These suggest that the value for money of MIW (in terms of employment outcomes) is within the range expected of employment programmes, particularly those that target vulnerable groups who are disadvantaged within the labour market. The cost per employment outcomes are broadly equivalent those associated with Working for Families (£12,342 per job) the Flexible New Deal (£7,495 per job), and Employment Zones (£7,857 per job) but higher than the New over Deal for Young People/25 plus (£3,321 per job). The cost per employment outcome is also within the broad range achieved by other voluntary sector led programmes for which evidence is available. However, it should be noted that none of these programmes provide a direct comparison: there are differences in terms of programme aims and delivery models, client groups and methods for calculating the number of outcomes, and as outlined earlier these calculations do not take into account the sustainability of job outcomes.

**Table 5.7: Overview of costs per participant of other programmes with employment outcome**

<b>Project</b>	<b>Cost per employment outcome</b>
<b>UK and Scottish Government programmes:</b>	
Flexible New Deal	£7,495
Employment Zones	£7,857
New Deal for Young People/25 plus	£3,321
Working for Families	£12,342
<b>Voluntary and community sector led programmes:</b>	
Volunteering for Stronger Communities	£4,051 per net additional employment outcome
Bolsover Working Neighbourhoods Fund	£16,492-£25,364 per participant finding work
<b>Reviews:</b>	
Regeneration and Poverty Evidence Review	An average of £13,320 (£7,400-£19,400 range)

## 5.9. Cost-effectiveness

The cost-effectiveness of Making it Work can be estimated by calculating the value of job and skills outputs/outcomes and the return on investment associated with them. This requires identifying appropriate financial proxies and appending these to the output/outcome figures. Different types of financial proxy can be used to capture different aspects of benefit value. For example:

- **Fiscal benefits:** describe the direct and indirect savings to the public sector associated with the output/outcome.
- **Economic benefits:** measure the overall value to society and includes net growth in the local economy allowing for deadweight, leakage and wider social benefits such as improvements to health; educational attainment; access to transport or public services; safety; or reduced crime.

The financial proxies used to value employment and skills benefits are provided in table 7, with the result of applying these proxies to the MIW output/outcome data presented in table 8. These shows that the majority of the fiscal and economic value associated with Making it Work is created by lone parents gaining employment (more than 16 hours) rather skills and training outcomes<sup>10</sup>:

- **Employment:** the total (gross) fiscal value associated with lone parents gaining employment was £8 million; the total (gross) economic value associated with lone parents gaining employment was £11.5 million.
- **Skills and training:** the total (gross) fiscal value associated with lone parents gaining accredited training outcomes was £99,000; the total (gross) economic value associated with lone parents gaining accredited training outcomes was £533,000.

**Table 7: Financial proxies<sup>11</sup> for MIW outputs/outcomes (2013/14-2016/17)**

	Measure	Fiscal value	Economic value
<b>Jobs</b>			
Number of lone parents gaining employment (more than 16 hours)	Job Seeker's Allowance - annual fiscal and economic benefit from a workless claimant entering work	£10,321	£14,790
<b>Skills/Training</b>			
Number of lone parents with a training outcome (accredited)	NVQ Level 2 Qualification - annual fiscal and economic benefits	£90	£483

<sup>10</sup> When interpreting these estimates it is important to note a number of important caveats:

- The values reported are gross not net: they do not include an assessment of additionality as there is not sufficiently robust quantitative data to estimate it with any accuracy. As discussed in the earlier section on additionality, this is likely to vary significantly by service user based on their initial 'distance' from the labour market.
- Benefits are only reported for one year: the majority of evaluation data does not extend beyond 12 months following the initial MIW intervention so it is not possible to estimate the extent to which benefits last beyond one year.

<sup>11</sup> The financial proxies used in this analysis are based on the New Economy Unit Cost Database: [http://neweconomymanchester.com/stories/1966-cost\\_benefit\\_analysis](http://neweconomymanchester.com/stories/1966-cost_benefit_analysis)

**Table 5.8: Fiscal and economic value for each MIW outputs/outcomes (2013/14-2016/17)**

	<b>Gross Fiscal value</b>	<b>Gross Economic value</b>
<b>Jobs</b>		
Number of lone parents gaining employment (more than 16 hours)	£8,005,329	£11,471,642
<b>Skills/Training</b>		
Number of lone parents with a training outcome (accredited)	£99,360	£533,232

## 5.10. Social value

The social value of Making it Work can be estimated by placing a monetary value on the non-fiscal and non-economic benefits associated with the programme, focussing in particular on outcomes associated with well-being. The approach to valuing well-being draws on work undertaken by the New Economics Foundation and New Economy Manchester<sup>12</sup> to value the non-fiscal and non-economic benefits associated with social interventions. In this approach, personal well-being is equated with mental health and an economic value is applied (calculated using willingness to pay methodology for the QALY impact of depression (£35,400 per annum)) across four domains: confidence and self-esteem, positive functioning, emotional well-being, and social isolation. However, it is important to note that measurement of subjective well-being is a relatively new discipline, and there have been few attempts to value well-being. In particular, it is recognised that using mental health as a proxy for well-being may not be the most accurate way of determining its true value. As such the findings presented here should be considered experimental.

From the longitudinal survey of lone parents it was possible to identify three measures for which there were appropriate personal well-being proxy values in the New Economy Manchester Unit Cots Database. These are summarised in table 5.9 followed by an estimate of the social value gained per lone parent and total social value gained in table 5.10.

**Table 5.9: Financial proxies for estimating social (well-being) value**

<b>Measure</b>	<b>Financial proxy: full social value per lone parent</b>
Number of lone parents reporting increased confidence/self-esteem	£3,500
Number of lone parents reporting improved positive functioning (autonomy, control, aspirations)	£3,500
Number of lone parents reporting improved emotional well-being	£3,500

<sup>12</sup> Cox, J et al (2012) Social Value: Understanding the wider value of public policy intervention. New Economy Working Paper 008.

**Table 5.10: Estimated social value for the Making it Work Programme**

Measure	Social value gained	
	<i>Per lone parent</i>	<i>Total</i>
Number of lone parents reporting increased confidence/self-esteem	£526	£1,639,736
Number of lone parents reporting improved positive functioning (autonomy, control, aspirations)	£235	£732,648
Number of lone parents reporting improved emotional well-being	£207	£645,428
<b>Total</b>	<b>£969</b>	<b>£3,017,812</b>

Source: Baseline and follow-up surveys of MIW clients  
Base: 125 (12 months)

These estimates suggest that, using this methodology, there is considerable social value associated with the well-being benefits experienced by lone parents engaging with the Making it Work programme<sup>13</sup>:

- **Confidence and self-esteem:** the total (gross) social value associated with lone parents reporting increased confidence and self-esteem was £1.64 million; this equates to £526 per lone parent supporting by the programme.
- **Positive functioning:** the total (gross) social value associated with lone parents reporting improved positive functioning was £0.73 million; this equates to £235 per lone parent supporting by the programme.
- **Emotional well-being:** the total (gross) social value associated with lone parents reporting improved emotional well-being was £0.65 million; this equates to £207 per lone parent supporting by the programme.
- **Overall social value:** the total (gross) social value associated with lone parents reporting increased well-being on these three measures was £3.02 million; this equates to £9 per lone parent supporting by the programme.

<sup>13</sup> When interpreting these social value estimates it is important to note that similar caveats to the cost-effectiveness estimates apply:

- The values reported are gross not net and they do not include an assessment of additionality as there is not sufficiently robust quantitative data to estimate it with any accuracy. It is likely to vary significantly by service user based on their initial 'distance' from the labour market.
- Benefits are only reported for one year: the majority of evaluation data does not extend beyond 12 months following the initial MIW intervention so it is not possible to estimate the extent to which benefits last beyond one year.

# Conclusions and implications for future employability strategies in Scotland

## 6.1. Conclusions

This report has reviewed evidence from the Making it Work programme to provide an assessment of the impact of MIW in supporting lone parents in complex circumstances over the four years from 2013 to 2017.

The evidence suggests that MIW partnerships delivered an effective service to meet the needs of lone parents in complex circumstances. The programme has reached lone parents who faced multiple and complex barriers and provided a tailored, holistic approach to assist lone parents to make progression toward, and into employment. The provision of key worker and peer group support, aligned with flexible and targeted training and skills development and a creative approach to working with employers has been central to the outcomes achieved by lone parents. Lone parents who engaged with the programme experienced improvements across a range of indicators, particularly in the first six months of engagement and although MIW was not focused solely on employability outcomes, 30 per cent of programme participants moved into work. Client views on the delivery and impact of the programme are exceptionally positive.

The cost per job outcomes are broadly in line with those achieved by other employability programmes, particularly considering the vulnerable target group for Making it Work, and overall the programme has provided good value for money, although caution needs to be applied in drawing comparisons with other programmes which had different operating and evaluation models. Qualitative evidence suggests strongly that there are wider benefits associated the MIW programme which are likely to have a financial value. Using a willingness to pay methodology to apply a financial value to well-being outcomes suggests an additional £3m social value associated with improvements to mental health and wellbeing can be added to the £11.5 economic value associated with job outcomes.

The evaluation leads to a number of learning points in relation to what has 'worked well' in supporting these lone parents.

Extensive outreach and engagement is needed to engage lone parents facing multiple and complex barriers who might not otherwise be engaged through mainstream provision. There is a crucial role for community-based organisations with expertise in working with this client group to develop effective outreach activities which build trust with lone parents whose experiences and views on mainstream provision are often negative.

MIW demonstrates the value of evidence-based practice. An extensive analysis of evidence during the development stage of the programme identified the need for a tailored, holistic approach to assist lone parents who face multiple and complex barriers. MIW has delivered such an approach, and the evaluation evidence suggests that this has been important in achieving positive outcomes.

## 6.2. Implications for future employability strategies in Scotland

As part of the final year of evaluation reporting for MIW, we were asked to consider any lessons emerging for the programme for future employability services in Scotland, funded and supported by the Scottish Government.

From April 2018, the design and delivery of employability support services will be devolved to the Scottish Government. Following extensive consultation, the Scottish Government published its vision for future employability services, *Creating a Fairer Scotland: A New Future for Employability Support in Scotland*, in March 2016.

While substantial progress has been made in developing a commissioning framework for future employability provision in Scotland, there remains scope to influence the design and delivery of services on the ground. Although details of the specific models of provision for future services have yet to be finalised, the Scottish Government has identified six key principles that will inform the services commissioned and define a 'Scottish Approach to Employability'.

- Principle 1: Employability services should be designed nationally but adapted and delivered locally.
- Principle 2: Employability services should be designed and delivered in partnership.
- Principle 3: Employability services should offer a flexible, tailored, 'whole person' approach.
- Principle 4: Employability services should be responsive to those with high needs.
- Principle 5: Employability services should involve a drive towards real jobs.
- Principle 6: Employability services should be funded to support job outcomes and progression towards work.

Our final evaluation of Making It Work has identified lessons and areas of good practice in line with each of these principles.

**Principle 1: Employability services should be designed nationally but adapted and delivered locally:** While MIW was not a national programme covering all of Scotland, it targeted five diverse local authority areas. There was scope for substantial local adaptation, but the Big Lottery Fund in Scotland ensured that the five area partnerships responded to a set of shared and agreed principles. MIW partnerships were effective in developing models of provision that reflected local assets and needs. A key lesson is that if funders send clear messages that establishing locally-responsive services is a priority, then delivery stakeholders will respond accordingly.

**Principle 2: Employability services should be designed and delivered in partnership:** The Big Lottery Fund in Scotland's prioritisation of partnership-working incentivised local MIW partnerships to build inclusive collaborations, which helped to deliver more tailored, 'whole person' services. MIW partnerships also worked to establish a presence in wider partnership structures. Practical activities within MIW

areas ensured that there was information-sharing at a strategic/governance level between partners, while considerable effort was put into establishing services on the ground that tapped the complementary expertise of different MIW partners but offered a seamless, joined-up approach for lone parents. A key lesson from MIW is that it is possible to commission effective local employability services that are based on flexible, collaborative partnership agreements and informed by an ethos of co-production.

**Principle 3: Employability services should offer a flexible, tailored, ‘whole person’ approach:** MIW was largely successful in developing flexible, tailored services across all five partnership areas. The flexible and tailored approach delivered by MIW was reflected in the broad range of employability interventions taken up by participants. Furthermore, a distinctive feature of MIW’s ‘whole person’ approach focused on ensuring that family and caring responsibilities were addressed alongside action to improve participants’ employability. There are important lessons about the value of linking funding to partnership-working and the development of ‘whole person’ services. In the case of MIW, the result was a programme of flexible provision that could be tailored to individual needs. Even more importantly, the Big Lottery Fund in Scotland’s emphasis on collaboration informed an ethos of co-production in how MIW partners engaged with lone parents, with benefits for the programme and its participants.

**Principle 4: Employability services should be responsive to those with high needs:** MIW was largely successful in targeting people facing substantial barriers to employability in all five partnership areas. The Big Lottery Fund in Scotland’s identification of lone parents as MIW’s key target group ensured that resources were effectively targeted at a particularly vulnerable population. MIW partnerships were asked specifically to target lone parents facing substantial barriers to employability. The Big Lottery Fund in Scotland’s leadership appears to have helped partnerships to achieve a consensus around the importance of targeting resources on individuals and communities facing greater disadvantage. There are important lessons about the benefits of a funding model that incentivised engagement with people further from the labour market – rather than rewarding ‘quick wins’. While there was considerable local flexibility in the design and shape of services, a partnership-based approach ensured that MIW participants reporting multiple barriers were able to access a range of different services.

**Principle 5: Employability services should involve a drive towards real jobs:** MIW partnerships adopted a range of strategies to engage with employers. These included partnership-working with mainstream employability providers’ employer-facing services, establishing specific MIW job broker roles, working with employers to provide work experience placements, and supporting Key Workers to engage directly with large employers in key target sectors. MIW participants consistently reported that they did not feel pressured to apply for any and all jobs. Lone parents consistently referred to how they had been encouraged to make choices, ‘take control’ and consider a broader range of career and learning options. MIW’s focus on supporting lone parents’ choices arguably contributed to high levels of job satisfaction (and in many cases sustainable job outcomes) for those entering work.

**Principle 6: Employability services should be funded to support job outcomes and progression towards work:** MIW partnerships performed effectively in achieving the job outcomes targets set by the Big Lottery Fund in Scotland, but there was also evidence of progression among participants. It is again important to highlight the benefits delivered by MIW in terms of creating a sense of empowerment and control among service users. An ethos of co-production – where service users were challenged to make choices and take control of their own employability

journeys – contributed to improved self-confidence and self-efficacy among those participating in our research.

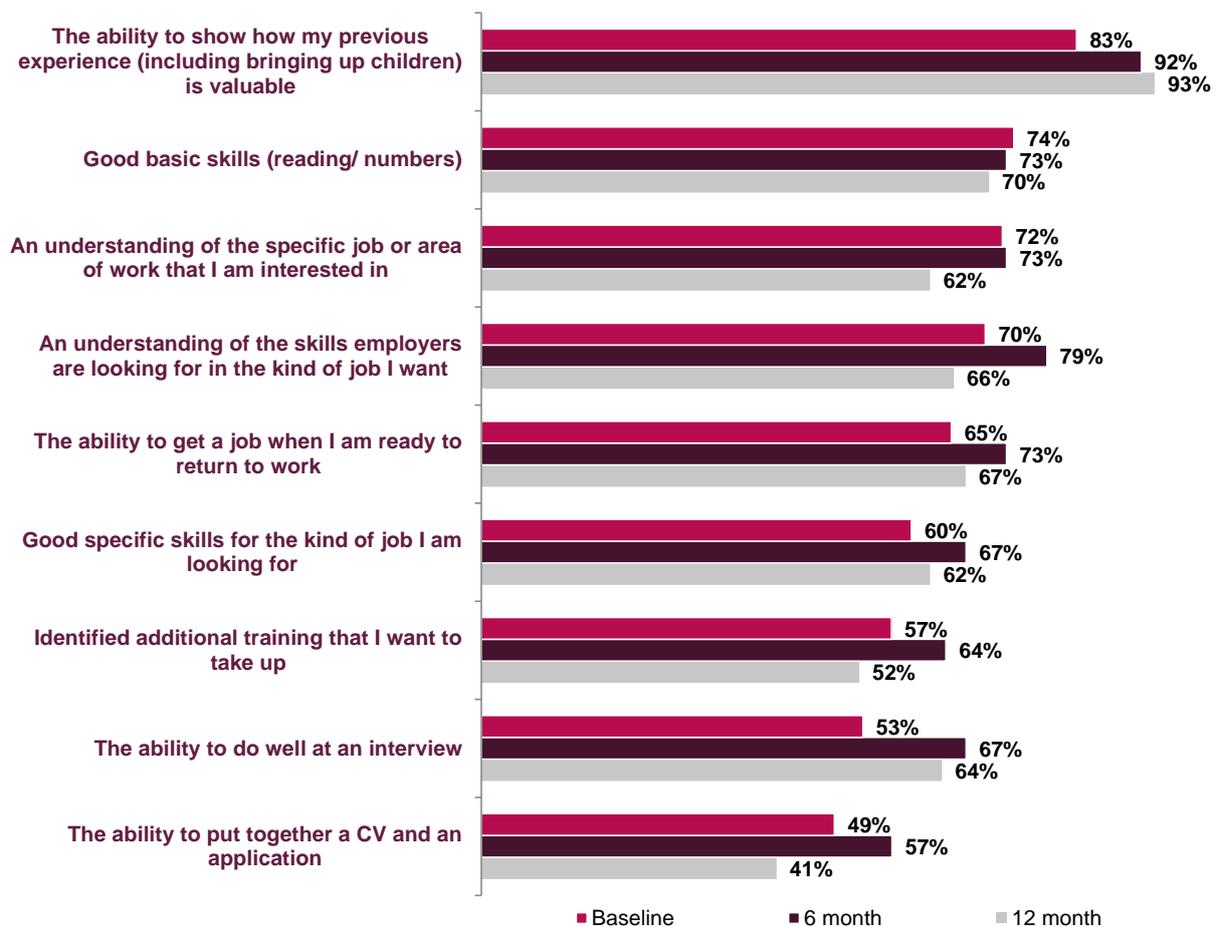
In conclusion, there may be important insights for future services that can be identified from the experiences of MIW partnerships. We have noted above that MIW partnerships faced a number of challenges in managing user demand, sourcing childcare support, and helping lone parents to sustain and progress in employment. We have also noted some differences in the effectiveness of partnership-working and service delivery across the five MIW areas. However, an acknowledgement of these challenges should not detract from the important successes achieved by MIW in empowering lone parents through co-production and building collaborative approaches to employability. MIW may therefore offer useful lessons for future employability services in Scotland.

