# FIFE ETC

Pilot Evaluation

January 2015

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# Contents

# 1    Introduction & Key Messages

Dates & Activity

This evaluation took place in January 2015, after the close of the three-month pilot which took place between 1 October and 31st December 2014.

Evaluation Participants Interviewed (34)

- Partners:  BRAG, Clued Up, FVA, FEAT, Fife Works, Gilven, West Fife Enterprises.
- Total Consortium staff who participated in evaluation meetings: 23
- Total programme participants interviewed: 9
- Other / external agencies interviewed : 1
- FORT System 1
- Total Meetings: 11

Key Messages

- Fife ETC have made solid progress towards extremely ambitious targets during the Pilot.
- Fife ETC exceeded its targets for numbers engaging with the Consortium
- There is now significantly increased information on performance across the Consortium
- Information held on clients, activity levels and progressions on FORT is increasingly accurate.
- Service Users rate the services provided highly, and evaluations show strong positive impacts on participants.
- Systems created to support pilot delivery were fit for the pilot's purpose, improvements are identified, and they are now to be reviewed and streamlined in preparation for longer-term funding.
- There is strong evidence to demonstrate a commitment to partnership working, and good foundations are laid for more collaborative approaches.
- There are opportunities to build on these foundations through wider staff engagement in planning - Staff see a wide range of benefits to involvement in the Consortium.
- Further opportunities include improved communications, promoting standards and values, incentivising collaboration and pathway progression.
- Future planning should consider central pooled resources to both drive the management of the Consortium's work and to promote the development of new and ground-breaking collaborative solutions.
- Some issues pertaining to future funding models are identified – the Consortium should seek to counteract these.

Opportunities

This evaluation identifies opportunities presented by the findings.

These take the form of Strategic Questions (Performance Analysis Section 4.2 p 11) or Next Steps (Delivery Section 5.4 p 34, Partnerships Section 6.2 p 38).

ESIF Modelling Tool

A financial modelling tool to assist analysis of impact on partners is provided as an Electronic Appendix.

# 2    What Makes a Good Partnership?

There are a myriad of guidance documents available which set out the risks, benefits and critical success factors for working in partnership.

This section sets out the key points, and will form the basis for the evaluation of Fife ETC's delivery and progress as a new partnership.

A Definition[1]

A joint working arrangement where partners who are otherwise independent bodies

- Agree to co-operate to achieve a common goal
- Create a new organisational structure to achieve that goal, separate from their own organisations
- Plan and implement a joint agreed programme often with joint resources and staff
- Share information
- Pool resources and rewards

Why Partnership?

A number of reasons are cited as to why Partnerships form. Some key reasons are:

- To make an identified change in how something is done
- To develop co-ordinated packages of support or services to individuals
- To tackle identified issues, and make a greater impact on them
- To access a particular fund or funds

There are risks attached to the accessing funding reason: The fate of such bid-led partnerships is mixed. Partners need to ensure that funds are well-used, avoid one partner being dominant, and avoid falling into a situation where the partnership exists solely to split up the cash and little change occurs.

Identifying partners to work with

Partnerships are developed under a number of conditions – in some cases there may be a policy or legal requirement, or it may be a prerequisite to access funding. The choice of core partners may be obvious from the circumstances from which the need for the partnership evolved. If a key objective is to improve services to a target group or in a geographical area, some decisions may need to be made:

- Who else needs to be involved (e.g. to ensure service users are engaged in our work)
- Which organisations within our target range would enhance effectiveness?

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[1] Audit Commission.1998. A Fruitful Partnership – Effective Partnership Working.

Partnership Challenges

Joint working can be beset by obstacles. These can result from two sources:

| Difficulties getting a range of agencies with different purposes, structures and ways of working to work together | Policy and Funding Requirements |
|---|---|
| • Getting others to agree to priority actions<br>• Keeping partners actively involved<br>• Preventing a talking shop<br>• Making decisions that all partners endorse<br>• Deciding how resources are used to achieve objectives<br>• Maintaining focus and effectiveness<br>• Avoiding partnership overload | • Imposes conflicting objectives<br>• Restricts agencies ability to pool resources and information<br>• Imposes performance monitoring regimes which discourage collaboration<br>• Distorts locally identified needs and priorities |

Partnership Costs

Partnerships can be expensive as well as challenging – many of the costs involved are not measured:

- Management Time – there is a significant likelihood that management time to make the partnership work, drive its components, isn't routinely recorded.
- Staff time – partnership agencies may invest their own organisation's staff time in aspects of relationship building which are also not recorded.
- Opportunity Costs - investing time in a consortium may mean that people forego other opportunities – although it is clear that involvement can result in new funding and development opportunities.
- Cost of not working in partnership – in some cases where the funding environment alters, and the partnership is to a degree 'forced' in the light of this, the cost of not working in partnership may have a detrimental effect on an agency's finances.

Running a Successful Partnership

Some key aspects are summarised here:

- Getting one off the ground takes drive and determination
- Strong communications systems are a must
- Partners are actively building trust
- Clear focus on the common goal
- Clear focus on getting things done
- Partner commitment and involvement is strong and maintained

- Bureaucracy is minimised – working with what's already there- too much bureaucracy or tracking is a turn-off and adds little value
- Decision-making mechanisms are agreed, quick, transparent and don't hold things up
- (High levels of trust is one of the best ways to avoid too much bureaucracy and slow decision-making)
- Roles and Responsibilities are transparent
- Making best use of partnership staff
- Keeping focussed on agreed outcomes

Key Measure of Success = Change

A key measure of the success of a partnership is the extent to which they bring about changes in the way partners behave in terms of:

- Policies, Values and Standards
- Operational and Service Delivery Arrangements
- Decisions about allocating resources

Barriers to change might be:

- Policymaker reluctance to adopt innovation and approaches which carry risk
- Policy or funder requirements (or rules set by the partnership) which provide incentives to act in ways which do not help resolve issues
- Complex and cumbersome decision-making process
- Inertia – 'we've always done it that way' or 'I tried that once but it didn't work

How well is a Partnership Working?

Four Headline measures which may address challenges and promote the success of Fife ETC might be:

| Difference Made | Ability to Influence | Resources are better used | Collaboration Leading to Groundbreaking Practice |
|---|---|---|---|
| •Improved Feedback from users<br>•Improved Feedback from Stakeholders<br>•Key positive differences can be evidenced through statistics relating to the target group<br><br>•Dependent on the quality, range, effectiveness and appropriateness of services | •Partnership has a strong presence in strategic settings<br>•Partnership has a strong presence in its market<br>•Partnership is persuading funders of the case for change and freedom<br>•Partnership is influencing policy because of its results<br><br>•Dependent on clear vision, strategic mission, strong leadership, drive, determination, management. | •The extent to which partners share:<br>•resources eg spare capacity of training rooms<br>•skills and expertise eg Timebanking<br>•Information<br>• customers (fundamental?)<br>•a pooled funding resource<br>•a smart and streamlined bureaucracy<br><br>•dependent on trust, good planning, good relationships, systems | •Extent to which:<br>•Funding is pooled to create opportunities for innovation<br>•Creative new joint services are trialled<br>•New joint approaches to engaging customers are created<br>•the partnership are recognised for innovation<br><br>•dependent on trust, good planning and relationships |

This Diagram is used to review performance to date.

# 3    The Brief

The evaluation brief covered four key areas, and bullet points below each briefly set out the methodology adopted.

***Consortium delivery against agreed targets (including breakdown analysis of clients from FORT)***

- Analysis of information provided by Fife ETC and FORT
- Interviews with Partners (7)

***Quality Assessment of Delivery within partners and in shared activities***

- Interviews with each partner, focussing on delivery outcomes for and impact on participants.
- Evidence: case studies, discussions with clients, results of course evaluations, Impact statements.

***Quality Assessment of strategic partnership working, identifying Improvements***

- Visit & Interview Questions with each partner.
- 2 telephone interviews with funder/other agency who benefit from the partnership being in place

***Looking at the ESIF Scale of Unit Costs model against outputs and outcomes achieved to date:  Identify Key Issues***

- Asking Partners and stakeholder (s)
- A tool is produced for determining risk across the partnership, based on pilot targets.
- This tool is prepared to incorporate ESIF model cost when known.

# 4    Performance Vs Targets

| Difference Made | Ability to Influence | Resources are better used | Collaboration Leading to Groundbreaking Practice |
|---|---|---|---|
| • Improved Feedback from users<br>• Improved Feedback from Stakeholders<br>• Key positive differences can be evidenced through statistics relating to the target group<br><br>• Dependent on the quality, range, effectiveness and appropriateness of services | • Partnership has a strong presence in strategic settings<br>• Partnership has a strong presence in its market<br>• Partnership is persuading funders of the case for change and freedom<br>• Partnership is influencing policy because of its results<br><br>• Dependent on clear vision, strategic mission, strong leadership, drive, determination, management. | • The extent to which partners share:<br>• resources eg spare capacity of training rooms<br>• skills and expertise eg Timebanking<br>• Information<br>• customers (fundamental?)<br>• a pooled funding resource<br>• a smart and streamlined bureaucracy<br><br>• dependent on trust, good planning, good relationships, systems | • Extent to which:<br>• Funding is pooled to create opportunities for innovation<br>• Creative new joint services are trialled<br>• New joint approaches to engaging customers are created<br>• the partnership are recognised for innovation<br><br>• dependent on trust, good planning and relationships |

## 4.1    Headline Findings: Targets set by Fife ETC

Fife ETC agreed individual targets for each partner, and then collated these for the Consortium overall. The purpose of this was to prepare partners for a future funding regime with a strong element of payment by outcomes/activity.

Overall Consortium findings are summarised below.

- The Consortium exceeded targets for Registrations and completion of CVs; (Green)
- All partners experienced a relatively slow start in October, with the bulk of registrations taking place in November and December.
- Some Targets (Amber) are likely to be achieved in January for the cohort registered during the pilot as the work of the Consortium beds in – these are volunteering, accessing employment and work placements. Several factors may have affected achievement of these targets:

    o The timing of the pilot, taking place as it did in the run-up to, and over, the Christmas holiday, when employers are less likely to start new staff or take placements;

- Partners moving into new geographies – taking time to build relationships with employers and other agencies in new areas to create work placement, volunteering and job access opportunities, all of which are dependent on relationships.

- Targets relating to Training (Non Certificated), Referrals (both Pathway and to other agencies for support) and Use of the Employment Readiness Scale (ERS) were not met.  (Yellow) These overall targets may require review and further refinement as the Consortium progresses. There are a number of reasons why these may not have been met during the Pilot:

  - Targets may have been overestimated at the outset.
  - The bulk of registrations took place in November, thus creating a knock-on effect on timescales for achieving expected activity numbers.
  - Uptake of activities and forward pathway referrals is subject to the needs of clients, time required to address individual needs and barriers;
  - The extent and range of non-certificated training offered in the pilot timescales may have had a limiting effect;
  - Knowledge within the Consortium of ERS, and of each partner offer may have had a limiting effect.

- One target, for Employment - maintained for 26weeks (Blue) was not going to be possible to evidence in the Pilot timeframe.

Note on Interpretation and Accuracy

There are some variances in information gathered by Fife ETC and information contained in reports produced by FORT.

Fife ETC partners recognise this as an issue, and have carried out a number of checks and reviews of information gathered and inputted to FORT.  However, it may be the case that the FORT system may also have issues to address.

