

MyGo Evaluation: Final report

September 2018

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*In January 2016, NIACE and the Centre for Economic and Social Inclusion
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Executive Summary

This report presents findings from the final evaluation of MyGo – an integrated employment and skills programme, designed to tackle youth unemployment in Suffolk, established as part of the Greater Ipswich City Deal.

The MyGo service aimed to provide more effective support for young people to enable them to make informed decisions about their future and move towards and into sustainable employment. Key elements include:

- Co-location of Jobcentre Plus services with additional employment support in order to provide a personalised and more intensive support offer.
- Working collaboratively with partners to facilitate access to a wide range of support options.
- Offering a range of different pathways towards the labour market, tailored to young people's needs and aspirations.
- Providing an improved environment for the delivery of employment services to young people.

Key findings

- Joint working between Jobcentre Plus, local authorities and other partners has been one of the key successes of MyGo. Across all phases, it was felt that there was a good working relationship between MyGo and Jobcentre Plus. The evaluation points to **the importance of effective partnerships, collaborative leadership and good governance at both strategic and operational levels.**
- The ability to **co-locate partners** in MyGo centres proved to be highly effective in improving access to services, encouraging effective working relationships and supporting a shared understanding of roles. Effective joining up of provision was also underpinned by **simple referral processes, active management of partners, regular communications and effective sharing of information and data.**
- MyGo was successful in delivering a single service that extended beyond the JCP claimant offer and Council/ partner-led services, with two fifths of participants not claiming benefit at the point of referral. **Establishing effective partnerships was important to engaging hard-to-reach young people.**
- **While the MyGo centres were viewed positively, this was not essential to the MyGo brand.** This was instead a result of welcoming and friendly staff, effective support and convenient locations. A service dedicated to young people was welcomed and did appear to be effective in the engagement of non-claimants, but this did not need to be a distinct MyGo centre.

- A key strength of MyGo was the **quality and effectiveness of the coaching support**. Many participants directly attributed successful outcomes to the quality of the support received. These relationships, and the co-ordination of activity between MyGo and JCP coaches, were key to delivering a single and seamless service.
- **An in-house employer engagement and training team appeared to enhance the MyGo offer**, enabling greater use and sequencing of work experience, traineeships and work-focused training.
- More work remains to be done in designing integrated services that can manage **the trade-offs between shorter-term job entry on the one hand and supporting longer-term jobs that lead to careers** on the other.

Introduction

MyGo was designed and delivered by Suffolk County Council, in partnership with PeoplePlus and Jobcentre Plus (JCP) and was rolled out over three phases, in different parts of Suffolk:

- Phase 1 of MyGo began in November 2014, operating in the Borough of Ipswich, with services delivered by PeoplePlus from a dedicated MyGo centre, where Jobcentre Plus services for young people are also co-located.
- Phase 2 of MyGo began in May 2016, operating in co-located or 'pop-up' locations across Greater Ipswich, including in Jobcentre Plus offices and other youth services within the districts of Mid Suffolk, Babergh and Suffolk Coastal. It is also delivered by PeoplePlus.
- Phase 3 of MyGo began in July 2016, delivered by Suffolk County Council in Lowestoft. Like Phase 1 it has a dedicated MyGo centre, but participants can also engage with the service at Jobcentre Plus or on an outreach basis.

The evaluation findings are based on an analysis of management information (MI) from November 2014 to September 2017; several waves of qualitative interviews with MyGo participants, staff and employers; and an assessment of the costs and benefits of MyGo compared with 'business as usual' support.

Findings

Delivery of support

Engagement and referral

Participants were generally positive about their referral and initial engagement with MyGo. This worked well where participants found out about MyGo through people they trusted who could tell them what to expect or through partner organisations who had good knowledge of the service.

Engagement of 'harder to reach' young people was achieved through outreach activities and partnerships with other organisations in the local area and MyGo was successful in reaching a wider cohort of young people beyond those claiming DWP benefits. Providing suitable 'hooks' to engage young people and making the MyGo offer sufficiently flexible helped to engage young people with more complex needs.

Participants had positive initial impressions of the MyGo centres in Ipswich and Lowestoft due to the space, facilities and the welcome from staff. The open plan and sometimes noisy environment could be off-putting, however, for some young people, especially those with mental health conditions or learning disabilities.