## Appendix 1: MIW Partnership Data

Note that due to variations in the numbers of surveys returned by individual partnerships, data for 12 months cannot be reported for all the partnerships.

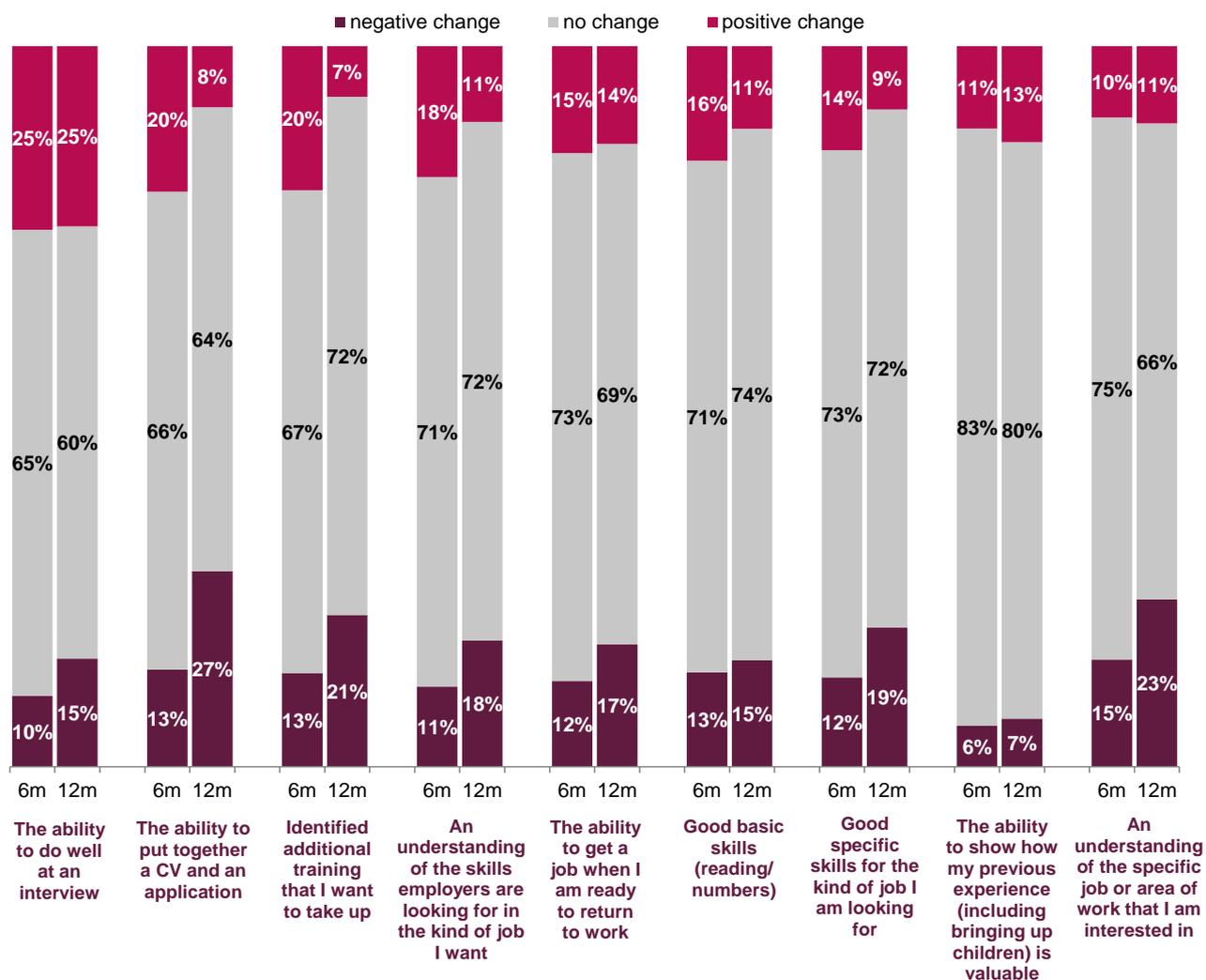
### Edinburgh

Figure A1.1: To what extent do you agree or disagree with the following statements? I have... (Respondents who agree/strongly agree)



Base: 253 (Baseline); 107 (6 months); 61 (12 months)

**Figure A1.2: To what extent do you agree or disagree with the following statements? I have... Individual change \***



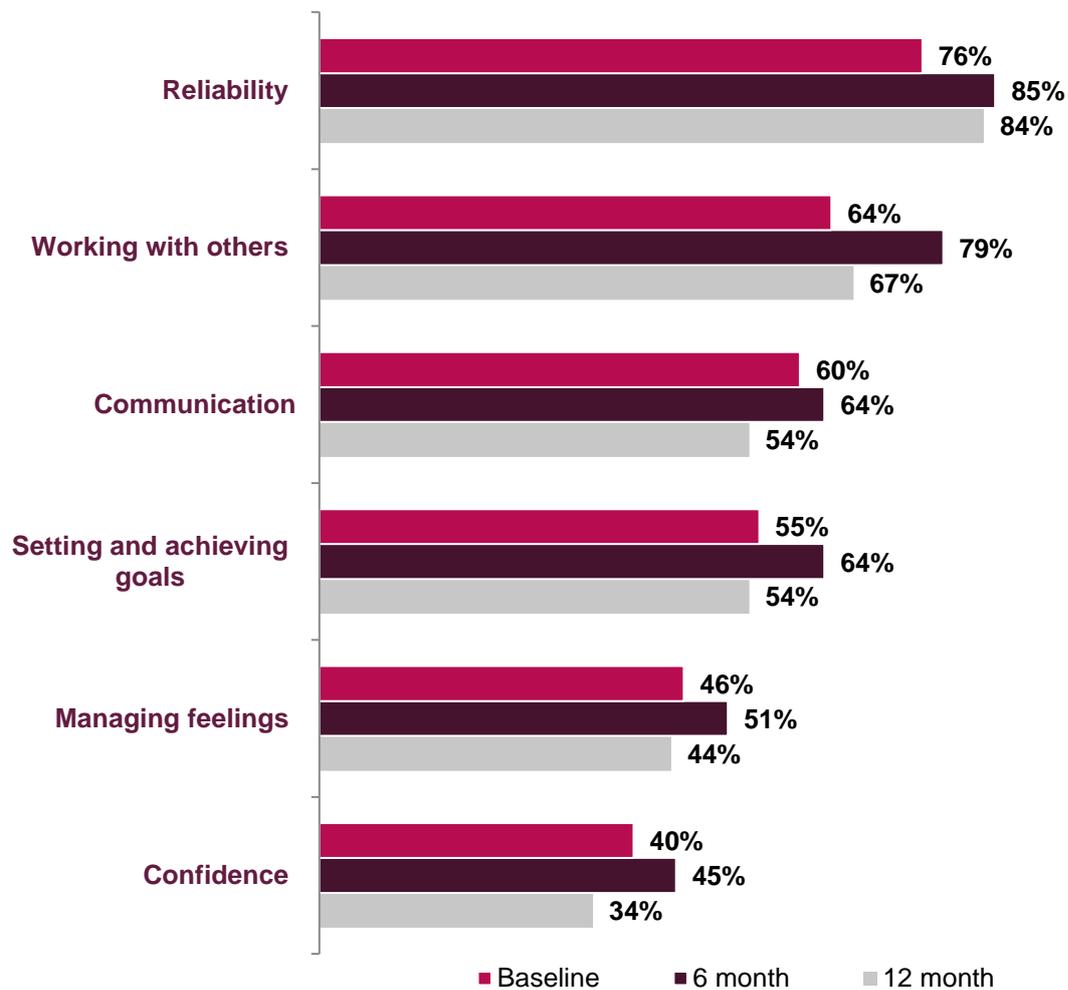
Min. base: 97 (6 months); 56 (12 months)

\*Positive change = respondents moving into the strongly agree/agree categories from neither agree nor disagree/disagree/strongly disagree categories (negative change = moving the other way)

6m = Change between baseline and 6 months

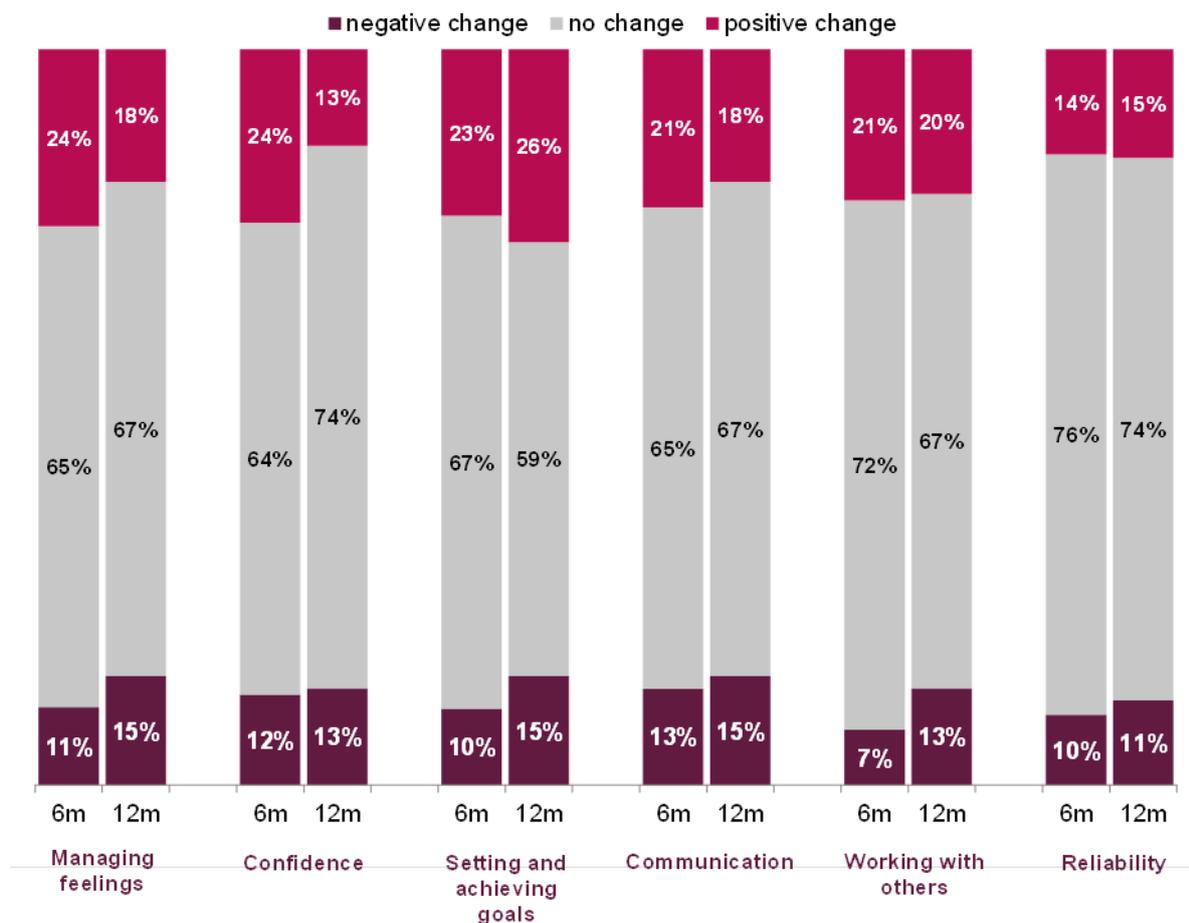
12m = Change between baseline and 12 months

**Figure A1.3: Please rate how confident or unconfident you are with the following set of skills: (Respondents who stated very confident/confident)**



Base: 253 (Baseline); 107 (6 months); 61 (12 months)

**Figure A1.4: Please rate how confident or unconfident you are with the following set of skills: Individual change\***



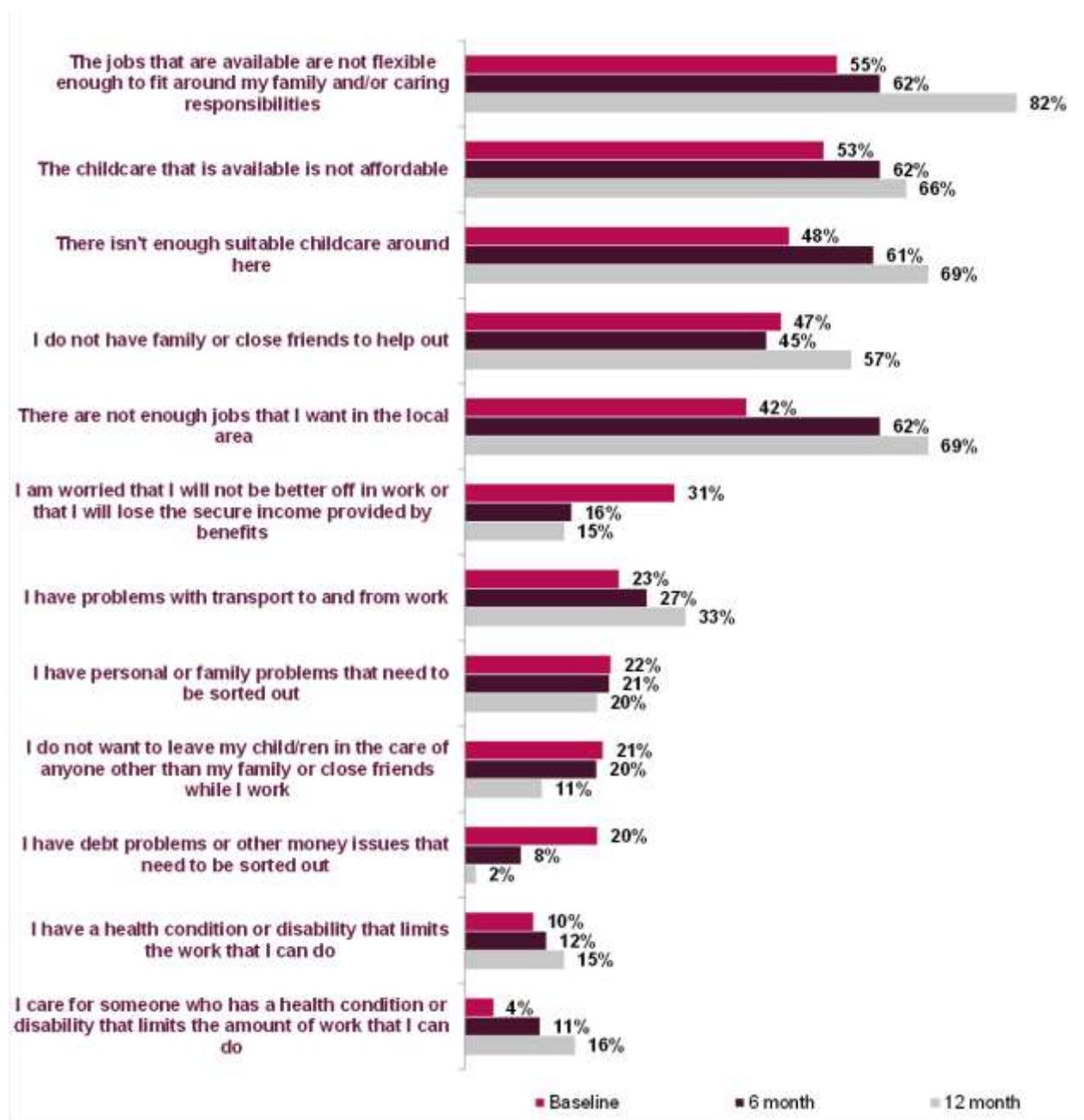
Min. base: 104 (6 months); 61 (12 months)

\*Positive change = respondents moving into the very confident/confident categories from neither confident nor unconfident/unconfident/very unconfident categories (negative change = moving the other way)