Fife ETC have realigned wording and format of their internal reporting to replicate that of FORT. Adjustments to targets and reporting for the January-March 2015 operating period are in place.

Table 4.1 sets out Fife ETC performance against targets for the pilot.

## 4.1.1. Registrations and Targets Table

| Fife Etc Overall | October 2014 | | November 2014 | | December 2014 | | Totals | | | Variance-Target to Actual (using FORT results) |
|---|---|---|---|---|---|---|---|---|---|---|
| | Proposed | Actual Fife Etc | Proposed | Actual Fife etc | Proposed | Actual Fife etc | Target | Fife ETC Actuals | Fort Actuals | |
| Participant Registrations | 72 | 65 | 117 | 161 | 43 | 43 | 232 | 269 | 273 | 37 |
| *Of which access:* | | | | | | | | | | |
| Employment | 0 | 2 | 19 | 14 | 33 | 29 | 57 | 45 | 33 | -24 |
| Sustained employment for 26 weeks | 0 | 0 | 0 | 0 | 0 | 0 | 27 | 0 | 0 | -27 |
| Consortium Certificated Training *(was FE)* | 13 | 0 | 31 | 27 | 31 | 128 | 75 | 155 | 66 | -9 |
| Short Course *(was Non Cert Training)* | 18 | 21 | 119 | 46 | 113 | 95 | 250 | 162 | 149 | -101 |
| *Positive Progression Activities:* | | | | | | | | | | |
| Work Placement/Work Trial | 0 | 1 | 15 | 3 | 14 | 9 | 29 | 13 | 11 | -18 |
| Maintaining Secondary Education | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 | 0 |
| Accessing Volunteering | 0 | 1 | 10 | 8 | 10 | 3 | 20 | 12 | 9 | -11 |
| Pathway Referral | 6 | 1 | 48 | 19 | 63 | 9 | 142 | 29 | 0 | -113 |
| *Positive Output Milestones:* | | | | | | | | | | |
| **Completion / Revision of a CV** | 35 | 3 | 49 | 40 | 17 | 63 | 100 | 106 | 57 | 6 |
| **Completion of ERS (1st time)** | 31 | 0 | 49 | 32 | 33 | 22 | 113 | 54 | 49 | -64 |
| **Completion of ERS (update)** | 8 | 0 | 24 | 0 | 55 | 31 | 87 | 31 | 33 | -54 |
| **Referral to another agency for additional support** | 14 | 0 | 39 | 10 | 31 | 6 | 84 | 16 | 38 | -46 |
| **SIMD 20% - See Section 4.3** | | | | | | | **70%** | **60%** | **40.6%** | **-29.4%** |

## 4.2    Headline Findings: Statistical Performance Analysis

Information from FORT and standard evaluations provide the following findings. Some findings are followed by questions in bold. These questions may inform key decisions Fife ETC could make when setting future strategic direction.

- Over 40% of registrations fell within the bottom 20% of the Scottish Index of Multiple Deprivation, 63% within the bottom 30%, and 73% within the bottom 40%. (FORT)
- The Consortium are targeting the right geographies, and building relationships within them with communities at grass roots levels; How *do the Consortium build on engaging the hardest to reach clients?*
- The Consortium use a very wide range of referral sources to generate new participant registrations. The greatest number of referrals came from Job Centres.
- Registrations of those aged 25-40 are highest; this is consistent when compared with Fife overall JSA client count;
- Registration gender ratios are 30:70 female to male respectively – this ratio is consistent with Fife overall JA Client Count.
- 52% of clients have been either workless or unemployed for less than one year, and 31% for greater than one year. Of those categorised as workless or unemployed for less than one year, Fife ETC staff can  evidence that a number are in fact long-term unemployed who have had a short job in the past 12 months.
- 191 of 273 clients have benefits recorded. 32 are recorded as 'Not receiving benefits'. The rest of clients registered have no information recorded around benefits.
- 78% of Clients (where benefits are recorded) are claiming Job Seekers Allowance and 22% are claiming workless benefits. Benefit claimants for Fife overall, show proportions in the reverse direction, with 18% claiming Job Seekers Allowance and 82% claiming workless benefits.
- Barriers are cited for 23% of new registrations on FORT. *How do the Consortium get a better handle on barriers not recorded on FORT?*
- Where barriers are recorded, an average of 4.4 barriers per person are cited – reflecting the complexity of caseloads the Consortium members are supporting. *How does the Consortium take a multi-partner approach to complex cases?*
- The most frequently cited barriers are Lack of Work Experience, Long-term Unemployed, Mental Health problems, Literacy and Numeracy Issues and No Qualifications. *How can the Consortium review provision to address the most cited barriers?*
- 48 Pathway progressions were recorded during the pilot, and a further 38 referrals for additional support within the Consortium, demonstrating that clients are progressing and that partners are beginning to draw on each other's expertise to address need. *How can the Consortium increase collaboration to speed up progression, enhance client's success at the next stage of the pathway?*
- 33 end progression outcomes were reported by FORT during the three month Pilot phase, indicating a conversion rate of 12%. Fife ETC's own recording places that figure at 45, a conversion rate of 16.5%.  *Is this where a Pathway Stage 1-3 Consortium should be focussing?*

## 4.3    SIMD Targets

Commissioners set an overall target of 70% of all new registrations from areas in the bottom 20% of the Scottish Index of Multiple Deprivation (SIMD).

Both Fife ETC and FORT are using the December 2012 SIMD Postcode list. However, Fife ETC recording indicates that overall 60% of registrations fall within the bottom 20%, FORT reports indicate a different result.

The information and scatter chart below sets out FORT findings. New Registrations by the Consortium are presented by Vigintile.
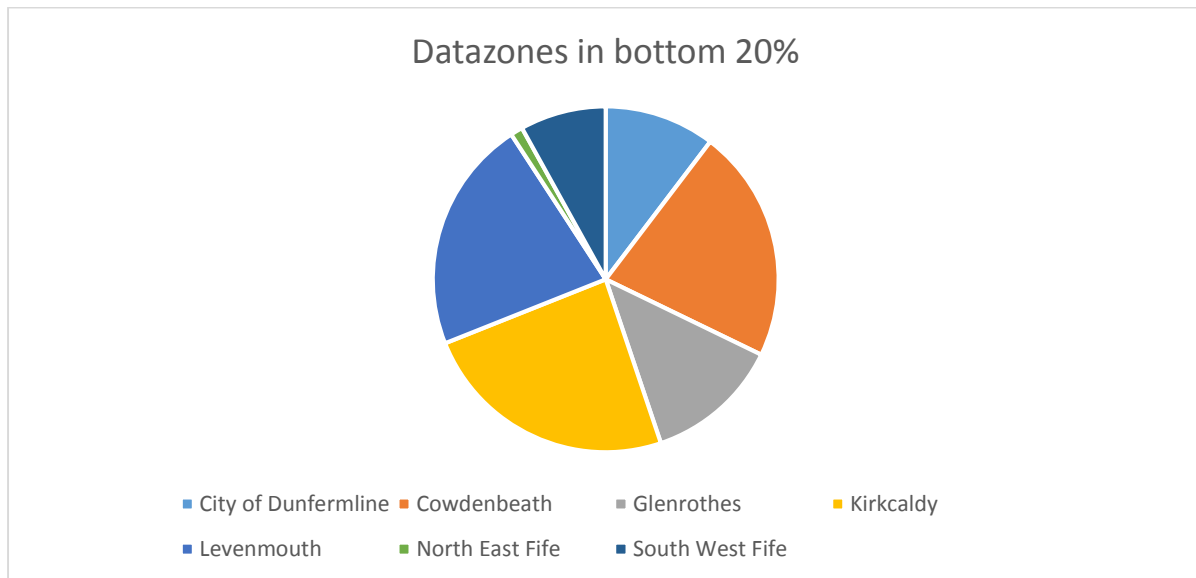
FORT Analysis:

- 111 new registrations (40.6%) were in the bottom 4 vigintiles (i.e. Q1, bottom 20%)
- 173 new registrations (63.3%) were in the bottom 6 vigintiles (i.e. Q2, bottom 30%)
- 200 new registrations (73.3%) were in the bottom 8 vigintiles (i.e. Q2, bottom 40%)
- 23.8% of new registrations were in the top 60%
- 2.9% of registrations produced a null result

The chart below shows the spread of all registrations. The numbers are skewed significantly towards the lower end of the SIMD scale. The highest frequency of registrations is at Vigintile 3, below the 20% target. The second highest frequency occurs just outside the 20% target at Vigintile 5. All numbers at 4 and under represent those in the bottom 20%, those at 8 and under represent the bottom 40%.
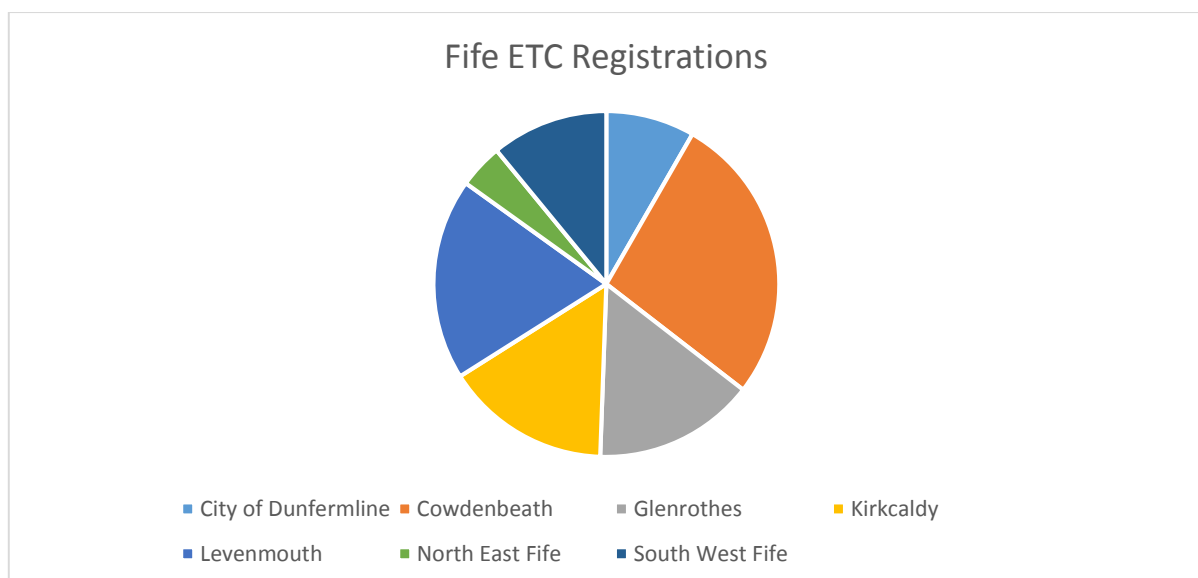