MyGo coach support

One-to-one support from a MyGo coach was usually the most valuable aspect of the service for participants. Across all phases, participants often felt that their adviser was helpful, caring, approachable and knowledgeable. Continuity of adviser was important; changes of coach could disrupt support and prevent effective relationships being formed.

There were some cases where participants felt that their coach did not respond appropriately to their needs, especially when they had additional/complex needs or were highly qualified. Young people with mental health conditions did not always appear to receive sufficient support around confidence building and wellbeing alongside more focused job preparation activity. Enhanced staff training, for example around mental health or learning disabilities, could have benefited participants with additional needs.

Employment-focused support and employer engagement

A wide range of employment-focused support was provided by MyGo and external training providers. This included in-house support with job applications, online tests and interview preparation and access to work experience, accredited qualifications and signposting to careers advice and guidance. Much of this was highly regarded by participants and felt to make a real difference to job prospects.

However, there were concerns that JCP off-flow targets could prevent the use of longer-term provision that was appropriate for higher need participants, and some young people with learning disabilities did not feel that the support provided was appropriate for them. There was also more limited access to training provision in Phase 2 areas due to smaller caseloads and less demand.

Employer engagement was a key strength of the service, and highly regarded by employers. Employers especially valued the support received in filtering, screening, preparing and matching of candidates to vacancies.

In-work support

There was a dedicated in-work support team in Phase 1 and 2, and MyGo coaches were responsible for this element of support in Phase 3. However, the nature, extent

and frequency of in-work support received by participants varied greatly. Some participants who did not receive support would have valued assistance to either find better work, progress or resolve issues in the workplace, while others wanted more regular contact or more structured support to resolve challenges that arose. Improvements to MI systems would have facilitated better quality in-work support and there was potential for greater joining up of in-work support with MyGo coaching services and employer engagement.

Outcomes and impact

9 per cent of participants in Phases 1 and 2 and 6 per cent of participants in Phase 3 achieved an education outcome while on MyGo. These outcomes were more common for younger people.

There was a job outcome rate of 44 per cent in Phase 1, 43 per cent in Phase 2 and 29 per cent in Phase 3. Job outcome rates steadily increased over time for all cohorts, which means that **MyGo got better over time at placing people in jobs.**

The lower outcome rates in Phase 3 reflect the less buoyant labour market context and the shorter delivery period. They also reflect the different performance management structure in Phase 3 where a wider range of soft outcomes were rewarded as well as job sentry. **This suggests that the different performance management systems in operation across the phases of MyGo had a role to play in influencing outcomes.**

Across all phases, job outcome rates were higher for participants assessed as lower need. Outcome rates also related to benefit type and referral route and to other personal characteristics, such as health conditions, disabilities and caring responsibilities.

Job sustainment varied considerably – a fifth of first jobs were sustained for less than a month, while two fifths were sustained for six months or more. If total time in work is measured, rather than time in first job, the rate of 6-month sustainment rises to almost two thirds of all claimable job outcomes. **This indicates that first jobs did not always last but that many participants were successful in obtaining subsequent work.**

Our best estimate of the impact of MyGo, comparing changes in the youth claimant count for MyGo and comparable areas, suggests only a marginal and non-significant impact of MyGo on youth claimant rates. There are important caveats to this assessment, however, most notably that it is limited to assessing impacts on benefit claimants (who comprised only three fifths of total MyGo participants), cannot assess impacts on sustained employment, earnings or participation in learning, and does not assess impacts for different groups of participants. Nonetheless, it appears that MyGo did not have the transformative impact on youth outcomes that was envisaged when it was created. Given the

rapidly reducing unemployment rate over the period in question, and the relatively small employment impact made by employment programmes in general, this is perhaps not unexpected.

Taking forward the MyGo model

Features of MyGo that were effective and could be built on in the future, include:

Partnership working. Effective engagement and support of young people requires a range of partnerships with organisations in contact with the target group (e.g. local authority teams, schools and colleges), training providers, employers and specialist organisations such as local charities. However, such partnerships can only be effective with simple referral processes, good quality data systems and sharing processes, regular communication and a shared understanding of the aims and objectives of the service in question.