6m = Change between baseline and 6 months

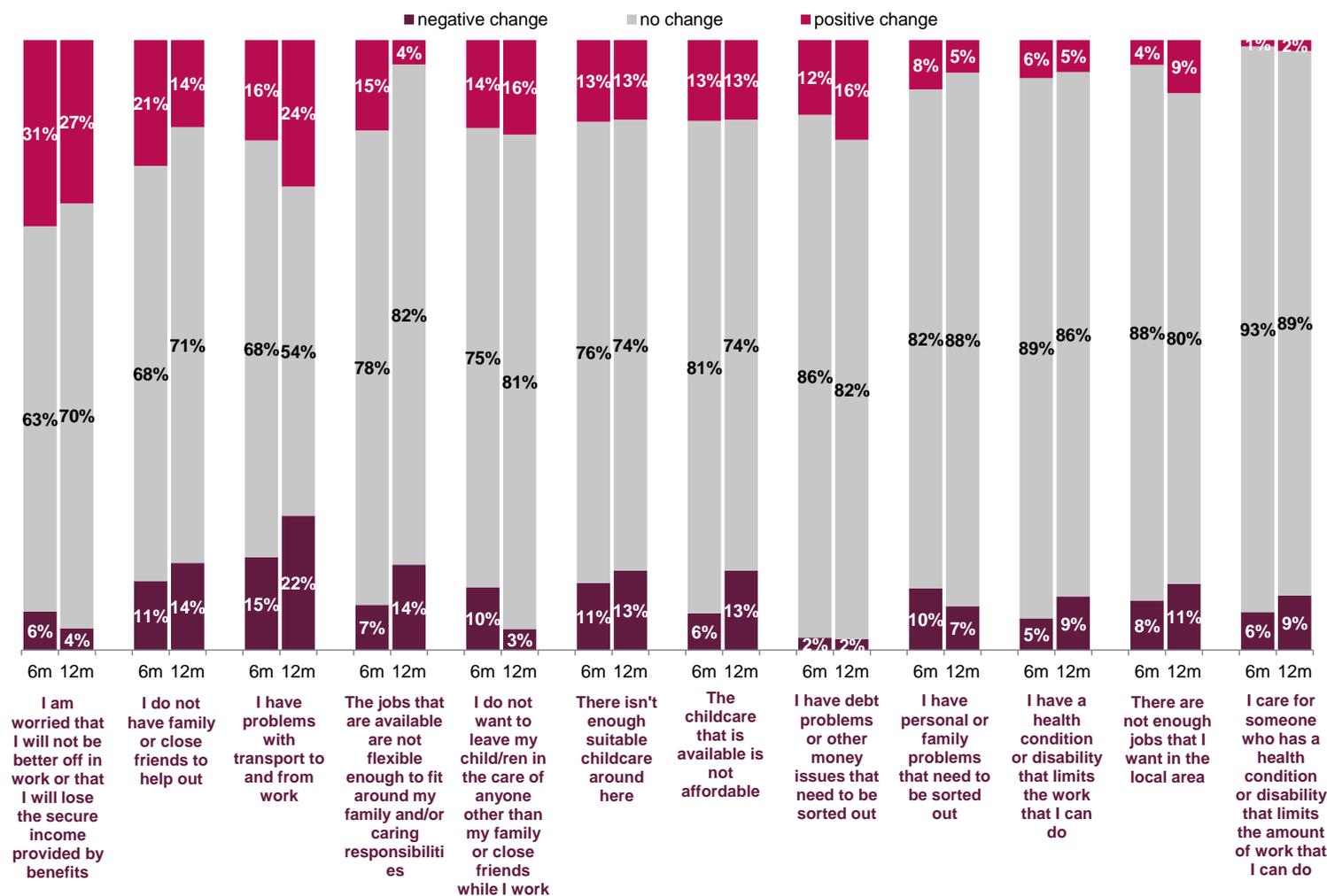
12m = Change between baseline and 12 months

**Figure A1.5: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? (Respondents who stated 'Big factor?')**



Base: 253 (Baseline); 107 (6 months); 61 (12 months)

**Figure A1.6: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? Individual change \***

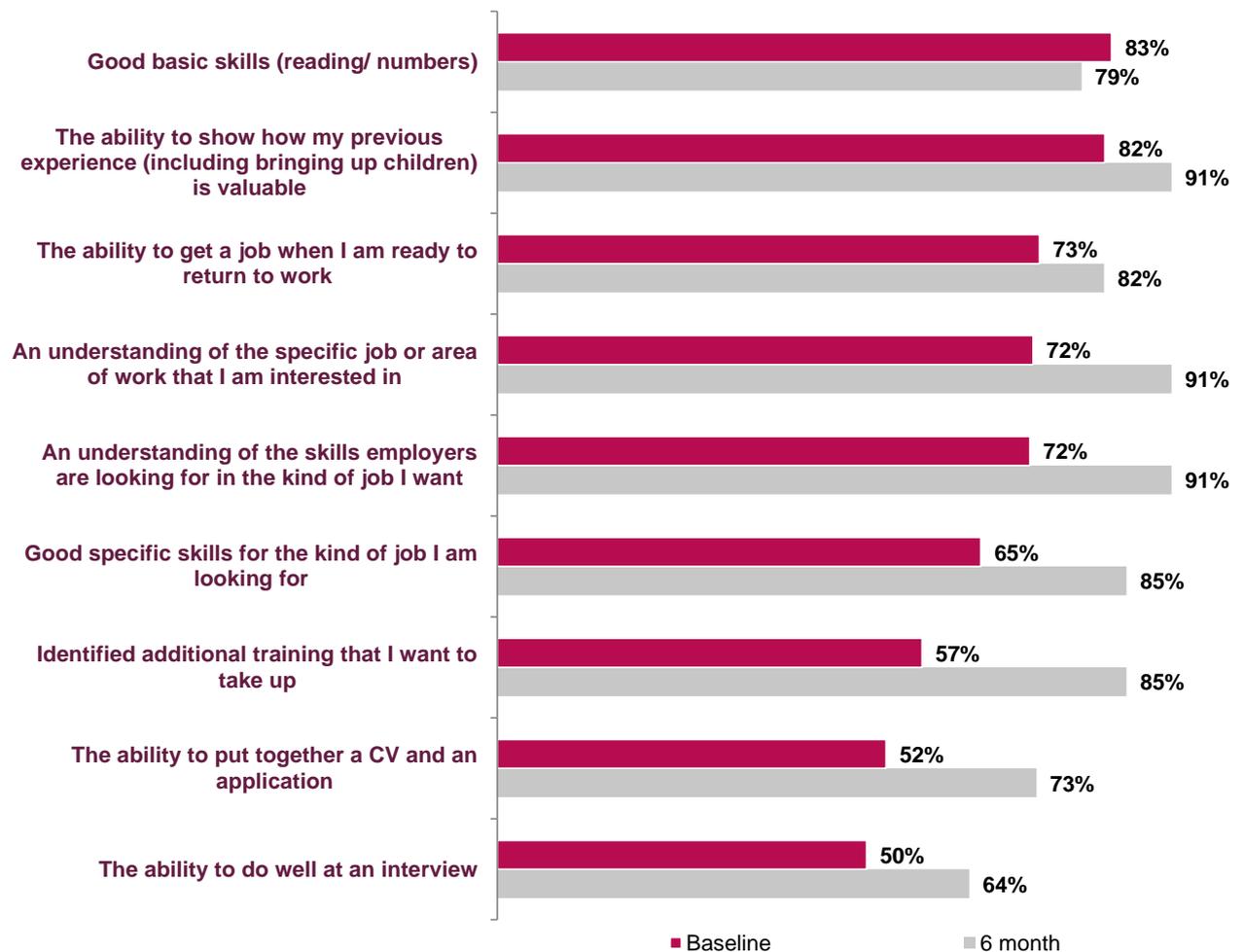


Min. base: 74 (6 months); 46 (12 months)

\*Positive change = respondents who previously stated an issue was a big factor who then gave a smaller factor/not a factor at all as a response (negative change = moving the other way)

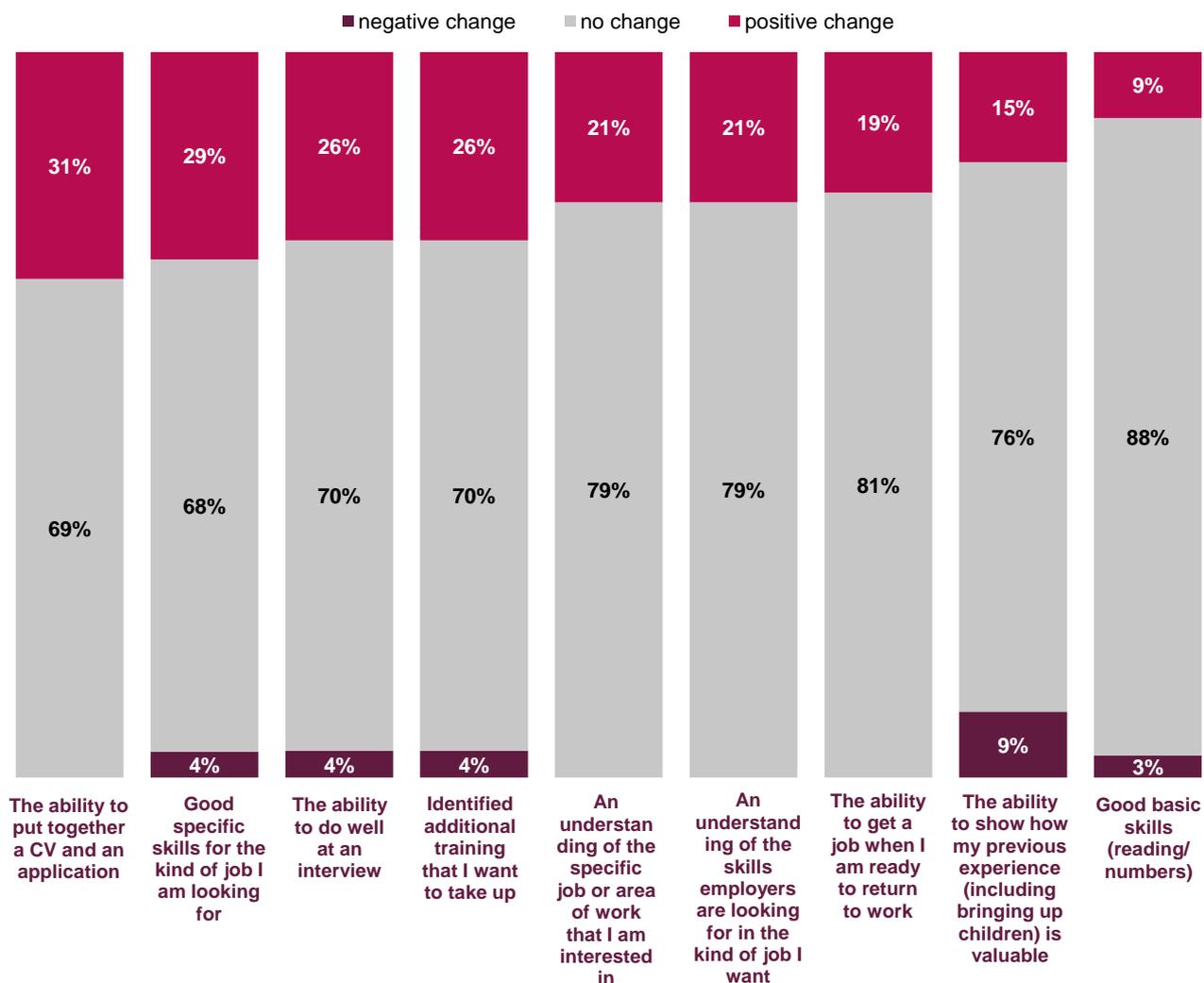
## Fife

Figure A1.7: To what extent do you agree or disagree with the following statements? I have... (Respondents who agree/strongly agree)



Base: 227 (Baseline); 33 (6 months)

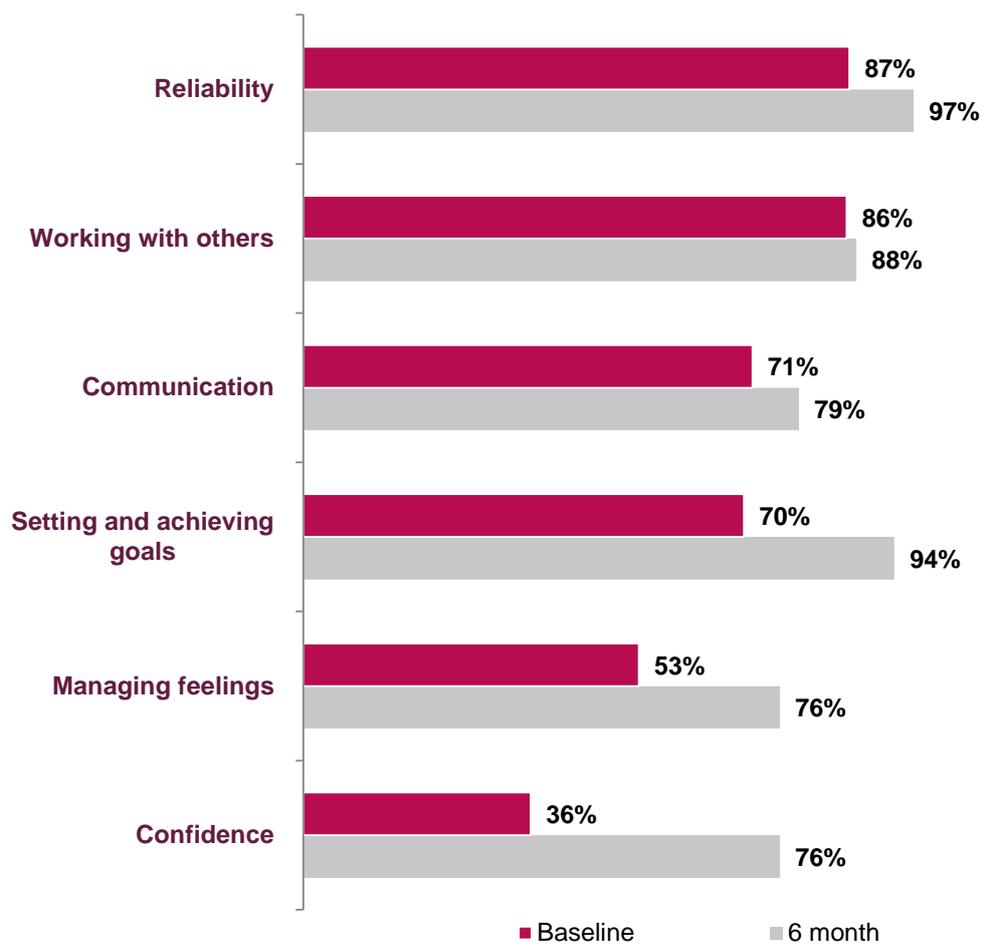
**Figure A1.8: To what extent do you agree or disagree with the following statements? I have... Individual change between baseline and 6 months\***



Min. base: 27

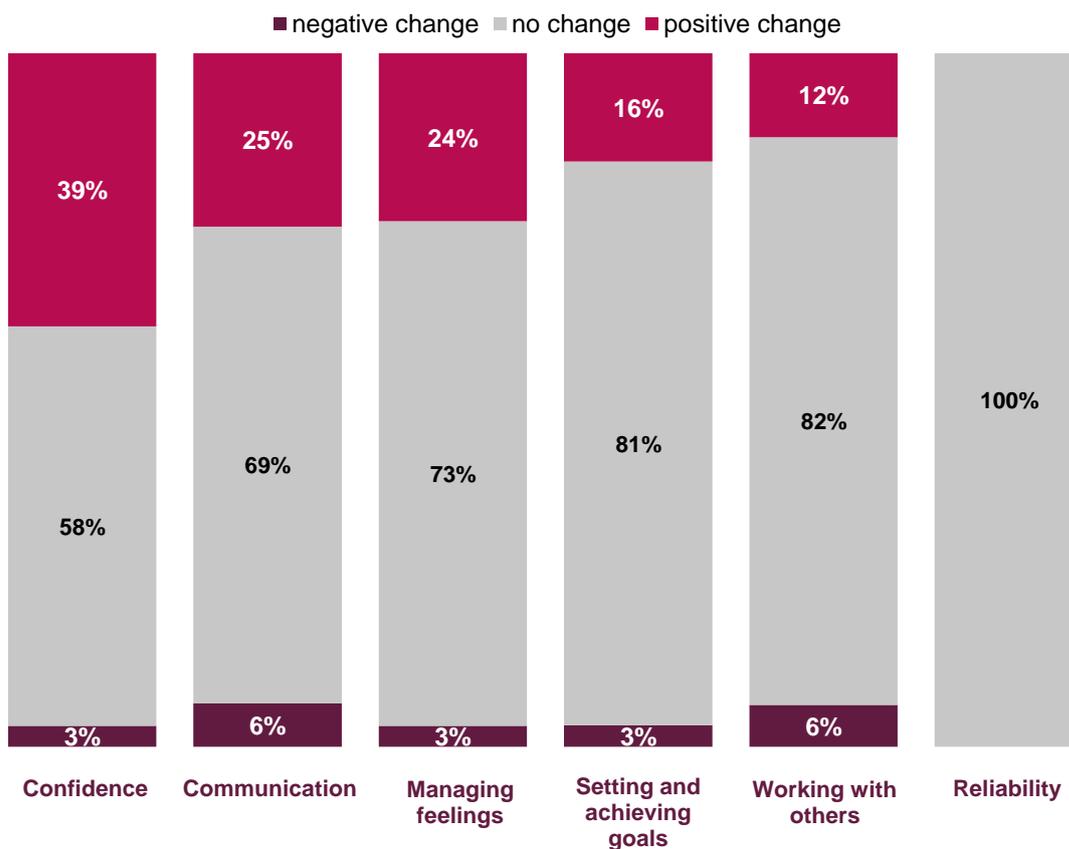
\*Positive change = respondents moving into the strongly agree/agree categories from neither agree nor disagree/disagree/strongly disagree categories (negative change = moving the other way)