Registrations by SIMD Vigintile
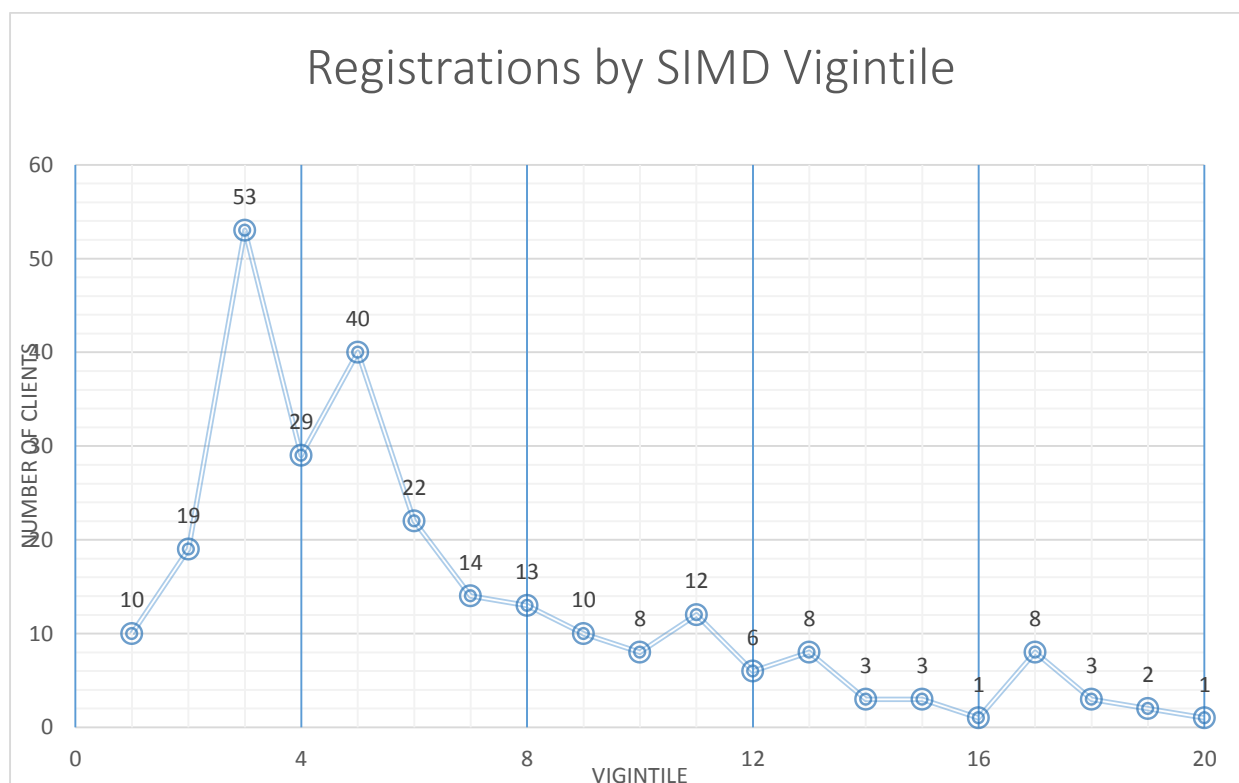
## 4.4    SIMD and Geographies - Targetting

In December 2012, there were 87 datazones across Fife in the bottom 20% of the Scottish Index of Multiple Deprivation. The spread of Datazones in the bottom 20% are shown in the table below by Locality[2]:



**Datazones in bottom 20%**

Legend: City of Dunfermline · Cowdenbeath · Glenrothes · Kirkcaldy · Levenmouth · North East Fife · South West Fife

Registrations during the Fife ETC pilot are set out by Locality below. The similarity of distribution to the pie chart above suggests that Fife ETC partners are located, or focussing effort proportionately, in the right geographical areas.



**Fife ETC Registrations**

Legend: City of Dunfermline · Cowdenbeath · Glenrothes · Kirkcaldy · Levenmouth · North East Fife · South West Fife

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[2] FVA. 2013. SIMD For Fife Table. Online at www.fifevoluntaryaction.org.uk

Targetting

Some partners were charged specifically with targeting particular geographies during the pilot – Clued Up's Doorstep Service focussed on generating new clients for the Consortium in SIMD streets; Gilven targeted key communities. Others with specialisms (FVA, FEAT – Volunteering, Mental Health) did not target geographies. With targeting, according to Fife ETC statistics, registrations in the bottom 20% average out at around 72%. Without targeting, registrations in the bottom 20% average out at 44%.

## 4.5    Referral Sources: Anticipated vs Actual

At the initial stages of the Pilot, anticipated referral sources were cited and a Wordle of responses was produced for the progress report in November 2014. Actual referral sources captured during the three month pilot are provided in the table below (n=232). The only anticipated referral source not to score was Youth Services.

There is no system in place to measure conversion rates from referral to engagement. The information in the table relates solely to referral sources of those who actively engaged.
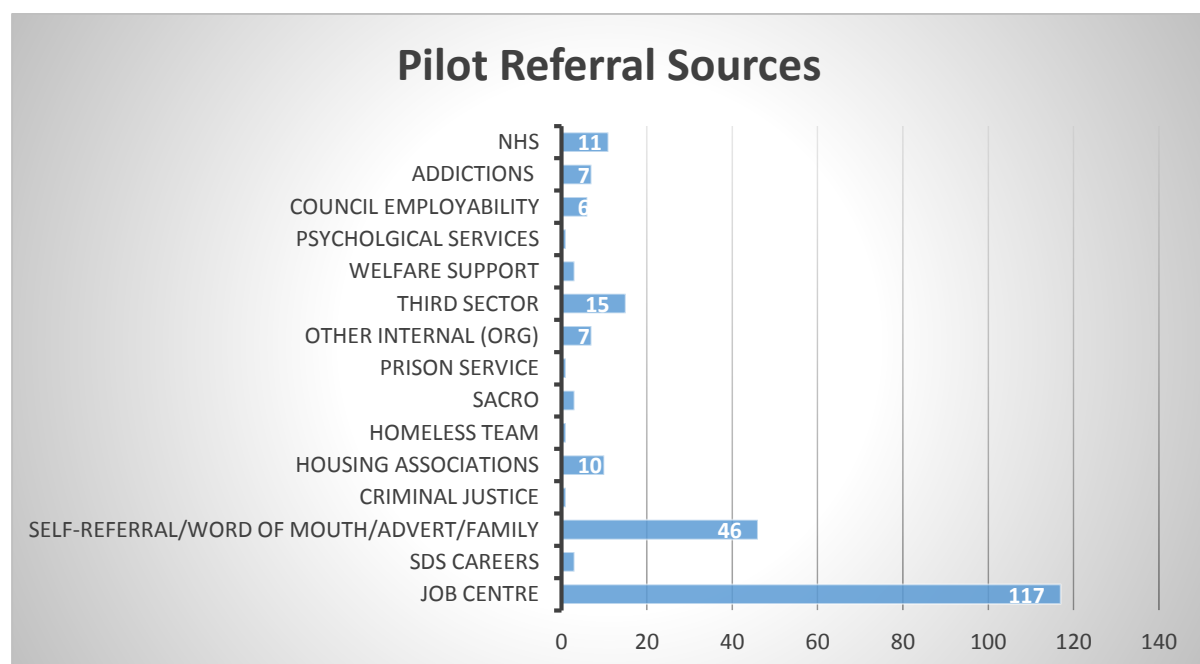


Note: Third Sector Organisations: Capability Scotland (5) Gingerbread (2) SAMH (8).

## 4.6    Registrations by Age

Registrations of those aged 25 to 40 significantly outstripped other age bandings during the Pilot. NOMIS reports on Job Seeker Allowance claimants for the whole of Fife indicates that the highest claimant count is in the 25-49 age bracket, accounting for 56% of all claimants.[3] At Fife ETC, those aged 25-50 account for 52.5% of all registrations.
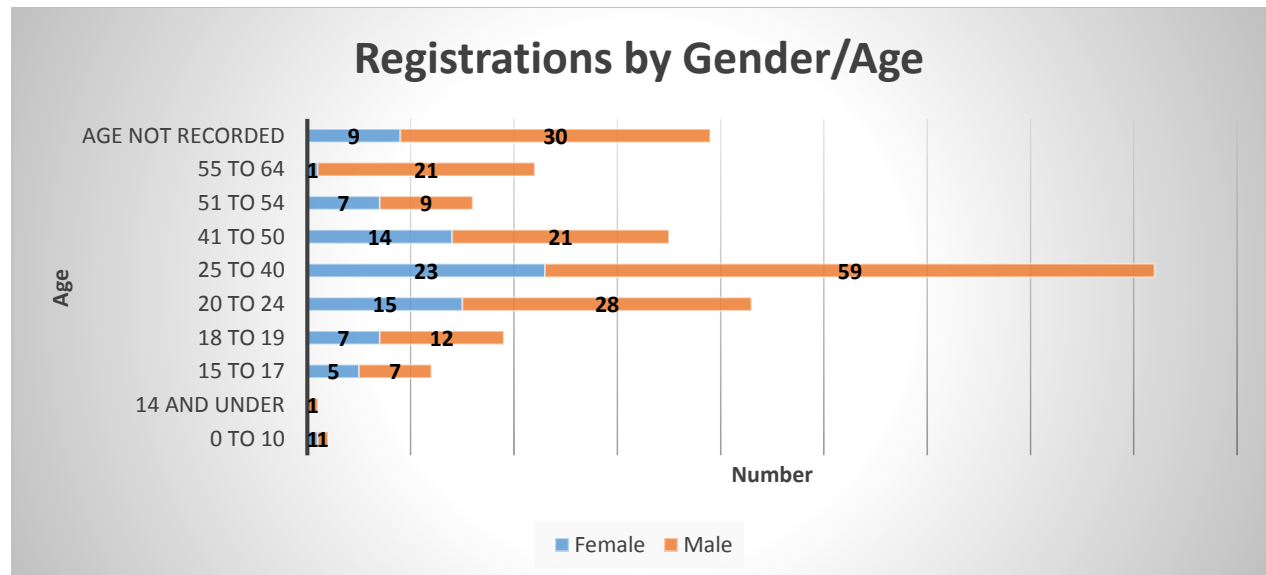
This indicates that Fife ETC age targetting is appropriate.



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[3] NOMIS  Jan 2015. Labour Market Profile. Fife. *JSA Claimants by Age and Duration*. Online at www.nomisweb.co.uk.

## 4.7    Registrations by Gender

Registrations are strongly skewed towards males. In total, 82 females and 189 males were registered to Fife ETC during the Pilot. The overall female/male ratio for registrations in the pilot period is therefore 30:70.  (Source: FORT)

**Registrations by Gender/Age**

| Age | Female | Male |
|---|---|---|
| AGE NOT RECORDED | 9 | 30 |
| 55 TO 64 | 1 | 21 |
| 51 TO 54 | 7 | 9 |
| 41 TO 50 | 14 | 21 |
| 25 TO 40 | 23 | 59 |
| 20 TO 24 | 15 | 28 |
| 18 TO 19 | 7 | 12 |
| 15 TO 17 | 5 | 7 |
| 14 AND UNDER | 1 | |
| 0 TO 10 | 1 | 1 |

■ Female  ■ Male

Statistics from NOMIS for December 2014 indicate that this skewing reflects the overall picture for Job Seekers Allowance claimants in Fife, where the female/male ratio stands at 32:68. (Scotland 30.5:69.5)[4]  Please note that this only applies to JSA claimants - gender statistics for other benefits are not published by NOMIS.