For effective partnership working, it was also important to clarify the role of MyGo in the customer support journey vis-à-vis other organisations and to communicate that to partners, including delivery level staff. For future provision, there would be real benefits in improving the mapping of local provision and services; building on the good practices in MyGo in actively managing and engaging partners; prioritising efforts to share data and information; and where possible exploring opportunities to increase (or pool) funding to support onward referral for those with more complex needs.

Engaging non-benefit claimants. This is arguably where MyGo can have most added value. Partnerships were essential to this as were the marketing messages and approach of engagement staff. Improved partnership work with providers that engage with specific communities and staff training around disabilities and health conditions would help to engage individuals with more complex barriers such as learning disabilities or ESOL needs. Additional development of digital channels is also required to support a wider range of participants including those who were not able to access the MyGo centres due to health conditions.

Accessible and youth-friendly locations for the delivery of support were important and enhanced engagement. Having a dedicated centre is not essential, but it is important to have a brand that is appealing (and distinct from JCP) when trying to engage non-claimants.

Personalised coach-led support remains key to effective provision, and therefore so does ensuring that services have high-quality staff who are enthusiastic and approachable. Driving outcomes for young people with more complex / additional needs is an area which requires further innovation and exploration. There would be value in providing staff training in areas such as mental health first aid and welfare rights to ensure that they feel confident in addressing such issues. There is further potential to trial coach specialisms by support category or needs, such as health conditions.

The enhanced MyGo offer of trainers, employer engagement and in-work support appeared to add value and the employer engagement function was seen as high quality by staff, participants and employers alike. There is value in having staff dedicated to employer engagement, since this requires a different skill set to that of delivering employment support, is time consuming, and importantly, is key to outcomes.

Having resource dedicated to employer engagement enabled greater efforts to be placed on sourcing a range of quality opportunities for participants and providing 'after-care' to overcome any initial challenges faced. This should be built on in future programmes. Targeting employer relationship managers on job sustainment led to a greater focus on meeting longer-term career aspirations. There would be scope to build on this further, for example through exploring the possibility of using earnings outcome targets.

In-work support. Supporting participants with longer-term career aspirations also requires an element of in-work support to support participants in working towards their longer-term goals while in work. Participants expressed a preference for receiving this from someone whom they had a relationship, who understood their situation. Thus, building in adequate time for this amongst staff and having good quality data systems to track participants are important considerations. This is an area of the MyGo service that could be substantially enhanced in the future, especially with Universal Credit in-work conditionality requirements.

The **performance management** in Phase 1 and 2, with outcome-based targets for the provider, appeared to pay off in terms of higher job outcome rates than in Phase 3, but it is unclear how much of this difference was driven by better recording or by better achievement of outcomes. Moreover, tensions between JCP off-flow targets and the use of training and other provision that could delay entry into work but may have longer-term benefits suggests that more work remains to be done in designing integrated services that can manage the trade-offs between shorter-term job entry on the one hand and supporting longer-term jobs that lead to careers on the other.

Outcome targets. Differentials in provider payments for participants with different levels of need did not appear to drive improvements in support for higher need participants to a sufficient extent to lift their job outcomes substantially. Assessed level of need remained a key predictor of job outcomes throughout MyGo. The wider range of 'soft outcome' targets in Phase 3 appeared to promote referrals to other services, but deficiencies in tracking systems meant that any ultimate job outcomes from this were not always identified and recorded. Better data tracking systems across providers would enable more joined up support and allow an assessment of whether a broader range of targets resulted in better long-term outcomes.

1. Introduction

This report presents findings from the evaluation of MyGo – an integrated employment and skills programme, designed to tackle youth unemployment in Suffolk, established as part of the Greater Ipswich City Deal. Learning and Work Institute were commissioned by Suffolk County Council to carry out the evaluation, in order to:

- support the project team in ensuring that MyGo provided a high quality and effective service for young people;
- ascertain the impact of MyGo on young people's outcomes;
- assess what worked well, what could be built on in the future, and what could be improved or adapted; and
- build an evidence base on the effectiveness of more integrated and holistic support, which could be used to influence government and commissioners.

This chapter introduces the MyGo model and provides details of the evaluation design and methods.