**Figure A1.9: Please rate how confident or unconfident you are with the following set of skills: (Respondents who stated very confident/confident)**



Base: 227 (Baseline); 33 (6 months)

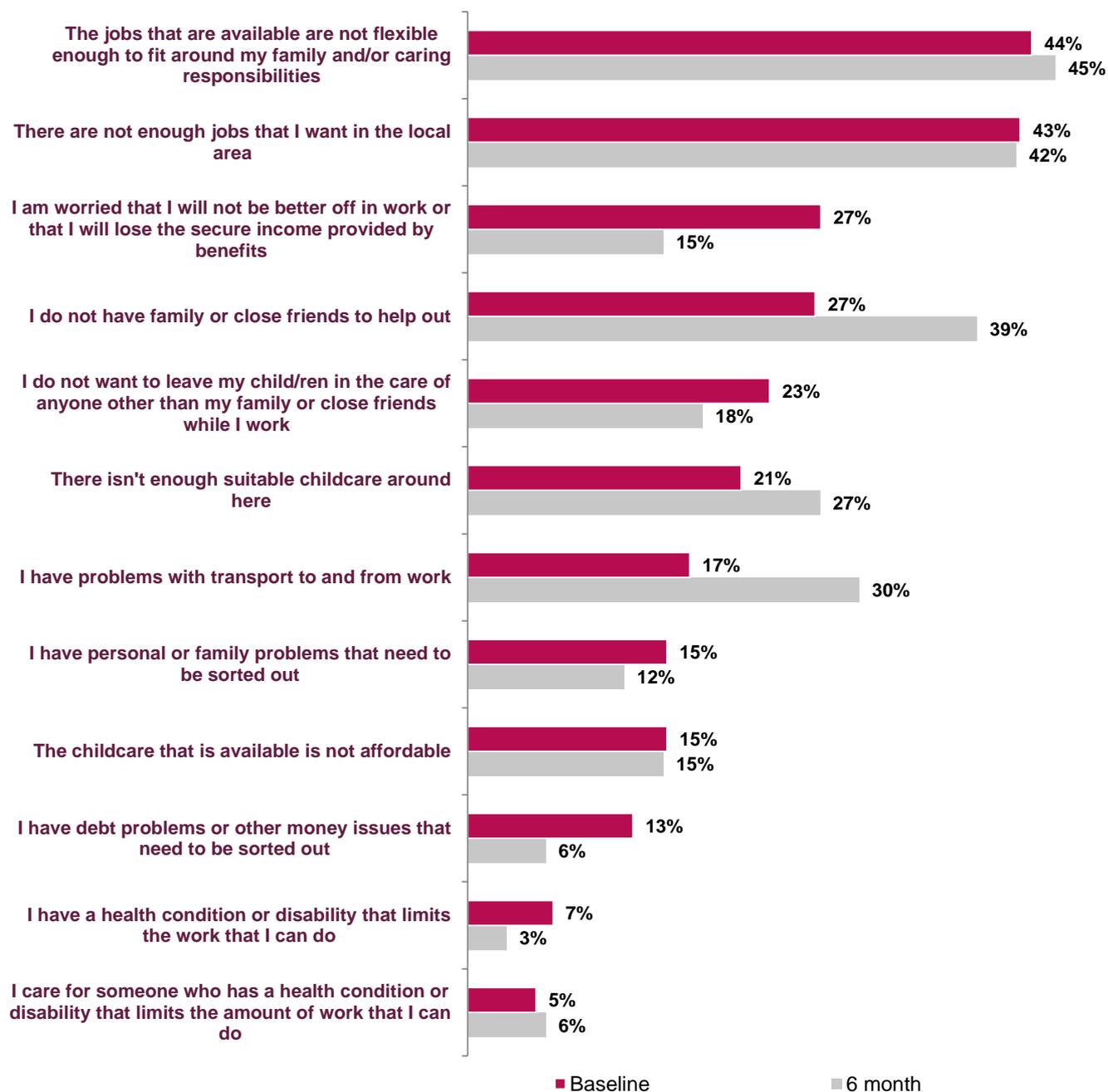
**Figure A1.10: Please rate how confident or unconfident you are with the following set of skills: Individual change between baseline and 6 months\***



Min. base: 32

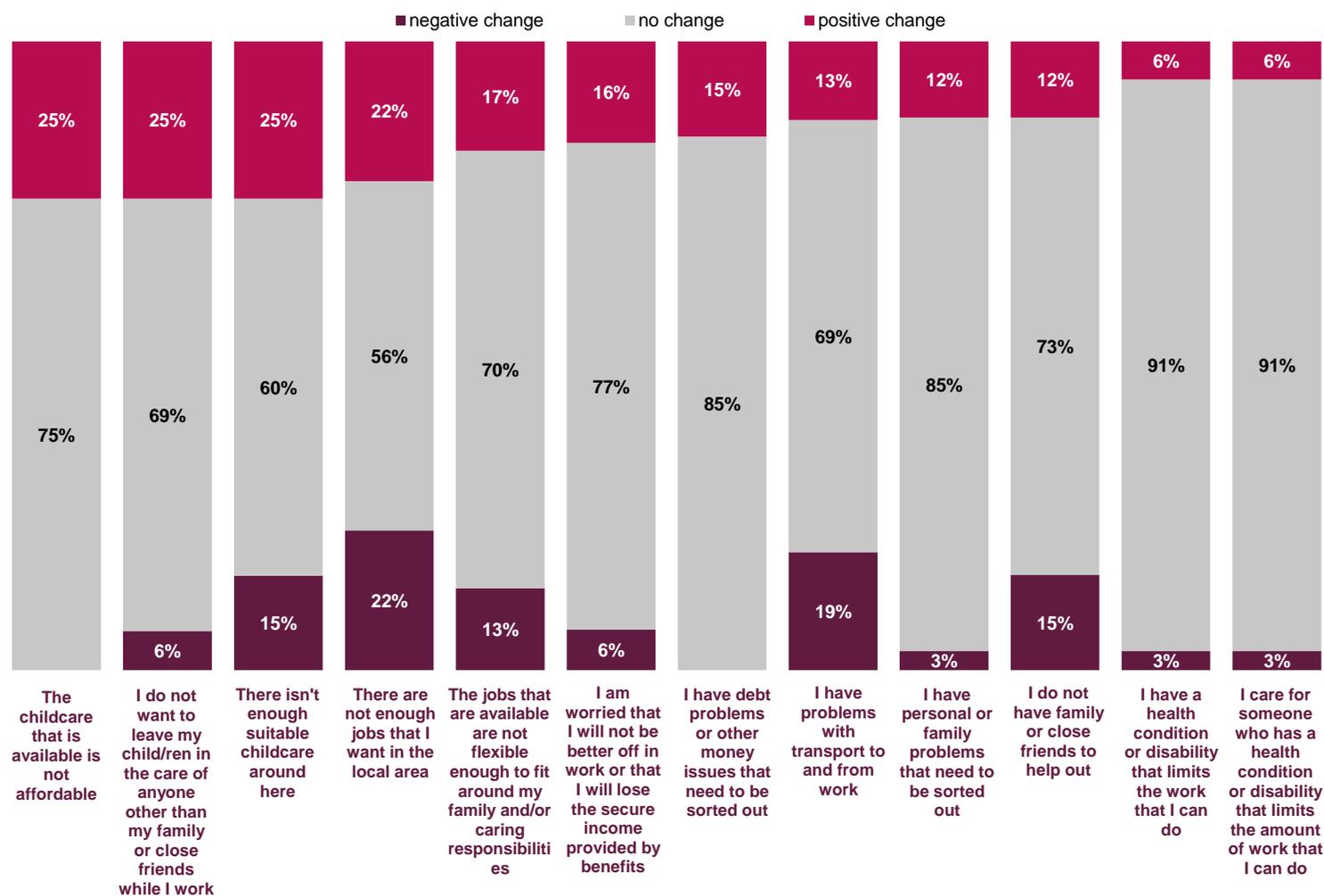
\*Positive change = respondents moving into the very confident/confident categories from neither confident nor unconfident/unconfident/very unconfident categories (negative change = moving the other way)

**Figure A1.11: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? (Respondents who stated 'Big factor?')**



Base: 227 (Baseline); 33 (6 months)

**Figure A1.12: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? Individual change between baseline and 6 months\***

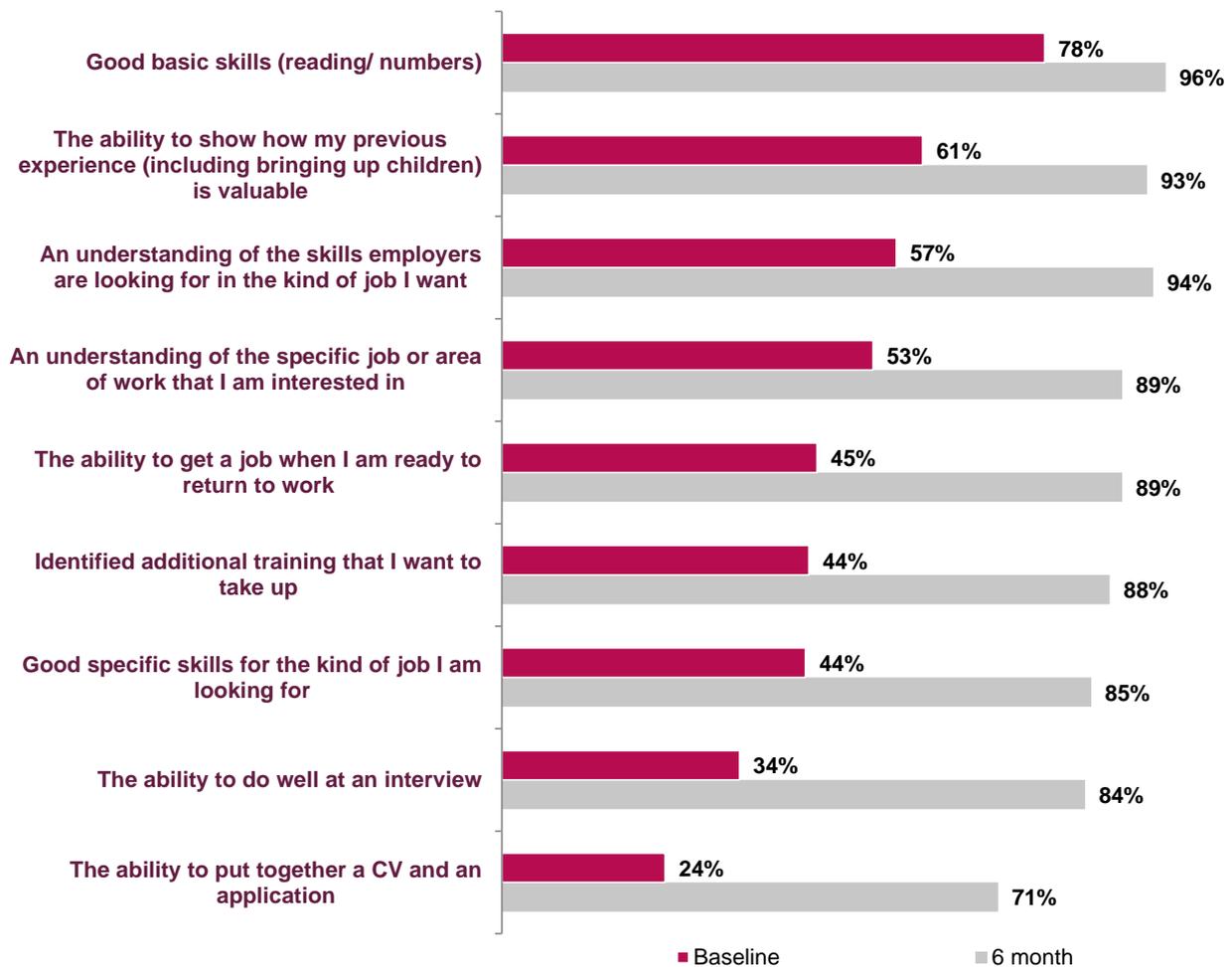


Min. base: 16

\*Positive change = respondents who previously stated an issue was a big factor who then gave a smaller factor/not a factor at all as a response (negative change = moving the other way)

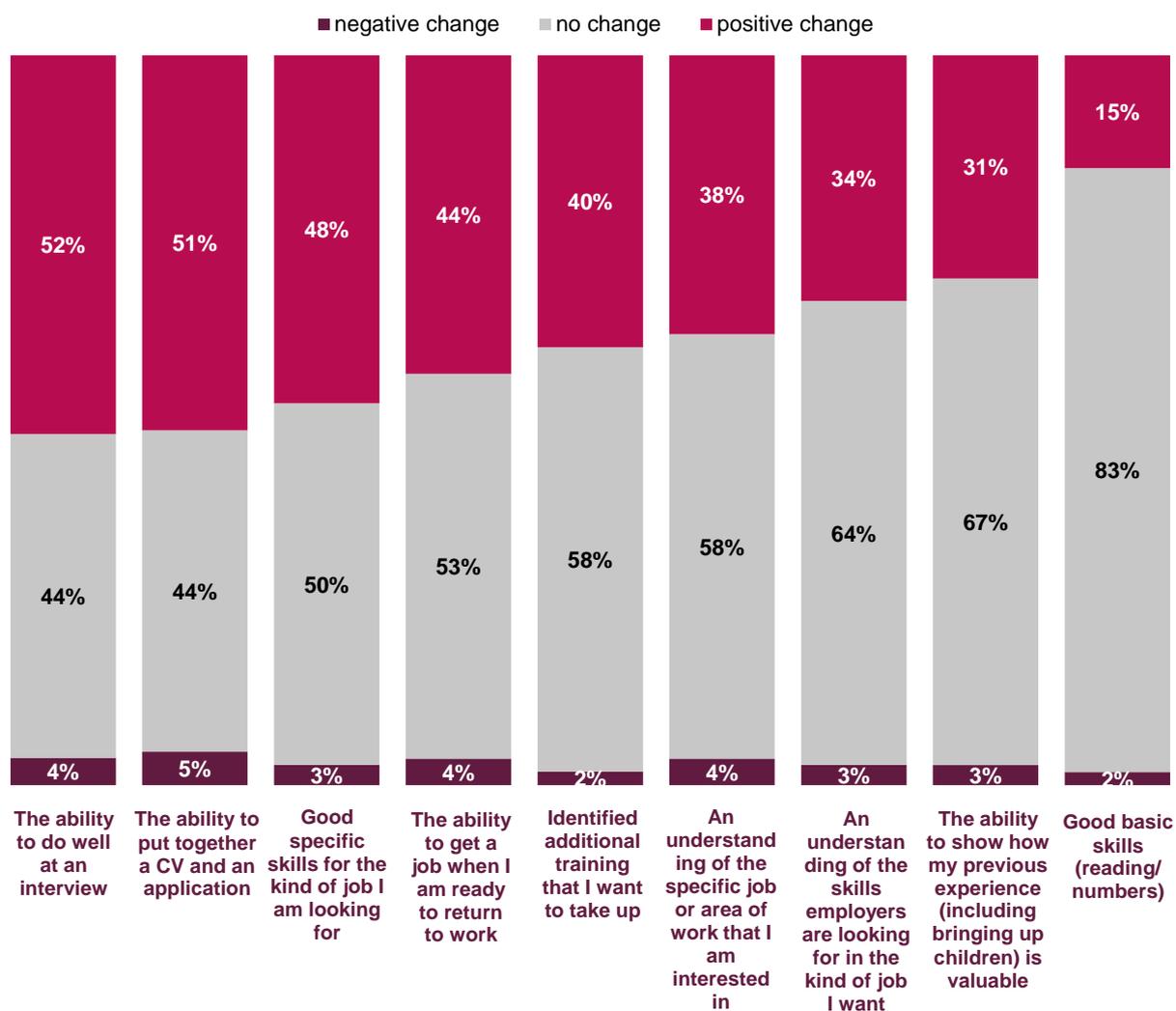
## Glasgow

Figure A1.13: To what extent do you agree or disagree with the following statements? I have... (Respondents who agree/strongly agree)



Base: 421 (Baseline); 112 (6 months)

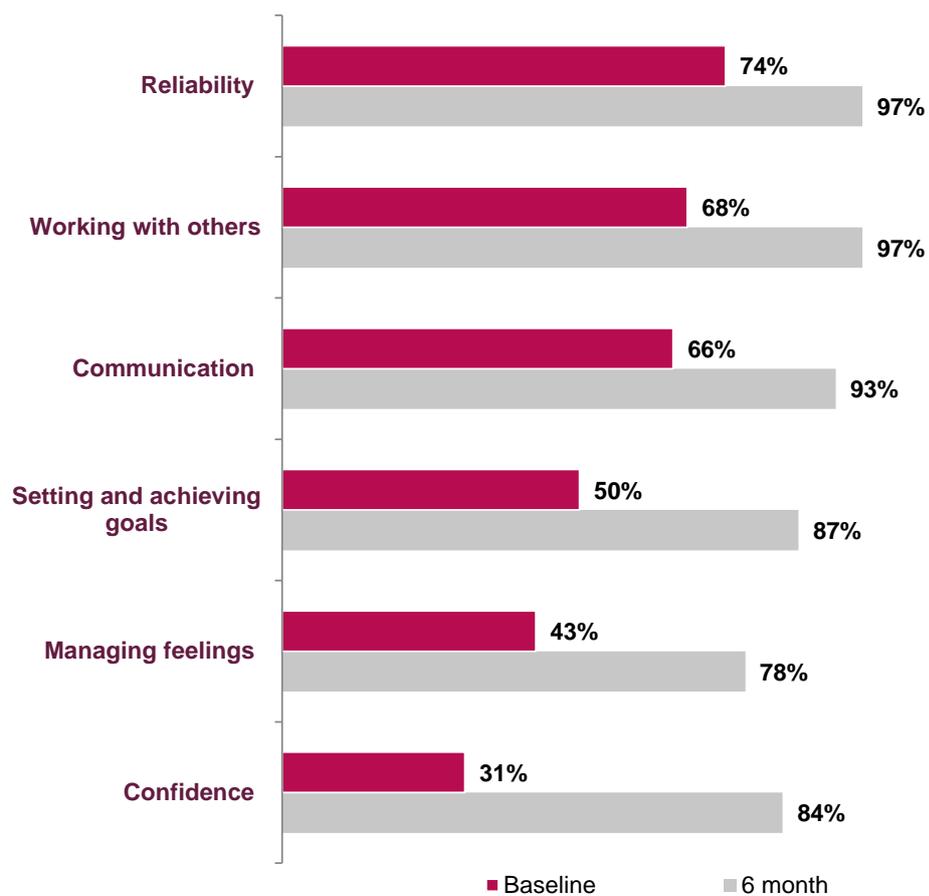
**Figure A1.14: To what extent do you agree or disagree with the following statements? I have... Individual change between baseline and 6 months\***