**Fife JSA Claimants Nomis Dec 2014**

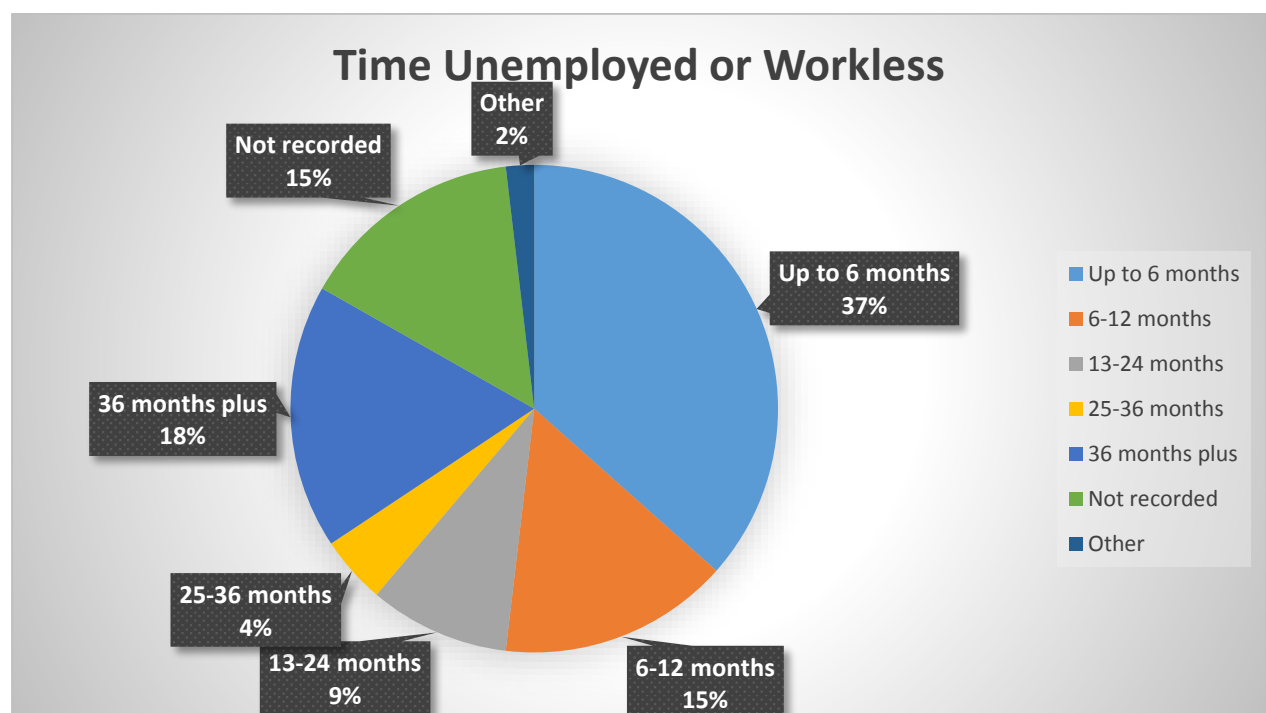| | Females | Males |
|---|---|---|
| 1 | 1868 | 4013 |

■ Females  ■ Males

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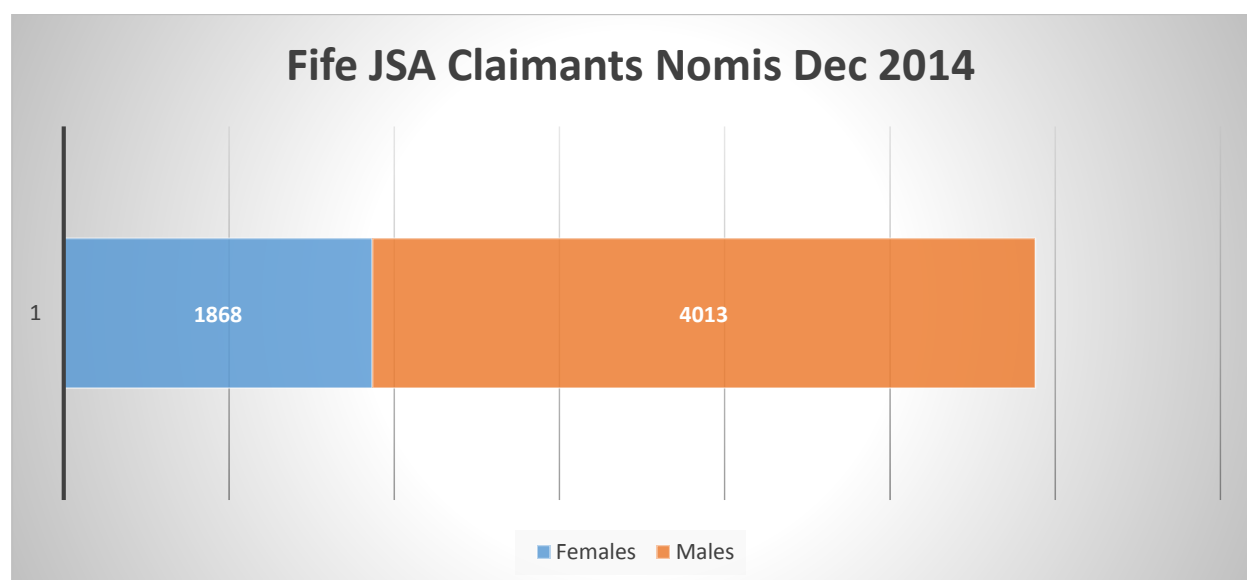
[4] ibid

## 4.8    Time Unemployed or Workless

Information on FORT indicates that 52% of clients have been workless or unemployed for less than one year, and 31% for greater than one year. Time is not recorded for 15% of Consortium clients.

It is important to note that staff frequently cited that many people who were categorised as unemployed for one year for statistical purposes were often long-term unemployed people who had had one short job in the past year. This is captured in client 'current circumstances' on FORT.

A challenge for the Consortium is reaching the long-term unemployed and supporting them to progress, in a funding context where job outcomes are expected in a short timeframe

The chart below sets out time unemployed or workless for all pilot clients where this information is recorded (n= 223).

### Time Unemployed or Workless

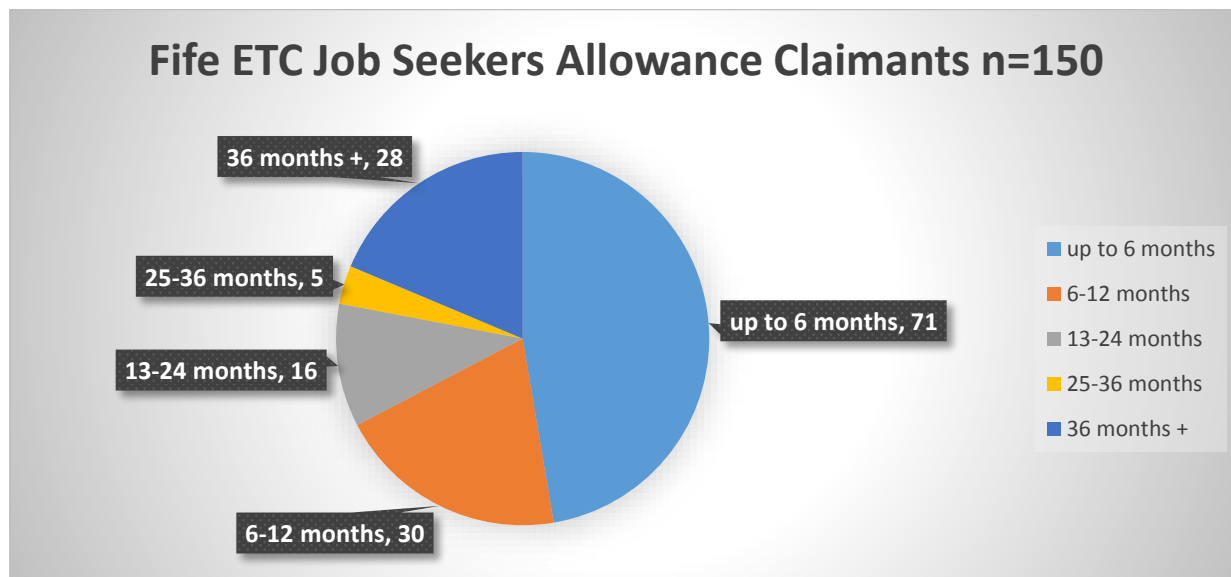| Category | Percentage |
|---|---|
| Up to 6 months | 37% |
| 6-12 months | 15% |
| 13-24 months | 9% |
| 25-36 months | 4% |
| 36 months plus | 18% |
| Not recorded | 15% |
| Other | 2% |

## 4.9    Benefits

Overview

Benefits claimed are recorded for 223 clients registered during the Pilot; of this number, 150 claim Job Seekers Allowance, and 73 are listed as Workless, of whom 32 are not in receipt of any benefits.

The ratio of JSA claimants to Other Benefit claimants for Fife ETC registered clients is approximately 8:2. NOMIS statistics for all benefit claimants in May 2014 indicate a Job Seekers/Other Benefit ratio of the opposite:

|  | JSA Claimants | Workless Benefits | Ratio |
|---|---|---|---|
| **Fife ETC (FORT, Jan 2015)** | 150 | 41 | 7.8:2.2 |
| **Whole of Fife (NOMIS May 2014)** | 5881 | 27,740 | 1.8: 8.2 |

**Job Seekers Allowance**

67.5% of JSA claimants registered during the pilot have been unemployed for less than one year and 32% of claimants have been unemployed for over 1 year.  Of those unemployed for over one year, well over half (57%) have been claiming JSA for over three years. (Source: FORT)



Fife ETC Job Seekers Allowance Claimants n=150

- 36 months +, 28
- 25-36 months, 5
- 13-24 months, 16
- up to 6 months, 71
- 6-12 months, 30

Legend:
- up to 6 months
- 6-12 months
- 13-24 months
- 25-36 months
- 36 months +

Comparing FORT data to JSA claimants information for the whole of Fife (NOMIS, December 2014), it shows that Fife ETC are registering a greater proportion of people who are unemployed for more than 1 year than the norm:
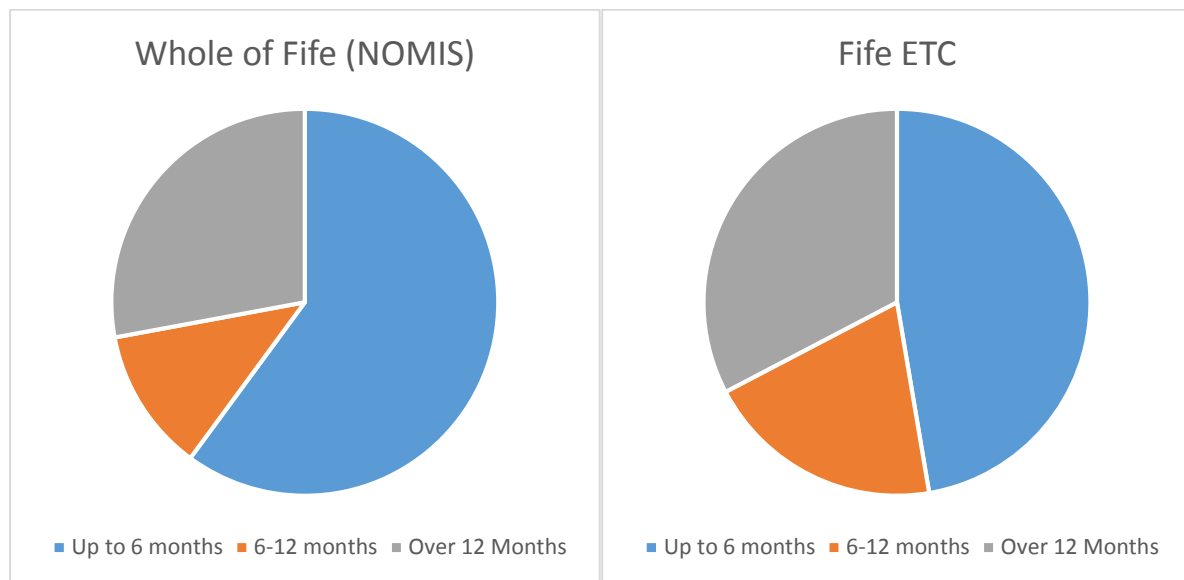