MyGo rollout

The MyGo service was announced as part of the Greater Ipswich City Deal, signed between the City Deal Councils and central government in October 2013. MyGo was a key part of a commitment by the area to deliver a 'youth guarantee', comprising an offer of work experience, training, education or employment for all young people within three months of leaving education or becoming unemployed. The intention was that MyGo would reduce youth claimant unemployment in Greater Ipswich by half within two years. In the event, claimant unemployment has more than halved since the City Deal was signed, falling from 1,535 in October 2013 to 638 in December 2017¹, reflecting national trends around increased education participation, rising employment and falling unemployment.

MyGo was designed and delivered by Suffolk County Council, in partnership with PeoplePlus and Jobcentre Plus (JCP) and was rolled out over three phases, in different parts of Suffolk:

- Phase 1 of MyGo began in November 2014, operating in the Borough of Ipswich, with services delivered by PeoplePlus from a dedicated MyGo centre, where Jobcentre Plus services for young people are also co-located.
- Phase 2 of MyGo began in May 2016, following the release of ESF funding, and operates in co-located or 'pop-up' locations across Greater Ipswich, including in Jobcentre Plus offices and other youth services within the districts of Mid Suffolk, Babergh and Suffolk Coastal. It is also delivered by PeoplePlus.

¹ Source: Nomis

- Phase 3 of MyGo began in July 2016, delivered by Suffolk County Council in Lowestoft. Like Phase 1 it has a dedicated MyGo centre, but participants can also engage with the service at Jobcentre Plus or on an outreach basis.

MyGo service design

The MyGo service was intended to provide **more effective support** for young people to enable them to move towards and into work; to empower young people, by providing high quality advice and guidance to ensure that they are informed to make the best decisions for them; and to support young people to gain sustainable employment, with a focus on meeting their long-term career ambitions.

To achieve these aims, the MyGo model incorporates a number of innovative elements:

1. The service is open to all young people, not just those in receipt of benefits, including:
 - a. 16-17-year olds, thus bringing together transitional support into further learning, alongside careers and labour market help; and
 - b. Young people with more complex needs, not in full-time education, who typically fall outside of mainstream employment support.
2. Jobcentre Plus services for 18-24-year-old benefit claimants are integrated with MyGo additional employment support, in order to provide a more intensive support offer from Day One of their claim, thus integrating DWP mandatory requirements for claimants into locally-led approaches.
3. The MyGo approach builds on the wealth of evidence around the effectiveness of integrated, caseworker-led, personalised support², and implements a triage system based on labour market need, which has not been used systematically as a basis for resource allocation within mainstream employment support previously.
4. MyGo works collaboratively with partners to facilitate young people's access to a wide range of support options, including support with skills and careers, as well as support to address wider barriers such as health, housing and debt, and to enable a range of different pathways towards the labour market, including supporting young people to prepare for, enter and sustain work and/or to enter further education, training or apprenticeships.
5. MyGo provides an improved environment for the delivery of employment services to young people, by delivering services in relaxed, welcoming and accessible venues, dedicated to young people.

² See for example Hasluck, C. and Green, A. (2007) *What works for whom? A review of evidence and meta-analysis for the Department for Work and Pensions*, DWP Research Report 407

Eligibility

The MyGo service is available to all young people, aged 16-24, resident in the above areas of Greater Ipswich, including benefit claimants and non-claimants, as well as young people in work or in education. To direct resources and support to those most in need, a triage system is in place which allocates young people accessing the service to one of four categories,³ based on their support needs:

- **Universal** - Young people deemed to need no additional support to find work
- **Low** - Young people expected to take 1-3 months to move into work
- **Medium** - Young people expected to take 3-6 months to move into work
- **High** - Young people expected to take at least 6 months to find work.

Young people accessing the service who are currently in full-time education or work are automatically classified as Universal. Other registrants are assessed using a bespoke tool (described further in Chapter 4), which informs the type of support delivered. This ensures that more intensive support is available to those most at risk of long-term unemployment and who are further away from the labour market. A key distinction is that those classified as Universal can access the 'universal offer' only, while participants assessed as having 'Low', 'Medium' or 'High' support needs are assigned a MyGo coach who delivers one-to-one support.

Commissioning and payment model

The MyGo commissioning model differed across the different phases of MyGo. The original phases in Greater Ipswich (Phases 1 and 2) were delivered by PeoplePlus, in partnership with Jobcentre Plus, while Phase 3 (In Lowestoft) was delivered in-house by Suffolk County Council, in partnership with Jobcentre Plus and other local partners.