Min. base: 105

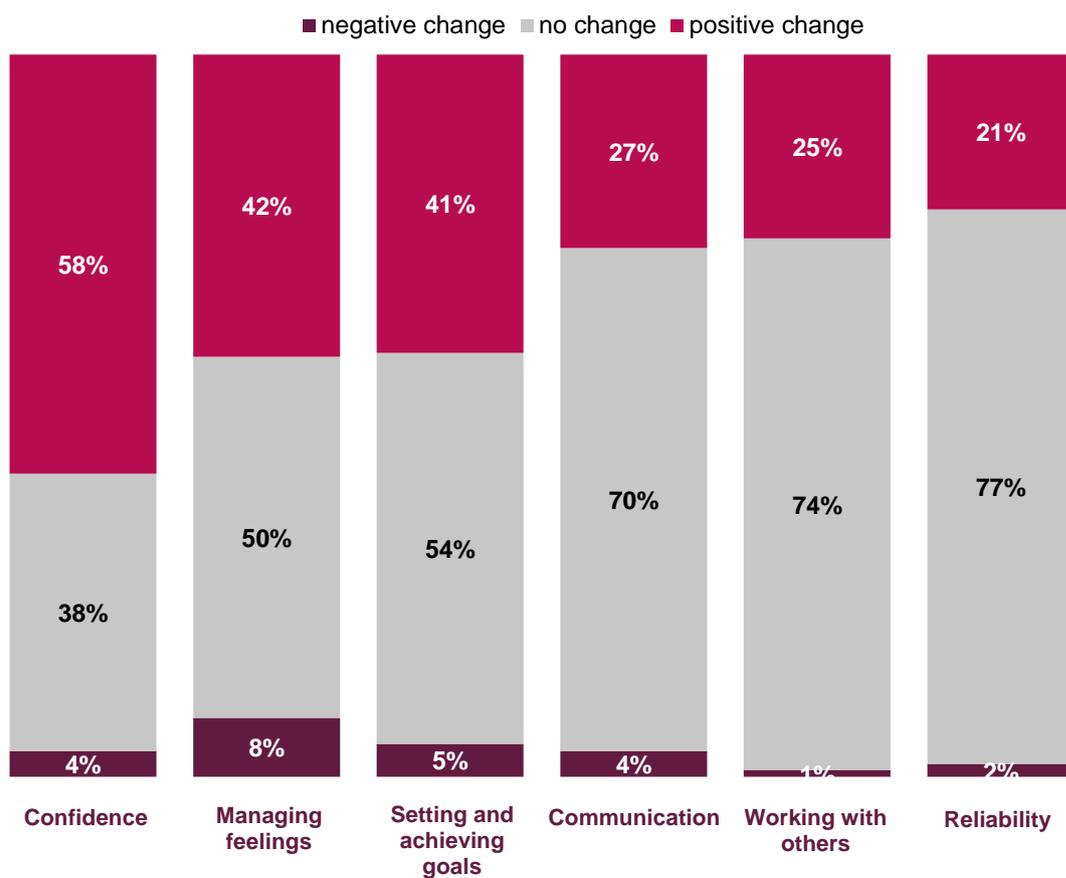
\*Positive change = respondents moving into the strongly agree/agree categories from neither agree nor disagree/disagree/strongly disagree categories (negative change = moving the other way)

**Figure A1.15: Please rate how confident or unconfident you are with the following set of skills: (Respondents who stated very confident/confident)**



Base: 421 (Baseline); 112 (6 months)

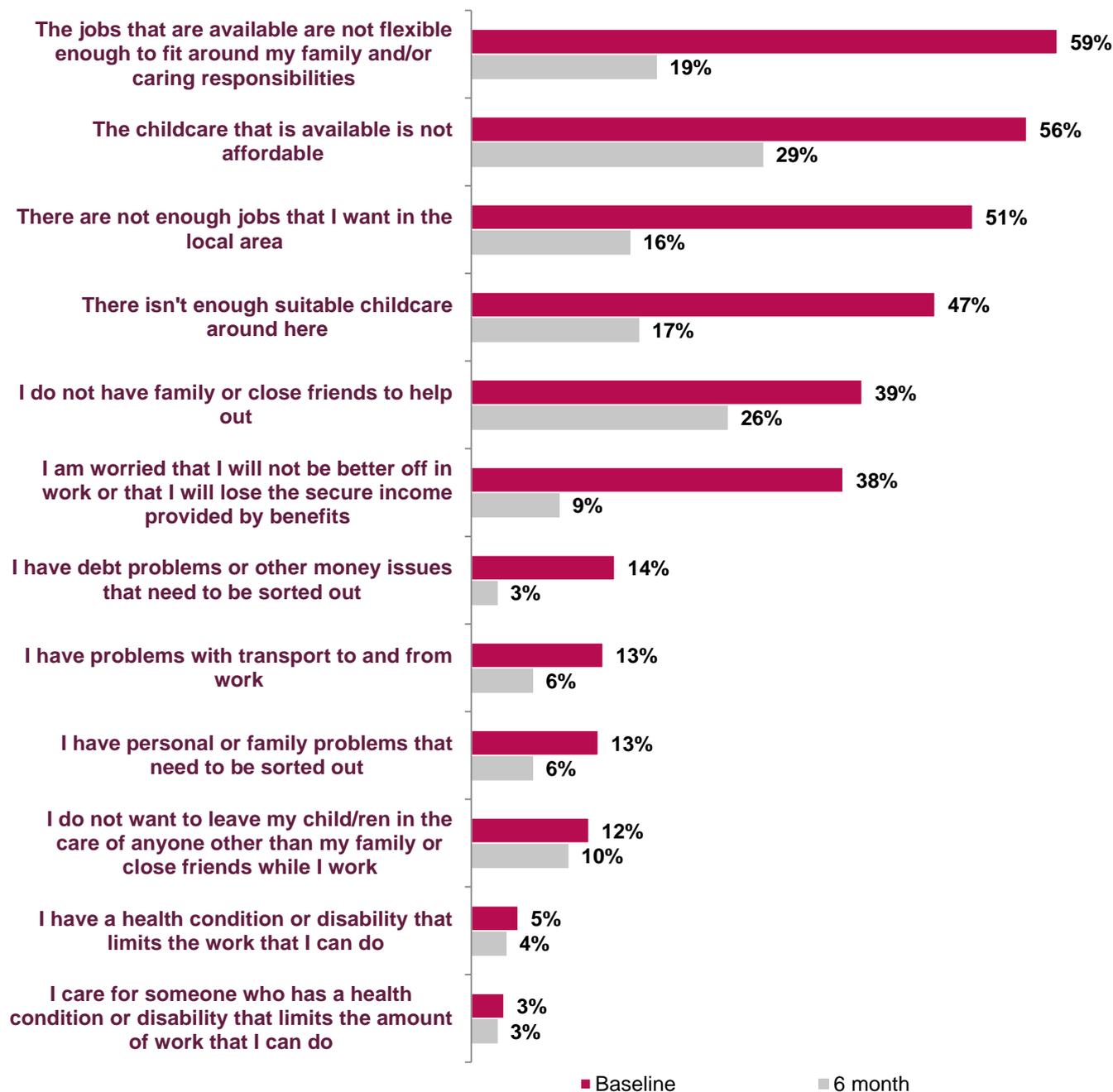
**Figure A1.16: Please rate how confident or unconfident you are with the following set of skills: Individual change between baseline and 6 months\***



Min. base: 109

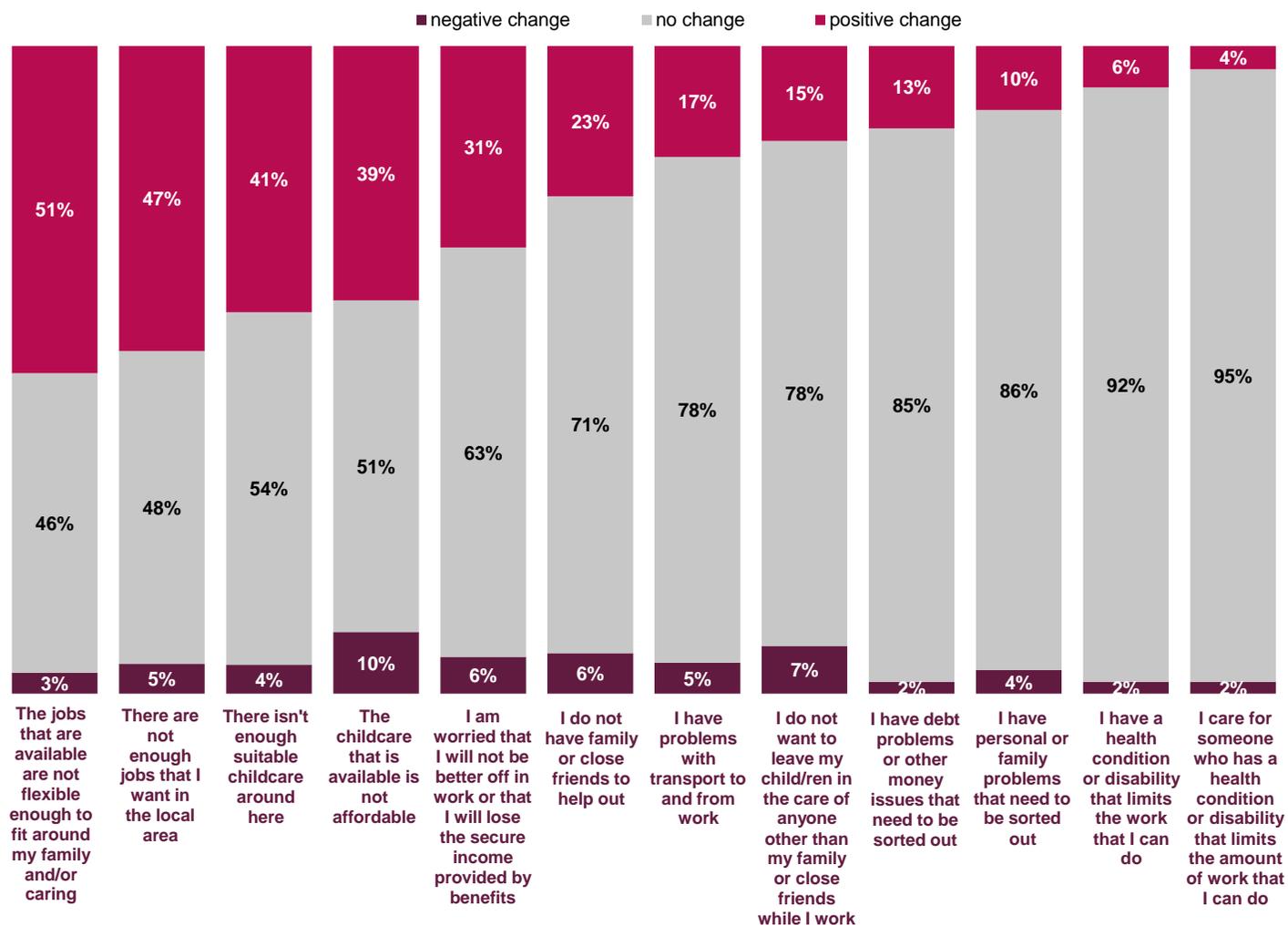
\*Positive change = respondents moving into the very confident/confident categories from neither confident nor unconfident/unconfident/very unconfident categories (negative change = moving the other way)

**Figure A1.17: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? (Respondents who stated 'Big factor?')**



Base: 421 (Baseline); 112 (6 months)

**Figure A1.18: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? Individual change between baseline and 6 months\***

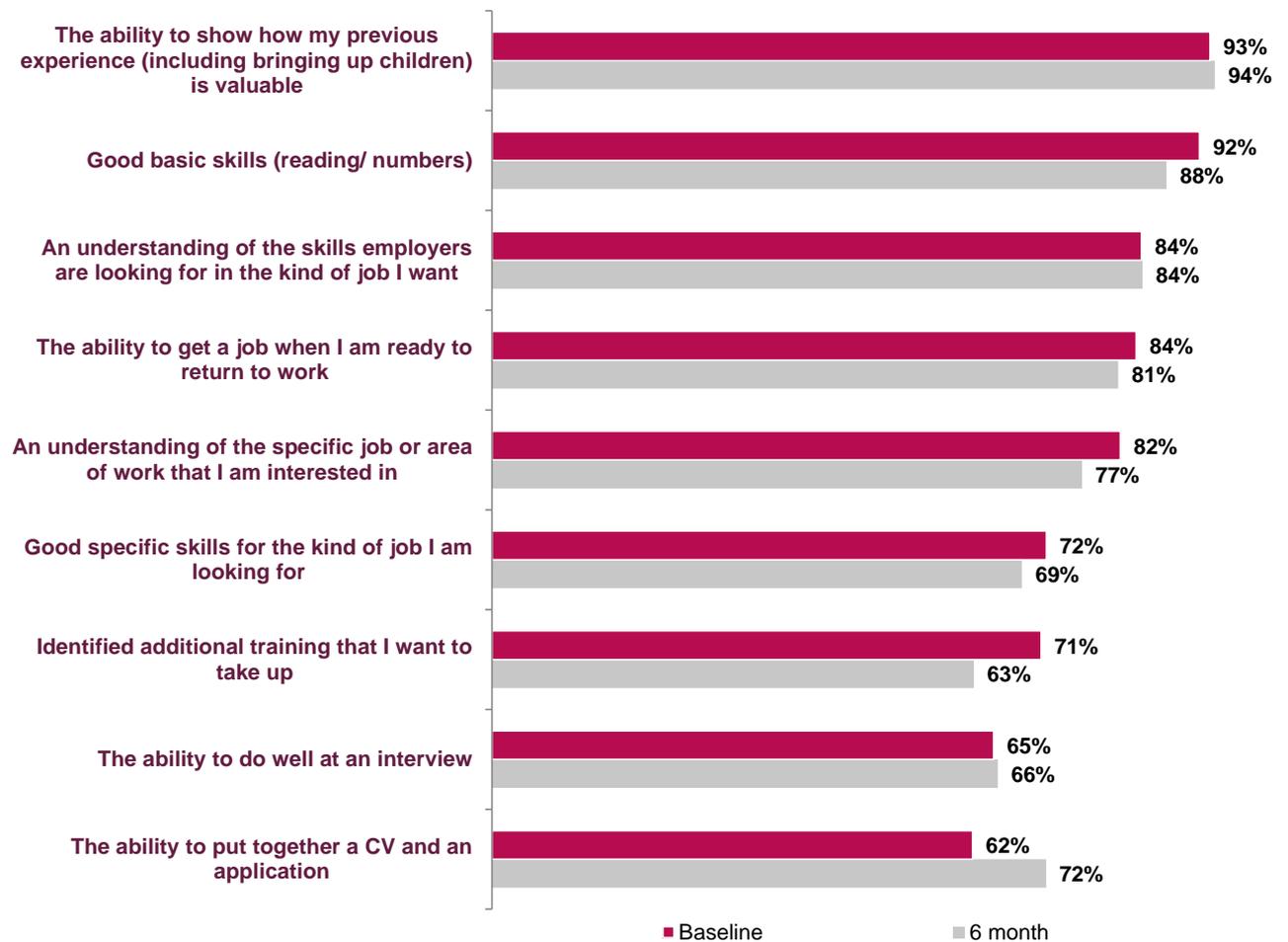


Min. base: 84

\*Positive change = respondents who previously stated an issue was a big factor who then gave a smaller factor/not a factor at all as a response (negative change = moving the other way)