**Workless Benefits**

By Duration

Of those not accessing Job Seekers Allowance, (n=73) 44% are not in receipt of benefits at all, making up the largest cohort within the 'Workless' group. The Consortium may wish to explore the reasons for this further. The second greatest group are those on Incapacity Benefit. 52% of this group have been workless for less than one year.
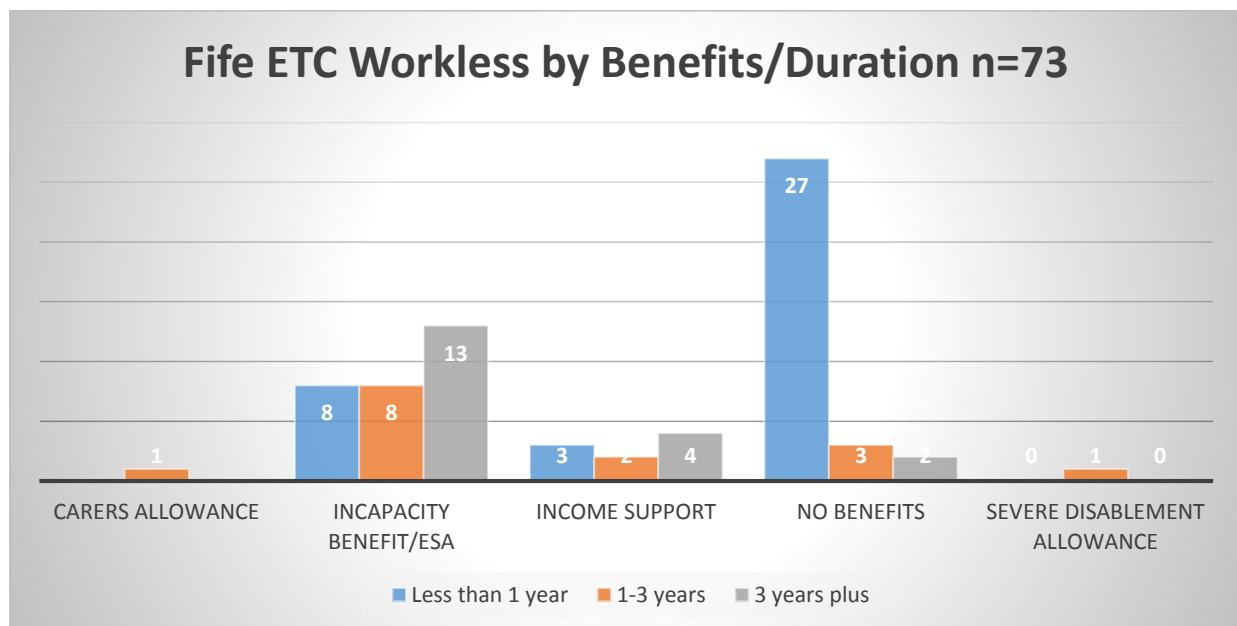
Workless – Benefits Comparison

The chart below sets out the percentage of total claimants accessing Carers Allowance, Incapacity benefit/ESA and other workless benefits. Percentages for the whole of Fife (blue) are presented here with Fife ETC Registrations during the Pilot (Orange).

It is important to contextualise this: Fife ETC aims to move people into jobs, not necessarily to reflect the benefit balance.

At a strategic level, however, partners are looking at gaps in specialist provision across Fife, and are considering approaches to reach some key vulnerable groups considered furthest from the market. These include Lone Parents, People with Disabilities, People on ESA/Incapacity, Carers, and other target groups such as ex-offenders.

Future contract opportunities may include specific and specialised work with these groups. The Consortium may wish to consider how it might position itself to bid for any future specialist contracts.



Benefits All Fife /Fife ETC Pilot
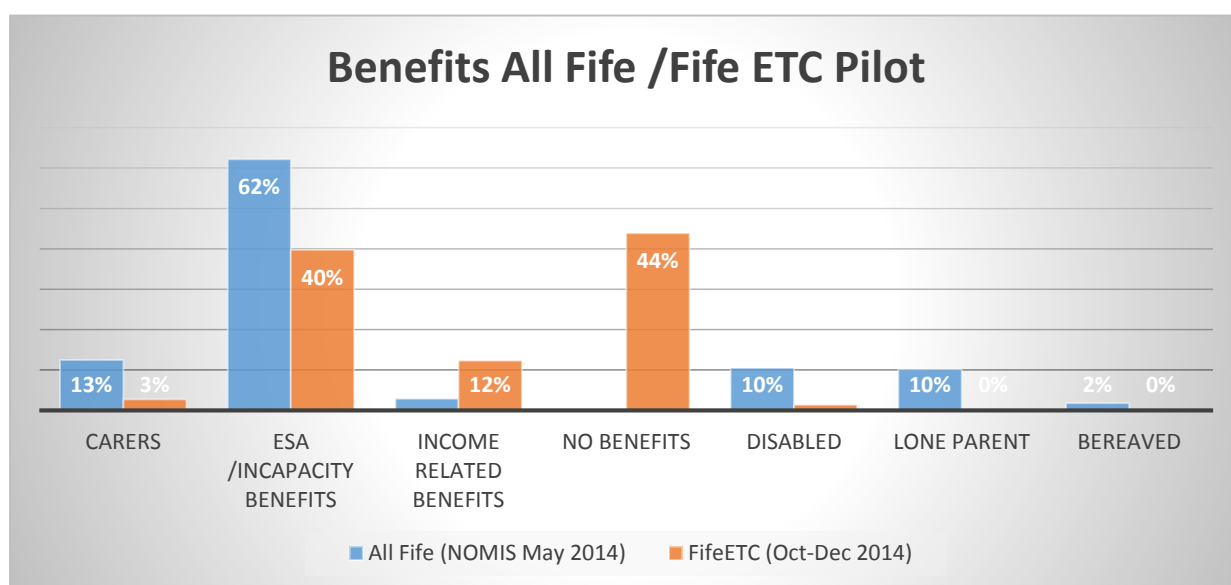
## 4.10   Barriers

Barriers were recorded during the pilot for 62 registered clients on FORT. Transport was frequently cited during the evaluation as barrier, but this is not recorded on FORT. The chart below demonstrates the range and complexity of barriers facing the client. Clients cite on average 4-5 barriers.

Key barriers, where over a third of clients cited them, are indicated in the middle columns: Lack of Work Experience (cited 36 times out of 62), Long-term Unemployed (30/62), Mental Health problems (26/62), Literacy and Numeracy Issues (24/62) and No Qualifications (24/62).

Barriers are under-recorded on FORT. This may be due to staff being unfamiliar with recording on FORT. In some cases, clients do not wish this information to be recorded, in case it jeopardises their future employment prospects.



Circumstances Cited (62 Clients)
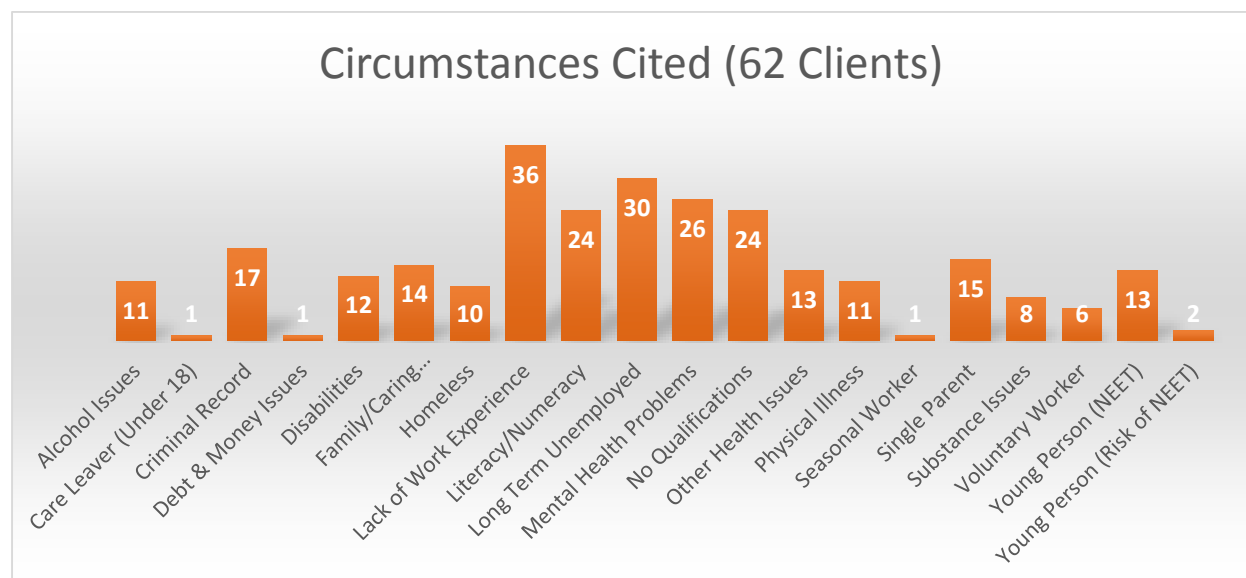
## 4.11   Employment Readiness Scale Progressions

49 Employment Readiness Scale (ERS) were initiated during the pilot, 33 were finalised.

Interim Progression reports demonstrate that there is a significant positive difference in pre and post-course scores across most categories, across all client groups and age ranges.  Results of ERS progress reports are set out below:

| West Fife Enterprises - How Have our Clients Changed? | | | |
|---|---|---|---|
| **Clients who are self-sufficient already** | | | |
| | Pre | Post | Difference |
| **Career Decision-Making** | 67% | 83% | 16% |
| **Skills Enhancement** | 17% | 58% | 41% |
| **Job Search** | 33% | 58% | 25% |
| **Job Maintenance** | 54% | 71% | 17% |
| **Ongoing Career Management** | 25% | 33% | 8% |

| Clients who score 'High' on supports already | | | |
|---|---|---|---|
| | Pre | Post | Difference |
| **Self-Efficacy** | 58% | 79% | 21% |
| **Outcome Expectancy** | 46% | 71% | 25% |
| **Social Supports** | 33% | 67% | 34% |
| **Work History** | 29% | 38% | 9% |

| BRAG Enterprises Ltd- How Have our Clients Changed? | | | |
|---|---|---|---|
| **Clients who are self-sufficient already** | | | |
| | Pre | Post | Difference |
| **Career Decision-Making** | 50% | 70% | 20% |
| **Skills Enhancement** | 40% | 45% | 5% |
| **Job Search** | 25% | 55% | 30% |
| **Job Maintenance** | 40% | 65% | 25% |
| **Ongoing Career Management** | 10% | 45% | 35% |

| Clients who score 'High' on supports already | | | |
|---|---|---|---|
| | Pre | Post | Difference |
| **Self-Efficacy** | 40% | 60% | 20% |
| **Outcome Expectancy** | 30% | 80% | 50% |
| **Social Supports** | 30% | 60% | 30% |
| **Work History** | 15% | 50% | 35% |

The Employment Readiness Scale demonstrates the substantial impacts that providers are making on individual service users, service users as a group, and can allow that impact to be compared with other interventions across the authority.