For Phases 1 and 2, the service was commissioned using an outcome-based funding model, with payments to the provider based on 'attachments' and 'outcomes', as follows:

- Attachment payments are made for each participant that 'attaches' to the programme by registering and completing a 'Work and Career plan'.
- Outcome payments are made for education and training outcomes for 16-17-year olds and work outcomes for 18-24-year olds. Initial payments are made after four weeks and a sustainment payment is made at six months. More detail is available on the payment model in Annex D.

Importantly, the payments made for attachments and outcomes vary according to the categorisation of need. Participants assessed as 'High' need attract the largest payments, and these reduce based on need, with Universal participants attracting no

³ In Phase 3, this was rationalised to three categories: Universal, Low and High.

payments.⁴ This payment model was designed to prevent provider ‘cherry picking’, and incentivise a sustained focus on moving higher need participants towards work.

In Phase 3, where MyGo is delivered in-house by Suffolk County Council, this payment model does not apply and a wider range of outcomes are incentivised, including take-up of training and work placements, as well as referrals to other services, in addition to work and education outcomes. These outcomes were shaped through consultation with MyGo staff and are designed to ensure that support is appropriately tailored to individual needs and to prevent a focus on short-term job outcomes which might not be in the young person’s longer-term interests.

The MyGo evaluation

The evaluation of MyGo used a range of research methods and data sources to provide an assessment of the programme’s effectiveness. Research methods included:

1. Ongoing analysis of programme management information (MI) on MyGo participants and outcomes, to provide a clear picture of programme performance on an ongoing basis.
2. An online survey of MyGo participants and a rolling programme of qualitative research with participants, staff, employers, other partners and stakeholders, to explore experiences and views of programme delivery and outcomes, to help explain trends in performance, and to identify which aspects of MyGo services and support have been most effective for which cohorts of young people.
3. An analysis of MyGo performance compared with other similar areas, to provide an estimate of the *additional* impact of the MyGo offer compared to ‘business as usual’, and an assessment of the costs and economic benefits of MyGo, both to Suffolk County Council and to the wider public purse.

Data sources used in the report

Management information (MI) collected by the MyGo service up to September 2017 is used throughout the report for describing the programme participants and their outcomes. MI on a wide range of characteristics and outcomes is available for 8,547 participants in Phases 1 and 2, with a more limited set of data available for 490 Phase 3 participants.

Qualitative research with staff and participants was undertaken in six waves throughout programme delivery, as shown in Table 1.1, below. The qualitative data is used in the report to provide insight into the range and diversity of experiences and views of MyGo and to help explain how any outcomes were achieved.

⁴ As participants’ level of need may be re-assessed over time, payments are calculated based on the category that the participant has been in for the longest duration.

An online survey of MyGo participants was also undertaken during October and November 2017. 77 responses were received to the survey. Given the small sample size, and some observed differences in characteristics between the survey participants and the full MyGo population⁵, the survey data cannot be taken as representative, and is used in the report primarily for illustrative purposes, alongside the qualitative findings.

The impact assessment uses a 'difference-in-difference' approach to compare trends in the youth claimant count in the areas where MyGo has been delivered against trends in comparator districts. A similar approach is used to examine any impact of MyGo on trends in NEET levels in Suffolk. The overall public value of MyGo is assessed using the Manchester New Economy cost-benefit model to estimate fiscal and economic benefits, set against the costs of delivering MyGo compared with the 'business as usual' approach.

Table 1.1 MyGo qualitative fieldwork

Wave	Date	Respondents	Number of interviews
1	June - July 2015	MyGo staff MyGo participants	15 25
2	November 2015 – January 2016	Current MyGo participants Non- or dis-engaged young people eligible for MyGo	50 17
3	April – July 2016	Employers MyGo partner organisations MyGo staff	15 9 7
4	July – August 2016	Longitudinal interviews (following up wave 2 participants) Current MyGo participants	22 20 + 1 focus group
5	December 2016 – February 2017	MyGo staff Longitudinal interviews (following up wave 4 participants) Current MyGo participants	15 1 24
6	June – October 2017	MyGo partners and stakeholders MyGo staff Employers MyGo participants	5 9 9 32 + 2 focus groups

Structure of the report

The remainder of this report is structured as follows:

⁵ In particular, survey respondents were more likely to be claiming JSA or UC than the full cohort, were less likely to be in the 'Universal' category and were much more likely to have achieved an outcome while on MyGo.