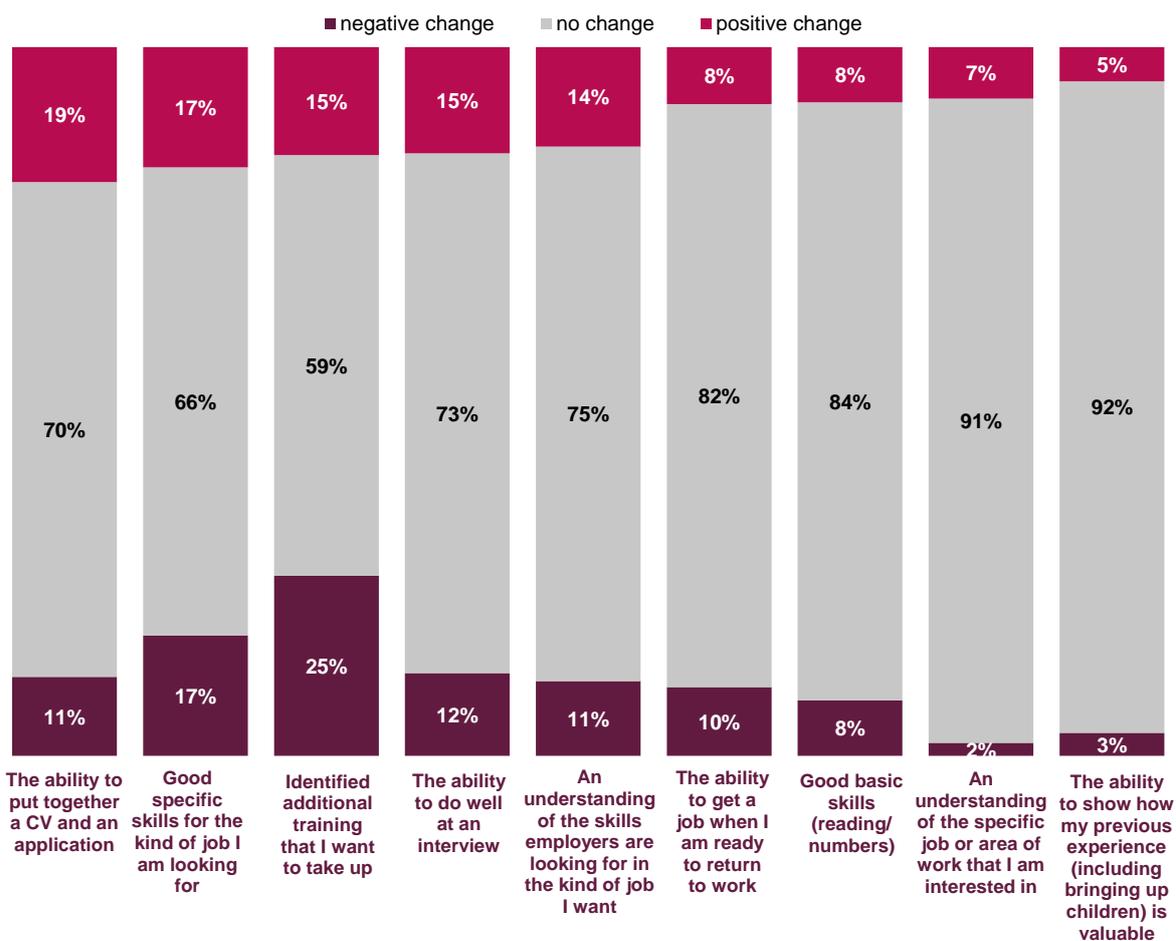
## North Lanarkshire

Figure A1.19: To what extent do you agree or disagree with the following statements? I have... (Respondents who agree/strongly agree)



Base: 146 (Baseline); 64 (6 months)

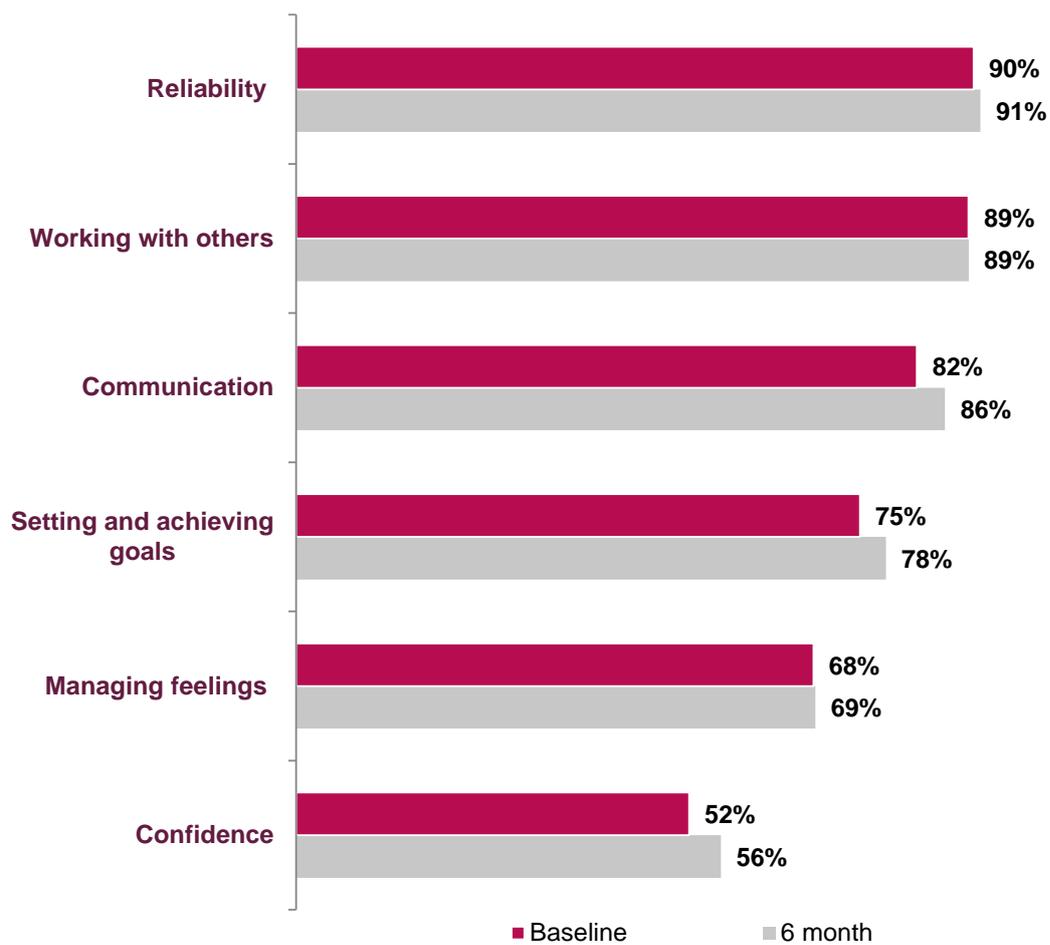
**Figure A1.20: To what extent do you agree or disagree with the following statements? I have... Individual change between baseline and 6 months\***



Min. base: 53

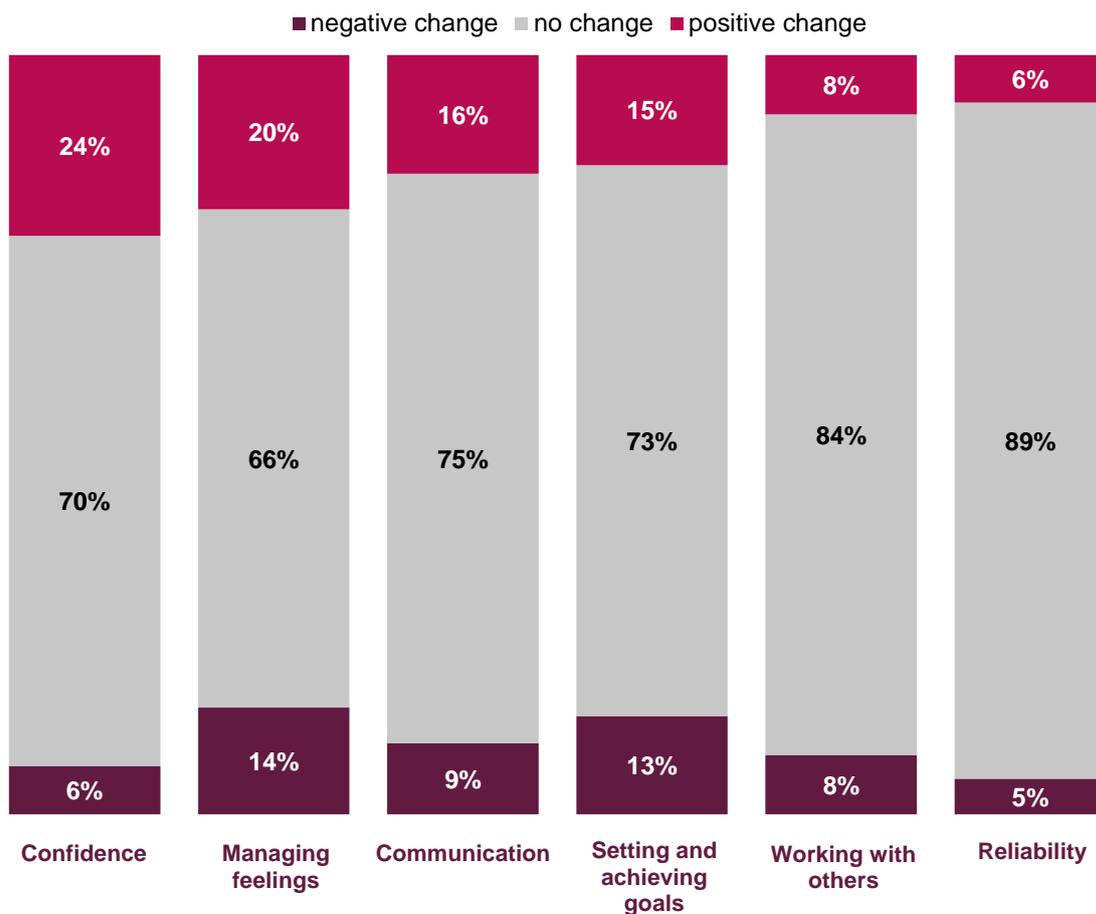
\*Positive change = respondents moving into the strongly agree/agree categories from neither agree nor disagree/disagree/strongly disagree categories (negative change = moving the other way)

**Figure A1.21: Please rate how confident or unconfident you are with the following set of skills: (Respondents who stated very confident/confident)**



Base: 146 (Baseline); 64 (6 months)

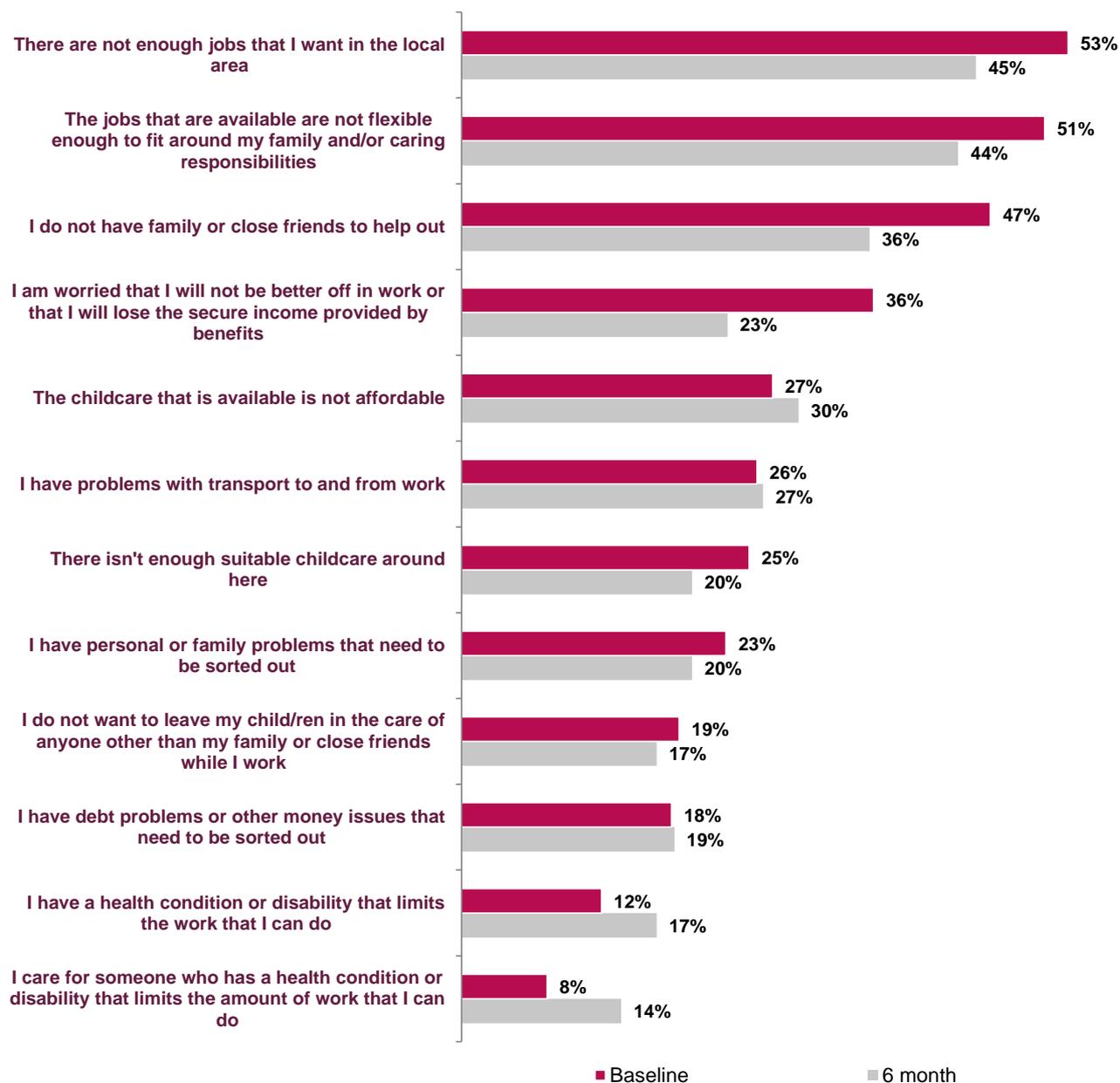
**Figure A1.22: Please rate how confident or unconfident you are with the following set of skills: Individual change between baseline and 6 months\***



Min. base: 62

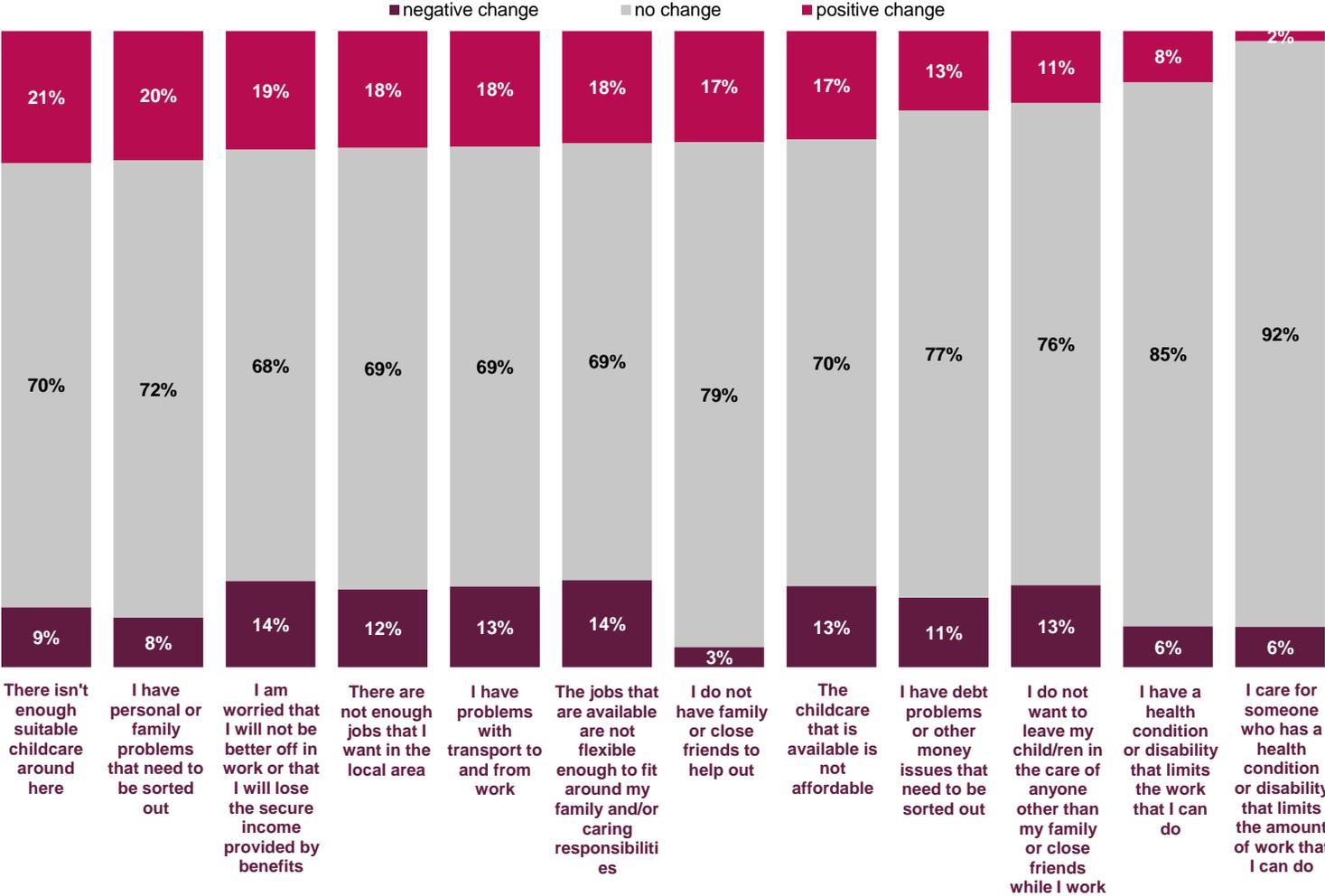
\*Positive change = respondents moving into the very confident/confident categories from neither confident nor unconfident/unconfident/very unconfident categories (negative change = moving the other way)