Consortium partners are keen to see how they can use results to continually drive up quality, achieve maximum impact with the clients and create opportunities for joint programme design - hybrid courses to address particular issues effectively.

This is therefore a valuable tool for continuing to demonstrate the effectiveness of the individual partners and developing the work of the Consortium as a whole.

## 4.12   Total Pathway Referrals/Progressions

48 Pathway Referrals were recorded on FORT during the Pilot. The table below sets out the recorded movement of clients across partners. All partners made at least one Pathway Referral.

| Initial Stage : L2 | Initial Stage : L1 | Destination Stage : L1 | Destination Stage : L2 | Count |
|---|---|---|---|---|
| **BRAG** | Stage 3 | Stage 4 | Fife Works | 9 |
| **Clued Up** | Stage 2 | Stage 3 | FEAT | 1 |
| **FEAT** | Stage 1 | Stage 1 | FVA | 1 |
| | | Stage 3 | FVA | 1 |
| | Stage 2 | Stage 3 | FVA | 4 |
| **FVA** | Stage 2 | Stage 3 | BRAG | 1 |
| | | | Fife Works | 2 |
| **Fife Works** | Stage 2 | Stage 3 | Fife Works | 1 |
| | Stage 3 | Stage 3 | FVA | 8 |
| **Gilven** | Stage 1 | Stage 3 | Fife Works | 4 |
| | | Stage 5 | Fife Works | 4 |
| **West Fife Enterprise** | Stage 3 | Stage 3 | FVA | 2 |
| | | Stage 4 | FEAT | 1 |
| | | | Fife Works | 9 |
| **Grand Count** | | | | 48 |

Referral To Other Activities

38 referrals to other activities are recorded, with 3 out of 7 partners referring clients for additional or specialist support.

Interpretation

As two different types of referral are being recorded, some issues came to light around interpretation and recording on FORT.  The Consortium have identified this as a training and communications issue.

## 4.13   Client Outcomes
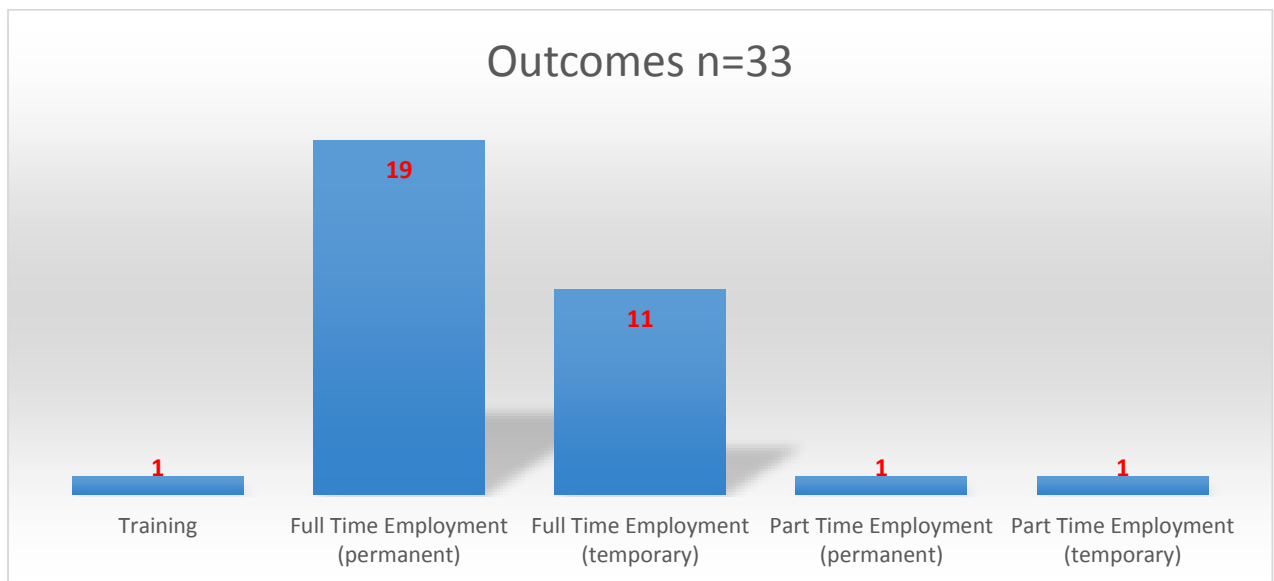


During the pilot, 33 clients (12%) achieved a positive outcome. The majority of outcomes are employment, with 60% accessing permanent positions, 36% accessing temporary positions, and 4% entering an accredited training destination.

There are a number of reasons why the 12% rate is likely to increase:

- The Pilot spanned the Christmas Holidays where appointments/new starts were less likely to take place;
- Some Pilot partners were specifically targetting hard-to-reach clients, and
- The multiple barriers experienced by clients require longer than the pilot timeframe to address.

# 5    Quality of Delivery

| Difference Made | Ability to Influence | Resources are better used | Collaboration Leading to Groundbreaking Practice |
|---|---|---|---|
| • Improved Feedback from users<br>• Improved Feedback from Stakeholders<br>• Key positive differences can be evidenced through statistics relating to the target group<br><br>• Dependent on the quality, range, effectiveness and appropriateness of services | • Partnership has a strong presence in strategic settings<br>• Partnership has a strong presence in its market<br>• Partnership is persuading funders of the case for change and freedom<br>• Partnership is influencing policy because of its results<br><br>• Dependent on clear vision, strategic mission, strong leadership, drive, determination, management. | • The extent to which partners share:<br>• resources eg spare capacity of training rooms<br>• skills and expertise eg Timebanking<br>• Information<br>• customers (fundamental?)<br>• a pooled funding resource<br>• a smart and streamlined bureaucracy<br><br>• dependent on trust, good planning, good relationships, systems | • Extent to which:<br>• Funding is pooled to create opportunities for innovation<br>• Creative new joint services are trialled<br>• New joint approaches to engaging customers are created<br>• the partnership are recognised for innovation<br><br>• dependent on trust, good planning and relationships |

Red: Progress is evidenced

## 5.1    Impact Of Delivery

**This Impact section looks at:**

- Results of Standard Pilot Evaluations
- Other Evaluations Undertaken
- Feedback from Interviews with Participants
- **Employment Readiness Scale** – See Section 4.11 for summary results of ERS to date.

**Impact of Delivery Summary of Findings**

Despite the very short time period in which quality of delivery is being assessed, it is clear from evaluation results and participant interviews that

- Individual programmes and services within the Consortium are all making positive impacts on service users;
- Interventions are having a positive effect, with clients demonstrating increased focus, motivation and active planning;
- That distance travelled for course participants, even in the short timeframe of the pilot, is measurable and positive;
- Clients are satisfied with the services received during the pilot;
- All partners place significant emphasis on ensuring their delivery is effective, and all partners provided a range of working examples of how they measure the impact of their work.

**Next Steps / Areas for Development**

- Use Feedback from Service Users in joint improvement and development planning: More Active, More Choice, More Bespoke Programming.
- Use results to build an influence base for the Consortium.

**Results of Standard Pilot Evaluation Questionnaires**

49 participants across all partners completed the pilot standard evaluation paperwork.

Collated results indicate that participants' learning needs are being met and that they are receiving a good quality service:

## Meeting Learning Needs

| | |
|---|---|
| Yes: 43 | No: 3 |

96% of respondents rated services and supports from staff as 'Excellent or 'Good':

## Rating Services and Supports from Staff

| Excellent | Good | Ok | Poor |
|---|---|---|---|
| 23 | 24 | 2 | 0 |
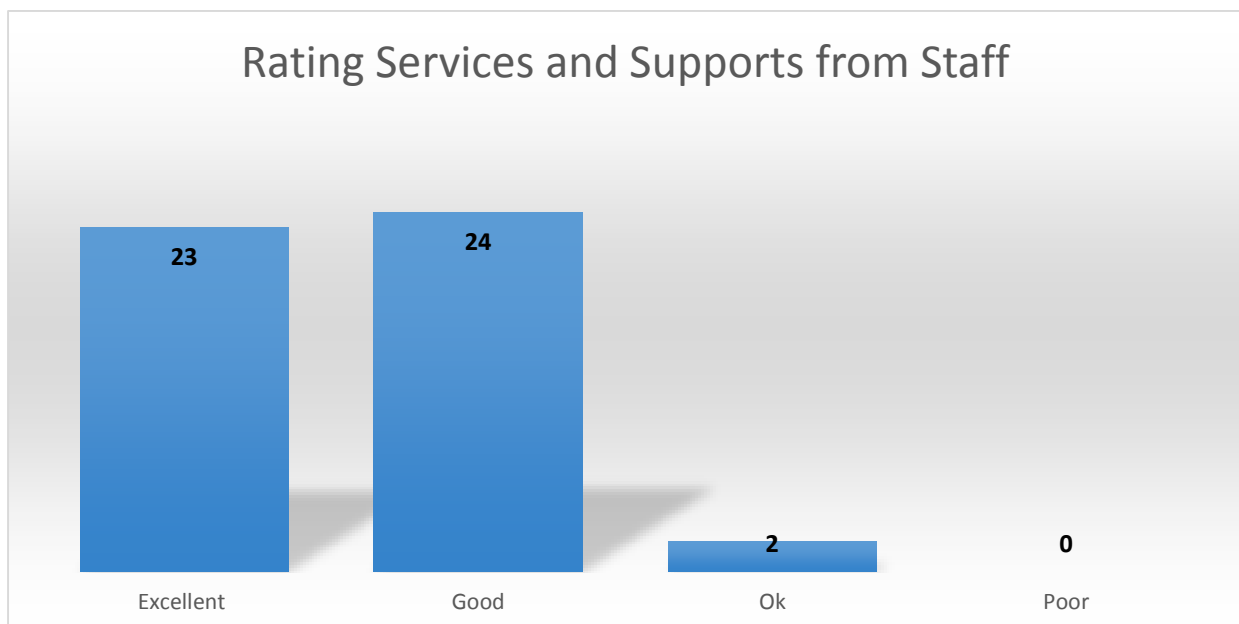
Suggestions that could help improve services fall into three broad categories:

- More Experiential/Active Learning Components e.g. communications/interview skills
- Gear designs more towards the needs of particular target groups
- Extend choice of courses/activities

**Other Evaluation Tools Used by Consortium Members**

All partners employed a range of evaluation methods appropriate to the type of service or support they offered, and appropriate to the particular target group they worked with.

A rich seam of evidence of impact was provided during evaluation visits, including:

- Survey Monkey Results for training participants (West Fife Enterprises),
- ERS analyses (West Fife Enterprises & BRAG),
- Client Case Studies (Clued Up, FEAT, Fife Works),
- Impact statements (Gilven, Clued Up, WFE),
- Richter Scale Results (Gilven), and
- Results of bespoke evaluations (FEAT's evaluation of Living Life to The Full and Employability Programme).

FEAT provided results of post-course evaluation questionnaires for Living Life to the Full and Employability Programmes. Questions reflect the nature of the programmes, given their focus on improving mental health in the employability context. These evaluations feed into Improvement Planning. Key messages:

- Learning is valued highly and all participants agree or strongly agree that they will apply learning in other contexts;
- Self-awareness is greater, and this threads from Living life to the Full through to its follow-on course in Employability;
- Participants are more confident and strongly agree they are able to identify skills, match these to jobs, are able to prepare cover letters and CVs.