- Chapter 2 describes how the MyGo model was implemented in practice across the three phases and stakeholder and participant views on these variations.
- Chapter 3 describes engagement and referral to the service and presents data on MyGo participants' characteristics and their barriers to work.
- Chapter 4 examines the support delivered by MyGo to young people accessing the service.
- Chapter 5 explores MyGo's employer engagement offer.
- Chapter 6 presents outcomes from MyGo, exploring patterns in outcomes over time, by phase and by participant characteristics.
- Chapter 7 presents our assessment of the additional impact of MyGo and its overall value to the public purse.
- Chapter 8 explores the strengths and weaknesses of the MyGo model and its variants across the three phases of delivery and presents the key ingredients of support that enabled outcomes to be achieved.
- Chapter 9 presents our conclusions and recommendations for the future delivery of integrated employment and skills support for young people.

2.Implementing the MyGo model in practice

This chapter examines how the MyGo model was put into practice across the three phases of MyGo, and staff, stakeholder and participant views on the effectiveness of the key elements and variants of the MyGo model.

Partnership working

A collaborative approach to the commissioning, management and delivery of the MyGo service, working in partnership with a range of local stakeholders, was a key ingredient of the MyGo model.

Programme management

In Phases 1 and 2, Suffolk County Council, PeoplePlus and Jobcentre Plus worked closely together in the management of MyGo from the outset, maintaining an open dialogue about MyGo delivery and performance over time. This was considered to be a key strength of MyGo, enabling issues and challenges to be quickly identified and addressed through improvements to service delivery.

In Phase 3, MyGo was managed by Suffolk County Council with input to the design and operational model from a steering group comprising DWP, the Council's Early Help team, the district council, a coalition of partners working across the area and voluntary and community sector (VCS) organisations. This enabled effective partnership working and collaboration in the delivery of MyGo services. However, performance management of the service in Phase 3 was hampered by the lack of shared data systems across partners for tracking participant outcomes and limitations in systems for accountability.

Partnerships for service delivery

Partnership working was also an essential ingredient in MyGo delivery, both for engaging a wide range of young people with the service and for delivering a range of education and training pathways to suit a variety of needs and enabling access to specialist support services where needed.

The range of external partners involved in MyGo delivery, in addition to Jobcentre Plus (discussed below), included:

- Providers delivering employment-focused provision, such as skills and training, specialist careers support, employment and apprenticeship brokerage and enterprise support;
- Providers delivering specialist services to meet the needs of users with particular needs, such as disabilities or health conditions, substance misuse or offending behaviour;
- Providers delivering advice services, on issues such as housing, money and debt and employment rights; and

- Local authority Social Services and Early Help Teams, who provide support for NEET young people and those with difficult family circumstances.

A range of relationships and ways of co-operating with partners also developed over the course of MyGo's three phases, including:

- Drop-in sessions and events at a range of partners' premises to recruit young people into MyGo
- Partners basing themselves in the MyGo centres (Phase 1 and 3) to deliver services, recruit for their services or deliver events (e.g. training tasters)
- Delivering MyGo services on an outreach basis in other partners' premises (primarily in Phase 2)
- Referral of MyGo participants to external partners for support
- Working collaboratively with partner agencies to develop or improve local provision, for example traineeship provision.

In **Phases 1 and 2**, MyGo's partnership working became more strategic over time, with a greater emphasis placed on ensuring that there were mutual benefits from the partnership and that each partnership made a clear contribution to MyGo outcomes. This included making better use of MyGo management information to source a wider range of training opportunities suiting participants with different aspirations and support needs; an emphasis on sourcing training provision that led directly on to job opportunities; and ensuring the availability of appropriate specialist support to progress participants with higher needs. A more structured approach to relationship management with partners was also introduced to improve communications.

In **Phase 3**, partnership working was built in through the steering group comprising local stakeholders and partners, with the intention that MyGo should act as an 'umbrella' for a range of young people's services, with partners delivering services directly from the MyGo centre. Referral to other provision, where this best suited the individual, was also incentivised through rewarding this as one of a range of outcomes that could be achieved by MyGo participants.