**Figure A1.23: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? (Respondents who stated 'Big factor?')**



Base: 146 (Baseline); 64 (6 months)

**Figure A1.24: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? Individual change between baseline and 6 months\***

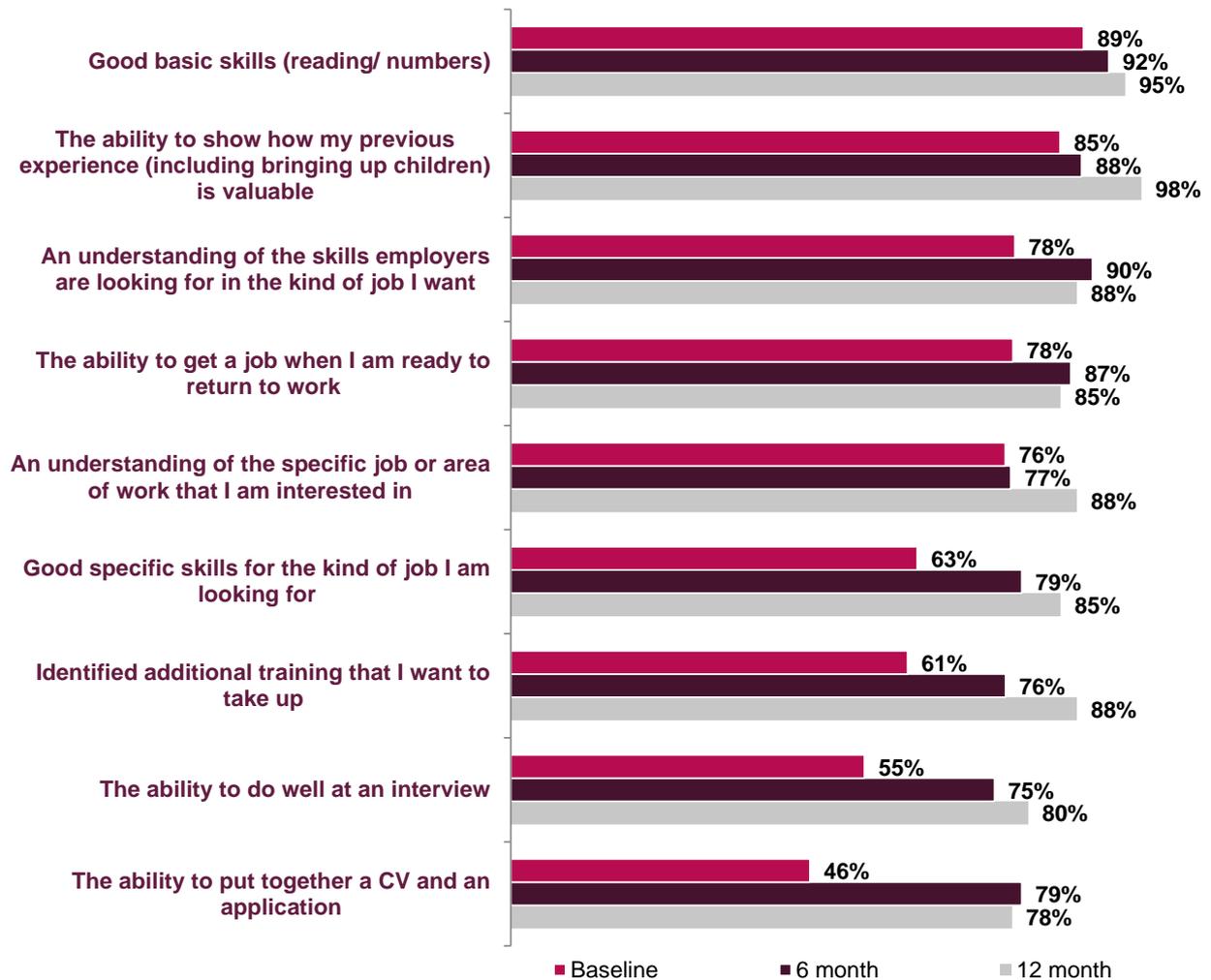


Min. base: 80

\*Positive change = respondents who previously stated an issue was a big factor who then gave a smaller factor/not a factor at all as a response (negative change = moving the other way)

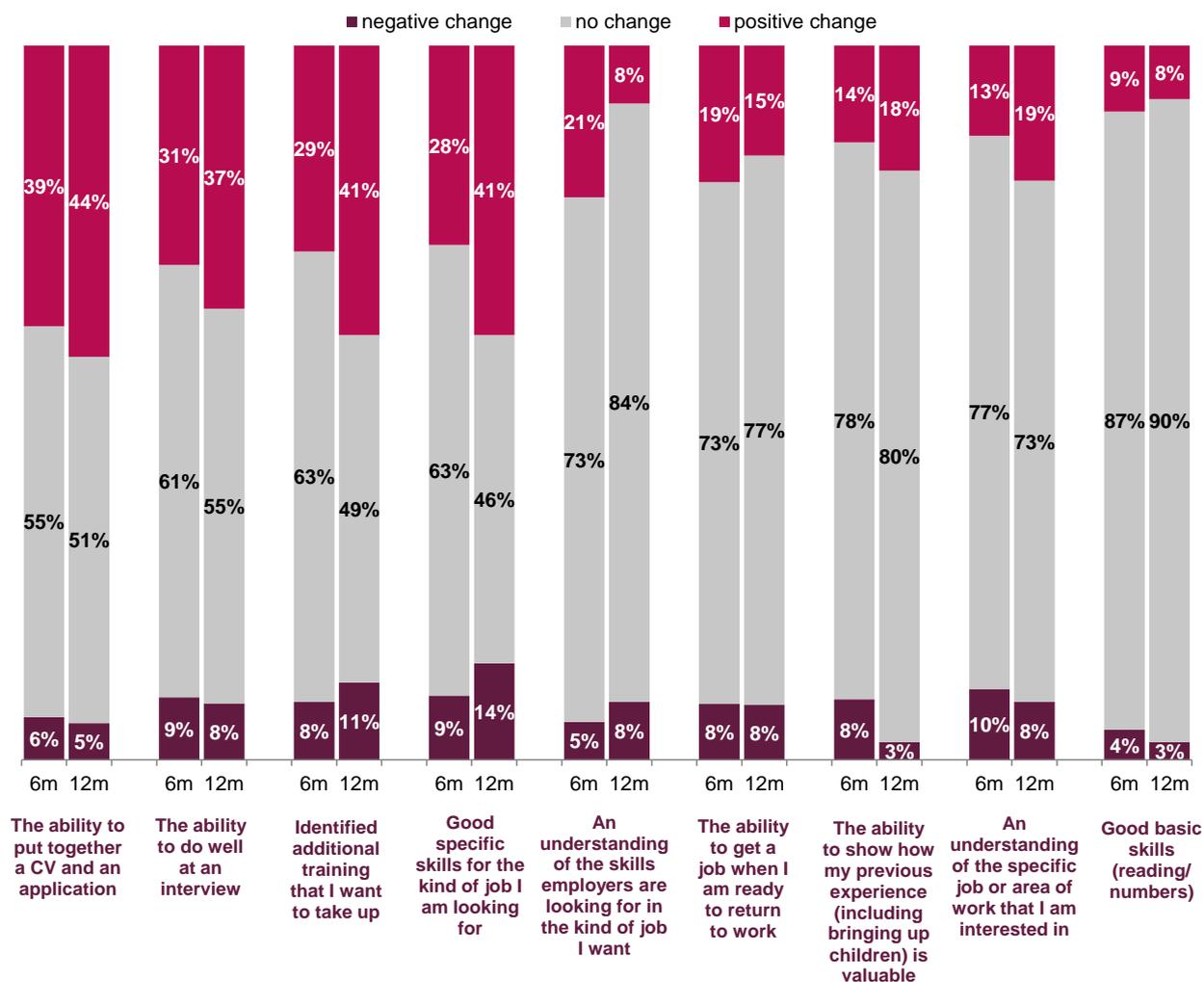
## South Lanarkshire

Figure A1.25: To what extent do you agree or disagree with the following statements? I have... (Respondents who agree/strongly agree)



Base: 331 (Baseline); 119 (6 months); 40 (12 months)

**Figure A1.26: To what extent do you agree or disagree with the following statements? I have... Individual change \***



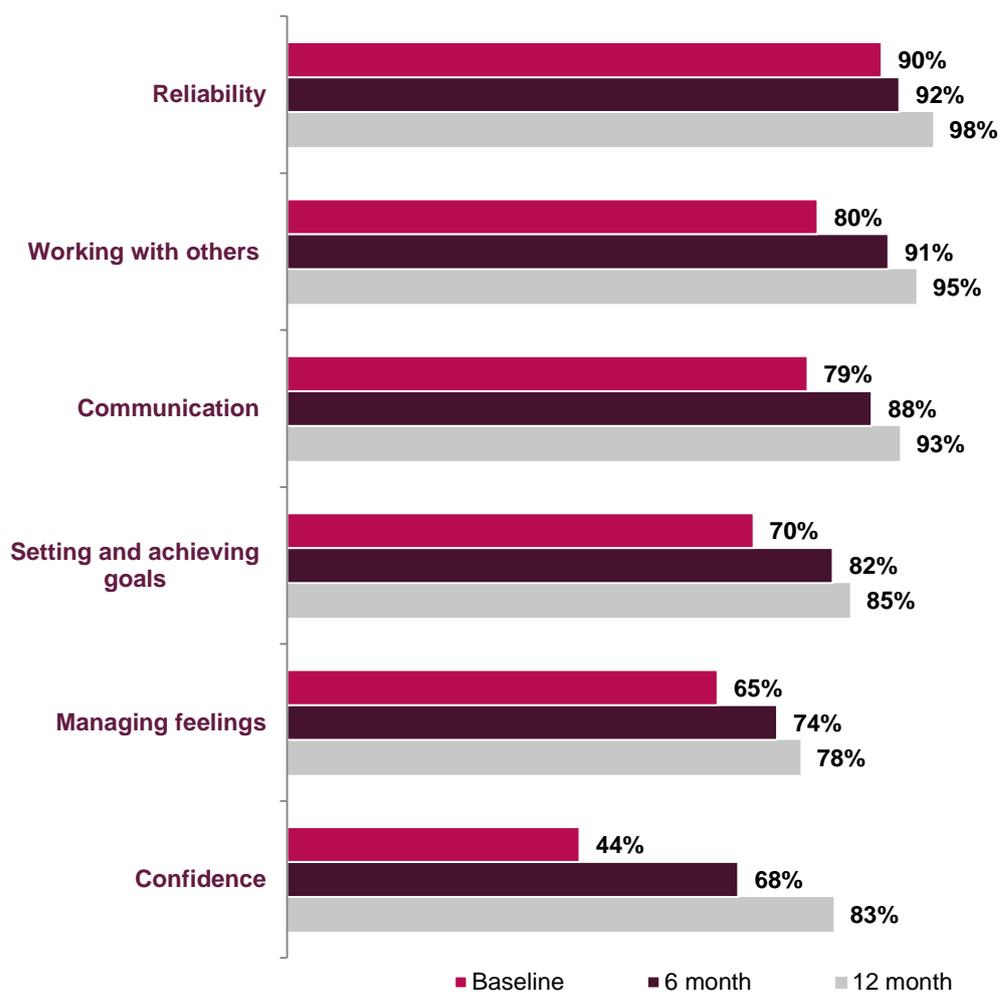
Min. base: 111 (6 months); 37 (12 months)

\*Positive change = respondents moving into the strongly agree/agree categories from neither agree nor disagree/disagree/strongly disagree categories (negative change = moving the other way)

6m = Change between baseline and 6 months

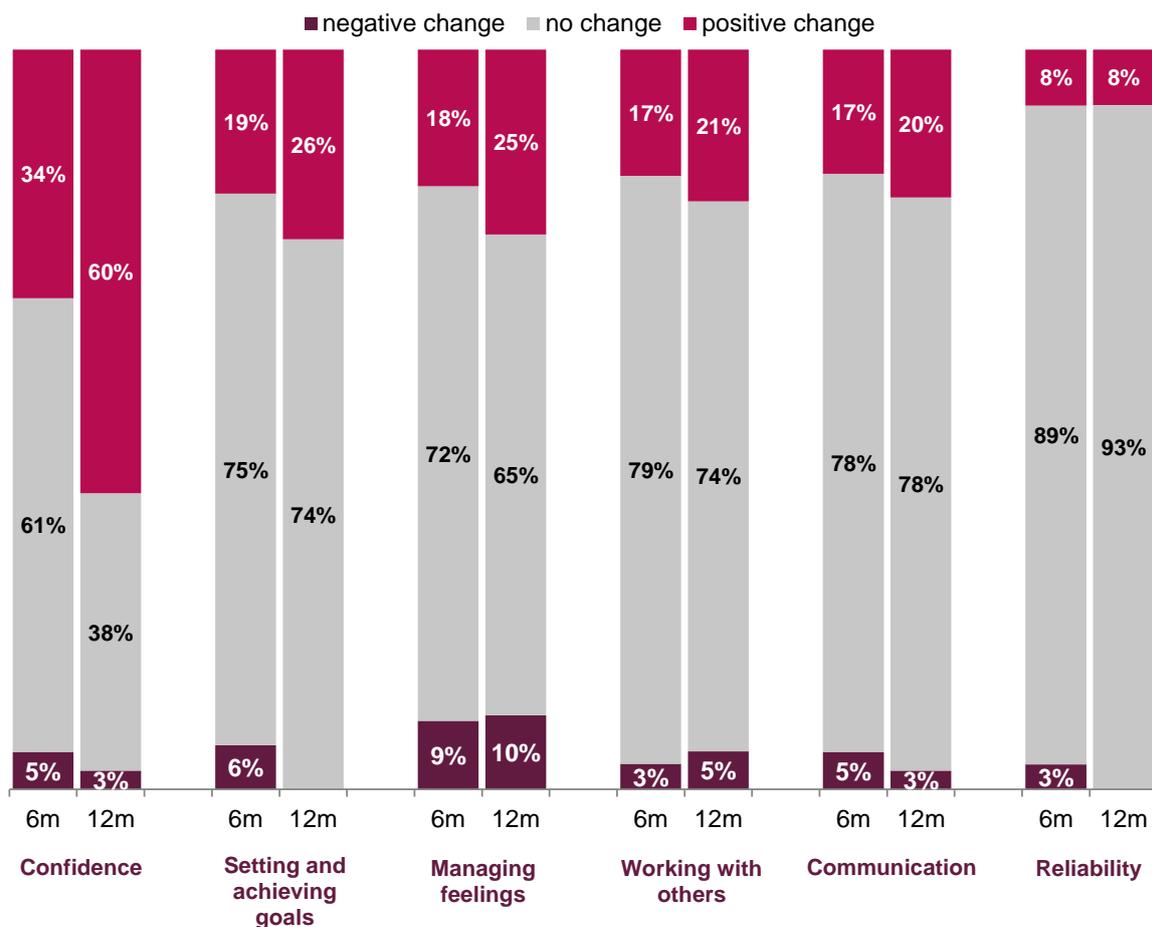
12m = Change between baseline and 12 months

**Figure A1.27: Please rate how confident or unconfident you are with the following set of skills: (Respondents who stated very confident/confident)**



Base: 331 (Baseline); 119 (6 months); 40 (12 months)

**Figure A1.28: Please rate how confident or unconfident you are with the following set of skills: Individual change\***



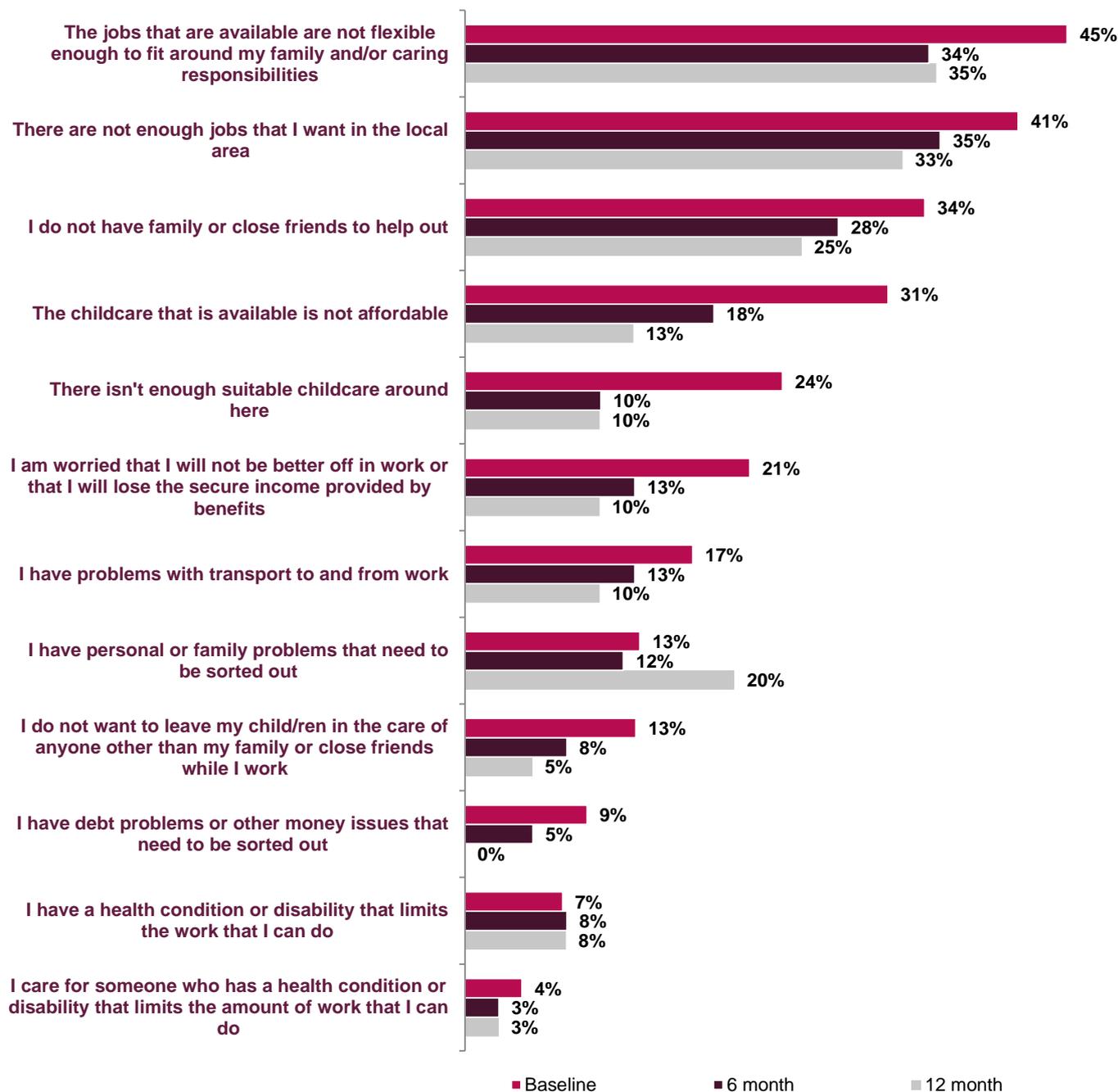
Min. base: 117 (6 months); 39 (12 months)