**Participant Interviews**

Nine clients took part in five discussions, results of discussions are summarised in Table 4.1

Interviewees included:

- An adult with significant multiple barriers who had been engaged and supported by Clued Up and then referred to FEAT.
- An adult recently released from prison, who was homeless and recovering from substance misuse, but at risk of relapsing, referred by SACRO to Gilven.
- An adult who was looking for a career change following redundancy who was receiving keyworker support from Fife Works.
- An adult with disabilities seeking volunteering in a retail or office environment with a view to accessing employment who self-referred to FVA.
- Five Sportsworks Course participants.

| Table 5.1 | Responses |
|---|---|
| How did you come to be involved with (Partner agency) | I bumped into them in the Chemist's<br>Jobcentre<br>Saw it on a website and got in touch<br>I knew about their office in Kirkcaldy – I just wanted something to do<br>SACRO told me about them<br>Made redundant<br>They found me<br>They rang me |
| What have you learnt? | First aid skills<br>Healthy Eating<br>Using websites to look for jobs – ones I didn't know about<br>Mindfulness, managing my problems in a different way – breaking them down<br>Didn't know much about services<br>You can't get jailed for debt<br>Need a new social life<br>Need into something fast to counteract boredom<br>New experiences – working on tills<br>Helps me see what I do and don't like, so I can choose a career better<br>I like dealing with customers<br>I'm not afraid of the phone anymore |
| What's different<br>Do you do anything differently now as a result? | I've Got a new flat/Getting to appointments<br>More self-aware as a result of team games<br>More aware of life – not in a bubble anymore<br>I feel more confident/I'm more optimistic<br>Got Somewhere to go/ Got a reason to get up/ I feel I have a purpose<br>I've met new people/New friends,/better at interacting with people/better at teams/better at talking to people<br>More active - setting goals<br>I'm doing interviews differently<br>Doing my job searches differently / Job searching has changed<br>I'm offering lifts to other course members now |
| Applied your learning outside? | Using my learning to settle down at night – sleeping better<br>Don't want to relapse – want to join ex-users forum<br>More active now<br>Eating better<br>I pay more attention to what's going on around me |
| If a friend was thinking about joining up, what would you say to them? | Definitely go for it/Go For it/ ….<br>Keeps you busy, active, Good for CV, good if you've been unemployed for a long time, it'll boost your confidence<br>Gets you into a routine – this will help to get you a job and to keep it<br>They can make things happen for you |
| Highlights? What could be done better? | Staff – Knowledgeable, friendly, helpful, motivating, patience of a saint, An angel…Free tea and coffee…meeting new people…Alan Sugar video<br>Course too short<br>Tried to get my pal to go, but the adviser at the Jobcentre was too slow |
| What's next for you? | Applied for 5 jobs<br>Want to do more training<br>Sent my CV to a bunch of employers/ I'm looking for a career change<br>Enrolled on a crafts course/ Doing a course to get labourer's certificate<br>Going to do new things e.g. Ham Radio<br>I want a full time job<br>I'm doing lots more online |

## 5.2    Partnership Delivery Systems

Partners were asked about systems supporting delivery across the Consortium. Staff actively engaged in discussing the extent to which support systems worked, and welcomed the opportunity to participate in their future development. Seven aspects are highlighted:

- Pilot Paperwork
- Process Mapping
- Discretionary Fund
- Recording and Reporting
- Capturing Keyworker Support
- Communications
- Management/Planning

**Pilot Paperwork**

A suite of standard Consortium paperwork was developed for the pilot's launch in October 2014. Partners agreed that all documentation would be tested during the pilot. Some Initial views were gathered at the start of the pilot – all issues are captured in the Report provided in November 2014.

Other key points raised during the evaluation:

- How do we move towards paperless (as far as possible) and are all paperwork elements still needed going forward?
- Principle of Informed Consent: Consortium partners recognise they have a legal obligation to obtain informed consent systematically with every client before details are stored on FORT. This should be highlighted more in registration paperwork and explained to new clients.
- Some clients are not keen for particular aspects of their personal life to be included in FORT. This is particularly the case for those who may not wish mental health or addictions issues to be disclosed.

**Process Mapping**

The process for managing and moving clients through the Consortium was created by FEAT. Through discussions some emerging themes arose in relation to processes:

- While partners felt that the process of referral on FORT was good for recording referrals, Frontline staff are keen to design a consistent internal process for handovers across the Consortium.
- In the future context of payment by activity/outcome, there may be some issues around how payments are made where multiple agencies are involved with one client.
- Some partners felt that they could have made more internal referrals, and that this would grow as they learn more about what each partner can offer.
- In a similar vein to the process map designed by FEAT, a client internal pathway, which sets out each partner's services at each stage, would be useful for identifying what's available and identifying gaps.

**Discretionary Fund**

This pooled fund is aimed at creatively removing barriers. Fife Works acted as custodians of the fund, and were responsible for its administration during the pilot.

- All partners have found the Discretionary Fund to be extremely helpful for supporting individual clients. A key plank of this is its flexibility, and partners value the freedom to apply the fund to overcome practical barriers.
- Guidance on eligibility and usage has now been developed by Fife Works as the fund gains in popularity.
- Inevitably funds such as this become over-subscribed very quickly; through the experience of the last three months, partners recognise the need for, and welcome rules to ensure ongoing fairness and accountability.
- Find a means of measuring the fund's impact – on client's progression to the next pathway stage?

This is a good time to build on the Fund's early successes and for partners to agree how the funds can maximise impact. Regular reports on spend will help identify common barriers and gaps for the Consortium to consider.

**Recording Information/ Reporting**

Partners provided monthly performance reports to BRAG during the pilot, and results transmitted onwards to the Consortium Steering Group. Payments were made to partners on receipt of these reports.

- Most partners agree that working in the Consortium has created additional administrative burden.
- Whilst all partners have reported a growing familiarity with FORT systems, there is still a need to increase knowledge of the system, to achieve clarity and consistency in data input and the interpretation of language, and on the practicalities of data input-frequency, taking the registration form and other Consortium paperwork and placing this information in the right place on FORT.
- Some queries in a small number of cases relating to the risk of double counting of activity have been discussed and addressed directly with FORT.
- All partners are actively addressing accuracy of reporting on FORT, ensuring fields are populated so that information is correct for the pilot. All appreciate that FORT requires updating on a very regular basis in order that real-time progression, actions, are in place.
- Partners strongly indicated that further training, specifically designed to meet the needs of those inputting Consortium data to the system, would be welcomed.
- To maximise the number of clients agreeing to have their information placed on the FORT system, some staff felt that a better understanding of FORT security, how long information is held, how FORT complies with data protection issues, would also be helpful.
- A key issue raised during the pilot was the difference in Fife ETC and Fort SIMD reporting.

**Capturing Keyworker Support**

While all partners informally undertake elements of the keyworker role when clients ask for help, not all partners are specifically providing a keyworker service.  As part of the evaluation brief, partners

were asked whether they captured keyworker support, and if so, how was this being captured. Keyworker support is captured currently in a variety of ways:

- Blocked out in Staff diaries and timesheets (Fife Works)
- Continuing Contact sheets (Clued Up)
- Inputs to Case Records (All)

A need to capture keyworker support may form part of the new funding regime, so the Consortium may wish to anticipate this by investigating a means whereby this might be systematic and minimal in terms of administration. Clued Up's simple continuing contact sheet is a good example of a simple mechanism to capture face-to-face client activity

### Communications

Pilot updates, programmes, opportunities and other activity was primarily communicated by email during the pilot. Partners recognise that this method is not the most effective and that a Communications Plan is needed – to ensure that decisions are disseminated, to ensure all staff are engaged in, and aware of, the Consortium's work and the Fife ETC Offer.

### Management

Planning Structure

At present the Consortium Steering Group structure comprises a Steering Group and three subgroups who lead on partnership systems development activity: Paperwork, Marketing, Finance. The role of the Steering Group is set out in the Consortium's Memorandum of Understanding. Steering Group Meetings were held regularly in the run-up to and during the pilot.

Planning for the pilot worked well, meetings were very productive, subgroups developed initial systems to deliver the pilot. During delivery, there was agreement by partners that managing day to day in their own organisations on top of partnership activity was challenging. Resources for central management and administration were stretched. Despite challenges, partners dedicated significant time and resources to deliver agreed services and ensure their organisation was represented at Steering Group meetings during the pilot.

Managing Resources

The bulk of resources for the Pilot was focussed on delivery, and as such distributed across partners, with a small allocation for some central administration and management, management of the Discretionary Fund, and marketing. Funding distribution to partners was managed through an agreement which set out targets, drawdowns, and reporting mechanisms. Monthly reports triggered payments, administered by BRAG. A dedicated driving/management role and beefed up admin are identified as important.

Now that new delivery staffing are in place in partner organisations, and that their existing staff are working within the Consortium setting, all partners agree that this is a good time to engage wider staff in the Consortium's structure and planning activity. An Operational staff group is proposed.

**Next Steps: Systems**

**Consider:**

- Paperwork review, with a focus on minimal paper for maximum effect;
- Simple, clear agreed process maps;
- Communications plan, Information sharing plan;
- Fix FORT input nuts and bolts, and train & refresh Consortium teams regularly;
- Agree Rules for Discretionary Fund, focus on flexibility, creativity and impact;
- Restructure Planning: Drop subgroups in favour of a staff operational group with a clear remit, maximise opportunities for increasing knowledge, networking and collaboration;
- Increasing pooled resources to support collaborative work, and
- Setting resources aside for dedicated roles to manage partnership systems development and drive the Consortium forward.

## 5.3 Developing Quality Standards

There is an opportunity for the Consortium to develop a collective approach to quality – areas suggested by staff for the Consortium to consider were:

- Is there a need to consider quality awarding as part of the development of the Consortium e.g. IIP, ISO, others?
- Adopting an appropriate Framework for Quality e.g. PQASSO or Employability equivalent.
- Considering that some evaluation methods may not work in some circumstances, there is a need to recognise that a suite of evaluation methods may be appropriate.
- Agreeing a set of shared quality standards which apply across the Consortium, a Client Charter.
- Agreed standards for staff recruitment and development in the Consortium context; Consortium inductions for new staff; joint training opportunities.

## 5.4    Next Steps: Streamlining, Restructure, Standards

| Difference Made | Ability to Influence | Resources are better used | Collaboration Leading to Groundbreaking Practice |
|---|---|---|---|
| • Improved Feedback from users<br>• Improved Feedback from Stakeholders<br>• Key positive differences can be evidenced through statistics relating to the target group<br><br>• Dependent on the quality, range, effectiveness and appropriateness of services | • Partnership has a strong presence in strategic settings<br>• Partnership has a strong presence in its market<br>• Partnership is persuading funders of the case for change and freedom<br>• Partnership is influencing policy because of its results<br><br>• Dependent on clear vision, strategic mission, strong leadership, drive, determination, management. | • The extent to which partners share:<br>• resources eg spare capacity of training rooms<br>• skills and expertise eg Timebanking<br>• Information<br>• customers (fundamental?)<br>• a pooled funding resource<br>• a smart and streamlined bureaucracy<br><br>• dependent on trust, good planning, good relationships, systems | • Extent to which:<br>• Funding is pooled to create opportunities for innovation<br>• Creative new joint services are trialled<br>• New joint approaches to engaging customers are created<br>• the partnership are recognised for innovation<br><br>• dependent on trust, good planning and relationships |

Difference Made

- Use Feedback from Service Users in joint improvement, and development planning: More Active, More Choice, and More Bespoke Programming.
- Use strong positive results to build an influence base for the Consortium

Resources

- paperwork review, with a focus on minimal paper for maximum effect
- Simple, clear agreed process maps
- Communications plan, Information sharing plan
- Fix FORT input nuts and bolts, and train & refresh Consortium teams regularly
- Restructure Planning: Drop subgroups in favour of a staff operational group with a clear remit, maximise opportunities for increasing knowledge, networking and collaboration. (And progressing better use of resources)
- Increasing pooled resources to support collaborative work, and
- Setting resources aside for dedicated roles to manage partnership systems development and drive the Consortium forward.
- Develop consistent quality standards

Collaboration

- The Discretionary Fund provides an opportunity to see what real barriers can be broken down, and demonstrates how pooling resources can maximise impact.
- Agree Rules for Discretionary Fund, focus on flexibility, creativity and impact
- Learning from this approach, consider how to pool greater resources to revamp and bespoke whole approaches to target groups

# 6    The Partnership

| Difference Made | Ability to Influence | Resources are better used | Collaboration Leading to Groundbreaking Practice |
|---|---|---|---|
| • Improved Feedback from users<br>• Improved Feedback from Stakeholders<br>• Key positive differences can be evidenced through statistics relating to the target group<br><br>• Dependent on the quality, range, effectiveness and appropriateness of services | • Partnership has a strong presence in strategic settings<br>• Partnership has a strong presence in its market<br>• Partnership is persuading funders of the case for change and freedom<br>• Partnership is influencing policy because of its results<br><br>• Dependent on clear vision, strategic mission, strong leadership, confidence, drive, determination, management. | • The extent to which partners share:<br>• resources eg spare capacity of training rooms<br>• skills and expertise eg Timebanking<br>• Information<br>• customers (fundamental?)<br>• a pooled funding resource<br>• a smart and streamlined bureaucracy<br><br>• dependent on trust, good planning, good relationships, systems | • Extent to which:<br>• Funding is pooled to create opportunities for innovation<br>• Creative new joint services are trialled<br>• New joint approaches to engaging customers are created<br>• the partnership are recognised for innovation<br><br>• dependent on trust, good planning and relationships |

## 6.1. How Well Is Partnership Working Developing?

**Improved Feedback from Stakeholders - Starting to Influence local strategy?**

External Impressions are good: Advantages cited by DWP

- The 'one-door' approach and 'no wrong door' approach is good - doesn't matter who clients engage with at the start, we know they'll get to the right support
- We don't have to approach lots of different organisations – just one body
- The partners are a lot more active
- They're removing bottlenecks – created by organisations hanging onto people
- They're working through greater numbers – hearing anecdotally that people are moving off benefits as a result

**Resources are Better Used, Staff see the benefits**

Partners cited a wide range of examples of new joint activity as a result of being in the Consortium in the short three-month pilot period:

- New Focussed Targetting on SIMD; Partners report being more target-driven
- Partners are sharing space – Drop-ins at Clued up; WFE using BRAG's training rooms; FEAT staff out on the road with Clued Up's Doorstep Service.
- Extending geographies : Doorstep service is working in new areas, with a timetable directed by SIMD postcodes and Wi-Fi capability; WFE is increasing its presence in the East through delivering in BRAG premises;

- Capacity Building: Partners drawing in skills, knowledge & expertise of others e.g. WFE supporting BRAG to develop Adult Literacy qualifications for staff.
- Sharing Skills : Training programmes include sessions from other partners : FVA, FEAT and Gilven are inputting to BRAG's employability courses;
- Working with others to develop Consortium supports and reach:  Financial awareness workshops are being delivered by CARF (Citizen's Advice and Rights Fife); Clued Up are partnering Mobile Addictions Services to reach more clients.

**Foundations for Collaboration are in place:**

Staff cite a range of advantages through working as part of a Consortium:

- Access to skills sets / Tapping into the expertise of others
- Easier to move people to the right services
- Easier to pick up phone
- Competition has died down (to an extent)
- The opportunity to reach new customers, and see new customers coming to us
- More people seeing volunteering as a vehicle to work
- Staff are looking beyond their own remit more/More staff seeing the bigger picture
- Enhancing our provision
- Opportunity to build relationships with other agencies, improve services by working together
- Seeing the value we bring to it
- Closer handle on what others do
- Everyone brings something new to the table

Relationship-building is seen as important to the ongoing success of the Consortium:

- Many members have a strong history of partnership working – 'Partnership working has always been our bread and butter, can't deliver without them.'
- Members rely on relationships outside of the Consortium – both to deliver what they do, and to bring added value to the Consortium's work :  'partners I need for our day to day aren't in the Consortium'; 'out with Addaction services mobile needle exchange and  working with CLD to extend activity options'.  Building relationships outwith the Consortium is seen as vitally important when moving into new geographical areas.

Trust is growing across partners:

- We are able to talk about the nitty-gritty
- People are quite transparent
- Probably about to enter a thorny period – teasing out learning from the pilot - but we're comfortable enough now with each other to get through this.

Partners are identifying ways to improve partnership activity

- We could do more to make all staff feel they are part of team Fife ETC
- Communications:  Central information point, an online course diary, online activity diary, Facebook page?
- More staff engagement in Consortium Planning, and with each other across the network

Staff are identifying gaps and collaboration opportunities:

- Can we do something radical – pool the funding and change how we approach this?
- Vulnerable clients –access to programmes/support to keep them engaged at an early stage across geographies
- Is there a wide enough choice of programmes?
- Is a keyworker resources missing across whole? Does everyone need a keyworker?
- Can we improve how we deliver financial advice?
- Range of provision taking people from Stage 1 to Stage 2  e.g. pre-employability programming.
- A map of external activity would help us plan and identify more delivery partners – capturing other free activity e.g. CLD Adult learning has free accredited courses.

**Consolidating our Partnership Working: Thoughts & Ideas**

| Partnership Aspect | Thought & Ideas from Staff |
|---|---|
| Building Team Fife ETC. | A new planning structure – where the Steering Group have a staff delivery/operations group reporting to it, dealing with day-to-day operational / process matters, actively feeding into planning<br>New Forum for Staff – Meet regularly – to network and undertake joint training & development, address key topics, discuss planning for clients. |
| Consistency | 7 different ways of working – Need consistency of focus<br>Agree set of quality standards<br>Consortium customer standards;<br>Involve all staff in reviewing values & ethos, restate  Consortium values with the customer at the centre<br>Each partner hosts a networking lunch |
| Collaboration | Strategic Collaboration – can we do something different, radical with this funding as a collaborative group? (Move out of Silos)<br>Joint Programme design - experimenting in new ways to address need and gaps, new provision?<br>Resources, Space and Equipment share<br>Time banking to commit, promote and track staff input to partners' work |
| Communications | Communications Plan for the Consortium - Systemise so we know what to expect/where to look<br>Use IT - Sharepoint, shared bulletin board, Facebook page, Central online diary. |
| Clarity | Creating process maps for client journey, for staff, for all aspects of delivery, handovers. |

## 6.2 Next Steps: Partnership Development

Partners might consider:

A Radical Change – Building on Foundations for Collaboration

- Harnessing and building on the informal collaborations which are taking place, and capitalising on the skills within the Consortium, consider how the Consortium might respond to the needs of customer who are hardest to engage
- Position the Consortium to apply for other funding opportunities which will allow them to expand provision and connections across Fife.
- Place the Customer, and collaborative programme design and development, at the heart of the Consortium's plan.
- Produce a longer term strategy which creates a fully-joined up service offer.

Refreshing Roles & Structures to underpin and drive Team Fife ETC

- Following learning from the pilot, consider reviewing and refreshing the Consortium's Memorandum of Understanding, Consortium Steering Group Role, Fife ETC Mission and Values, Clarify roles and responsibilities, and Review planning structures to incorporate a Staff group.
- Creating an operational group, to engage frontline staff in the Consortium, to facilitate networking, collaborations, joint training, peer support. Staff are keen to engage in refreshing the vision, and articulating shared values and a shared ethos– consider how this might be facilitated.
- Creating a dedicated management role, to drive forward improvements and developments.

Improving Communications

- A communications plan which considers new ways of disseminating information across the partners, engaging staff through networking, and developing a central point of information where partners can see at-a-glance which activities, programmes, events and services are available across the Consortium

# 7 Preparing for FSF/ESIF, Future Funding Opportunities

**Recap – Partnership Challenges**

Joint working can be beset by obstacles. These can result from two sources:

<table>
<tr>
<td>Difficulties getting a range of agencies with different purposes, structures and ways of working to work together</td>
<td>Policy and Funding Requirements</td>
</tr>
<tr>
<td>

- Getting others to agree to priority actions
- Keeping partners actively involved
- Preventing a talking shop
- Making decisions that all partners endorse
- Deciding how resources are used to achieve objectives
- Mainaining focus and effectiveness
- Avoiding partnership overload

</td>
<td>

- Imposes conflicting objectives
- Restricts agencies ability to pool resources and information
- imposes performance monitoring regimes which discourage collaboration
- Distorts locally identified needs and priorities

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</table>

**Funding Model – Risks and Issues to consider**.

The funding model proposed for future activity is based on an element of lump sum payment and payment by outcomes. Outcome payment detail was not available in time for the evaluation. Key risks posed by a **payment by outcomes** model are:

- The temptation to focus in on clients who are easy to get into jobs
- The temptation to focus away from those furthest from the jobs market
- Chasing the money – client support plans are developed with a view to maximising income for the organisation
- Keeping clients when another agency's service would be more appropriate for them
- Encouraging clients to take jobs when they are not ready
- Encouraging clients to take jobs they are not suited for
- Losing the focus on the 'Client at the centre'

A further risk lies in where the Consortium sit in **the Pathway Model** : If funders place an emphasis on payment per employment outcome i.e. Stage 4-5,  this may create challenges for the Consortium whose main skills and expertise lie in Stages 1-3.

The Consortium therefore should consider how to counteract some of the risks. Areas to consider may be

- Embedding joint values and instilling a culture with the client at the centre through teambuilding and staff development programmes

- If forced to comply with funding restrictions, adopt a creative approach which rewards pathway progressions
- Push boundaries to see how far the Consortium can reward collaborations which move clients towards the next stage – keep a central budget to support new ideas.
- Achieving buy-In for this approach through strategic structures/ challenging funders (as far as possible)

Context & Direction of Travel – What Commissioners are saying

There are strong indications that commissioners will in future look to target different customer groups through contracts – ex-offenders, carers, Adults with Health and Disability issues. Funding will follow these and other target groups. The Consortium have already been using innovative approaches to access hard-to-reach target groups, and are well-placed to do something different.

Impact of ESIF Model on Partners

ESIF funding information was not available at the time of this evaluation.

A spreadsheet has been developed to allow the Consortium to analyse the impact of funding by outcome on individual partners, and how income is likely to be affected, should the ESIF funding dictate that an outcome-based funding approach, partner-by- partner, is adhered to.  This can be populated when the ESIF information becomes available. It is provided in electronic form.