\*Positive change = respondents moving into the very confident/confident categories from neither confident nor unconfident/unconfident/very unconfident categories (negative change = moving the other way)

6m = Change between baseline and 6 months

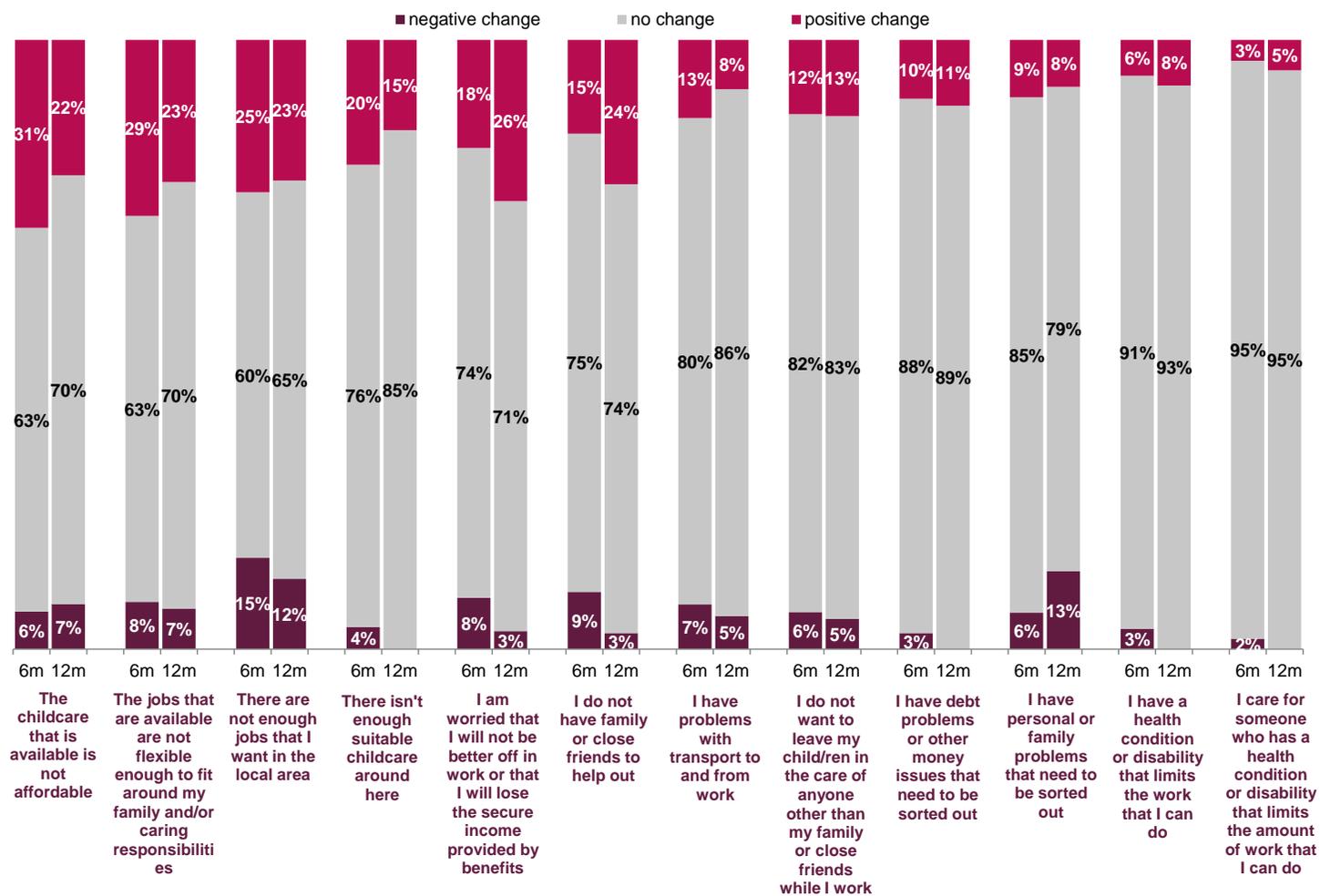
12m = Change between baseline and 12 months

**Figure A1.29: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? (Respondents who stated 'Big factor?')**



Base: 331 (Baseline); 119 (6 months); 40 (12 months)

**Figure A1.30: Thinking about some of the things that might affect your ability to find work, at the moment, are the following issues a big factor, a smaller factor or not a factor at all? Individual change \***



Min. base: 80 (6 months); 26 (12 months)

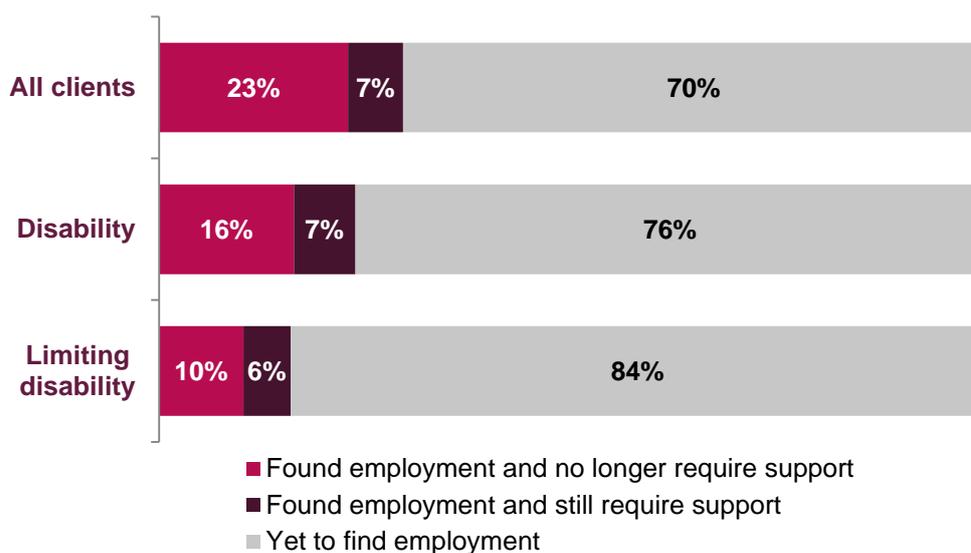
\*Positive change = respondents who previously stated an issue was a big factor who then gave a smaller factor/not a factor at all as a response (negative change = moving the other way)

6m = Change between baseline and 6 months 12m = Change between baseline and 12 months

# Appendix 2: Employment Outcomes

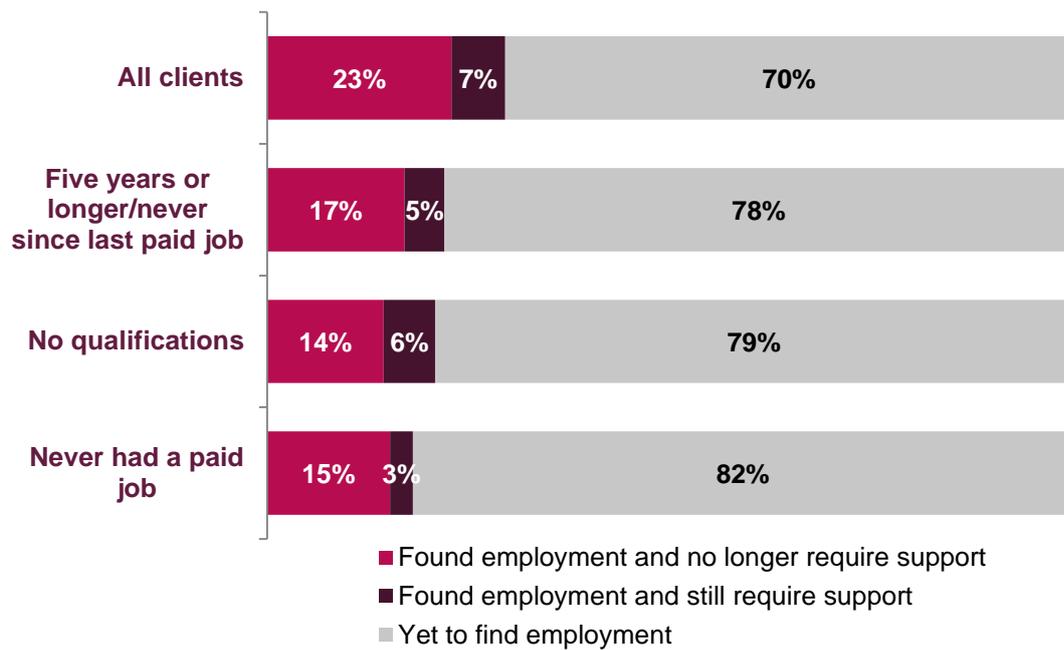


Figure A2.1: MIW employment outcomes by disability status



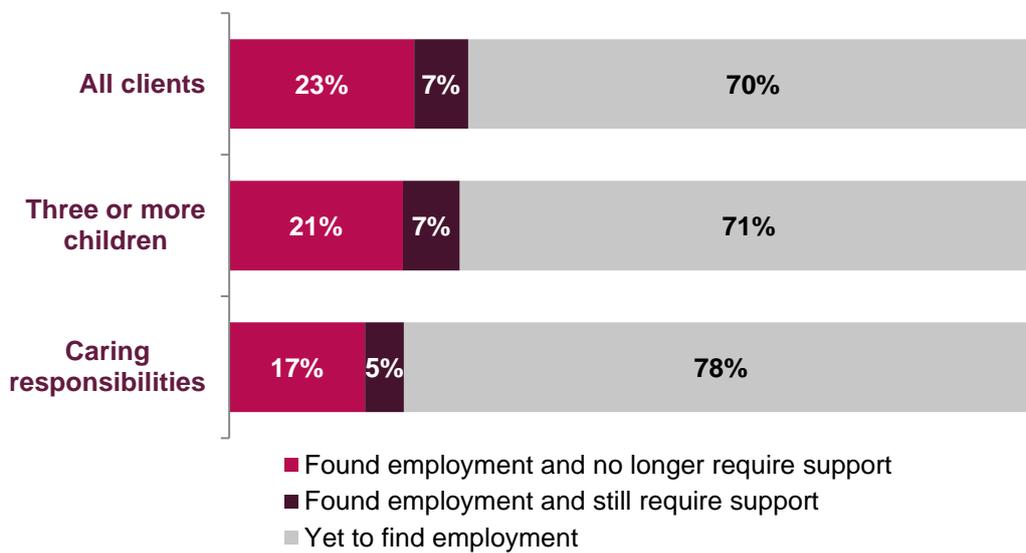
Source: Baseline and follow-up surveys of MIW clients  
Base: 1,215

**Figure A2.2: MIW employment outcomes by employment history and qualifications**



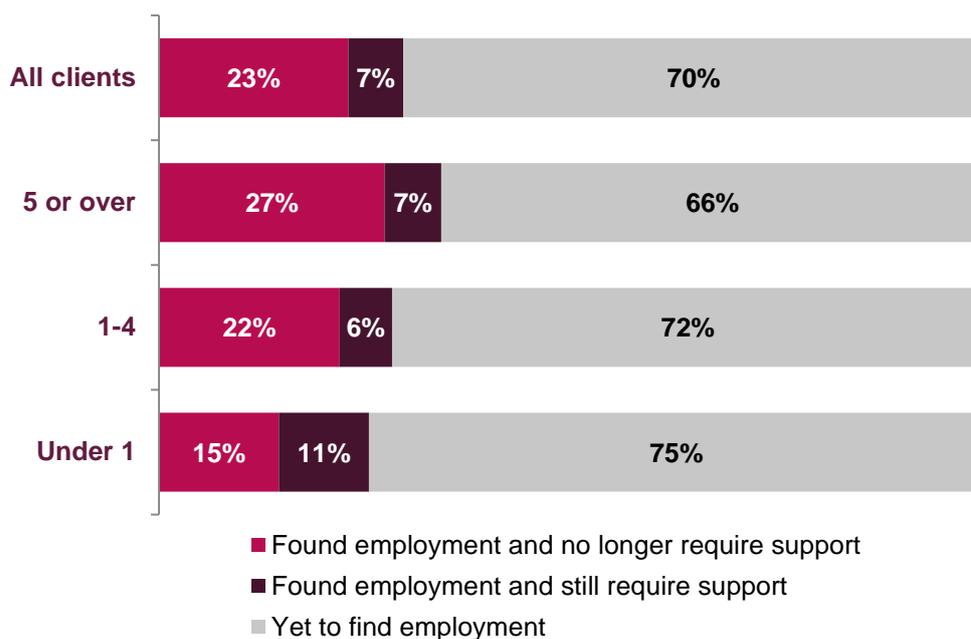
Source: Baseline and follow-up surveys of MIW clients  
Base: 1,215

**Figure A2.3: MIW employment outcomes by caring responsibilities**



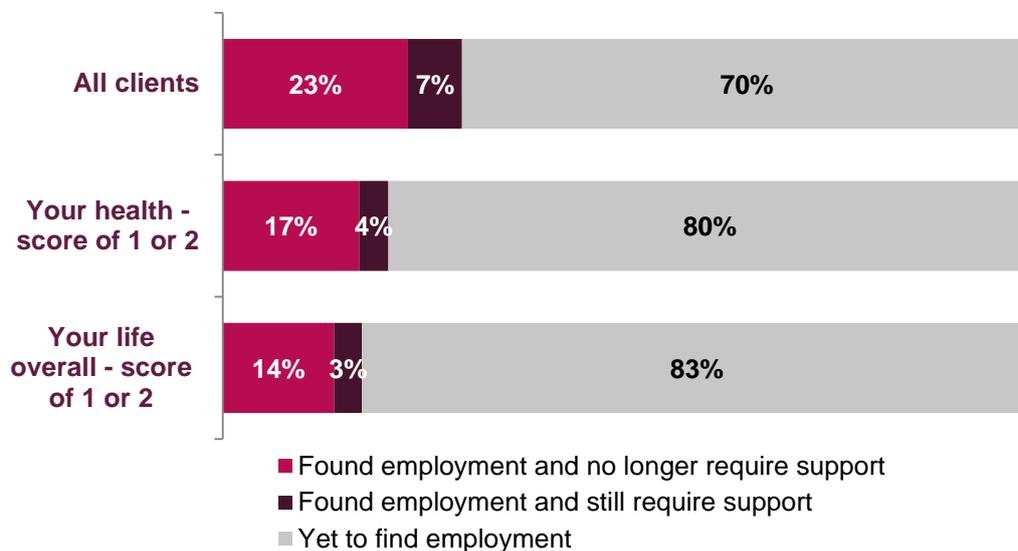
Source: Baseline and follow-up surveys of MIW clients  
Base: 1,215

**Figure A2.4: MIW employment outcomes by age of oldest child**



Source: Baseline and follow-up surveys of MIW clients  
Base: 1,215

**Figure A2.5: MIW employment outcomes for clients with poor health and low well-being**



Source: Baseline and follow-up surveys of MIW clients  
Base: 1,215

# Sheffield Hallam University

*Making it Work: learning and evaluation contract: Final report*

BATTY, Elaine <<http://orcid.org/0000-0001-7524-3515>>, DAYSON, Christopher <<http://orcid.org/0000-0003-2402-1183>>, EADSON, William <<http://orcid.org/0000-0002-2158-7205>>, PEARSON, Sarah <<http://orcid.org/0000-0001-5049-5396>>, SANDERSON, Elizabeth <<http://orcid.org/0000-0003-1423-1670>>, LINDSAY, Colin and CULLEN, Anne Marie

Available from the Sheffield Hallam University Research Archive (SHURA) at:

<http://shura.shu.ac.uk/18226/>

## **Copyright and re-use policy**

Please visit <http://shura.shu.ac.uk/18226/> and <http://shura.shu.ac.uk/information.html> for further details about copyright and re-use permissions.