However, despite wide representation on the steering group for MyGo, on the ground there was still sometimes confusion among partners as to which young people should be referred to MyGo, as well as a perception among frontline staff in some services that MyGo was 'in competition' for young people, which could hamper referrals and effective partnership working. This was being addressed at the time of writing through encouraging case conferencing between professionals where individuals were receiving support from both MyGo and other services.

Another challenge was a lack of shared systems for tracking outcomes. Partners located in the MyGo centre were unable to access Suffolk County Council data

systems which impacted negatively on their ability to work together effectively, due to delays in participant information being updated and because of difficulties tracking participants as they moved through different support options.

Overall, key elements of effective partnership working were identified as:

- Engagement between partners at a strategic level, as well as at the delivery level, so that a clear definition of partners' roles can be developed, with all partners buying-in to the approach, and able to take a proactive approach to solving operational challenges on an ongoing basis.
- Ongoing communication and information between MyGo and partners at the level of frontline delivery staff, so that all are aware of each other's services and how they can complement one another in supporting a young person's journey towards and into work.
- Simple referral processes, preferably where appointments can be booked online by the referrer so that the outcome of the referral can be tracked, and ideally shared access to a tracking system so that participants' progression can be tracked across providers.
- Good communication between different professionals delivering services to a young person, including case conferencing to ensure co-ordinated support, and updating partners on actions and outcomes following a referral.
- Delivering services on an outreach basis in order to facilitate the engagement of young people with more complex needs, who may be more comfortable in familiar settings.

Integration of Jobcentre Plus services in MyGo

A key element of the MyGo model is the integration of Jobcentre Plus services and the mandatory requirements for job-seekers within MyGo. This has been achieved differently in each of the phases:

- In **Phase 1**, all Jobcentre Plus services for 18-24-year olds are co-located in the dedicated MyGo centre in Central Ipswich and integrated within the MyGo 'brand' and identity. This means that young people in receipt of benefits sign on and conduct their mandatory job search requirements with a JCP work coach in the MyGo centre, in addition to receiving MyGo coaching support (where eligible). JCP and MyGo staff retain separate roles but work closely together and have common branding (e.g. MyGo uniforms).
- In **Phase 2**, covering the outlying districts of Greater Ipswich, MyGo coaches operate on an outreach basis, located either in JCP offices or in 'pop-ups' in community locations. Relationships between JCP and MyGo staff are less

structured than in Phase 1, but staff work collaboratively to source job opportunities and deliver training provision.

- In **Phase 3**, which covers Lowestoft, JCP staff are based in the MyGo centre on a part-time basis, so participants see their JCP work coach either at the MyGo centre or at Jobcentre Plus. Mandatory Youth Obligation requirements for UC claimants (Lowestoft has UC Full Service) are also undertaken at MyGo. While JCP staff based at MyGo retain a separate identity, they are able to deliver both JCP *and* MyGo services to participants.

Joint working

Joint working between JCP and MyGo staff has evolved over time and has been one of the key successes of MyGo. Key factors enabling this integration in the Phase 1 MyGo centre in Ipswich included:

- Processes for data sharing between PeoplePlus and Jobcentre Plus;
- A shared MyGo uniform and shared social events to help create 'team spirit';
- Joint team meetings to share information, e.g. on participants and vacancies;
- Three-way initial registration meetings (between JCP and PeoplePlus coaches and service users) to help ensure the co-ordination of support; and
- A buddying system (introduced in mid-2016), whereby MyGo and JCP work coaches were 'buddied', sharing a caseload and conducting meetings jointly, to further improve support co-ordination and reduce duplication.

In Phase 3, an additional innovation was the delivery of MyGo services by JCP staff who were based at the MyGo Centre on a part-time basis. The benefit of this is that participants do not have to see two separate coaches. During their induction period JCP staff shadowed MyGo coaches, which helped them to develop a good understanding of the service. A key challenge in Phase 3, however, is that Jobcentre Plus staff are unable to access DWP systems from the MyGo centre.

The MyGo Centres

A key part of the MyGo model was that support would be delivered from relaxed, friendly and welcoming spaces that were dedicated to young people. Again, this was implemented differently across the phases.

Phase 1: The Ipswich Centre

In the first MyGo centre in Ipswich, several features were implemented to provide a friendly, welcoming space. These included:

- The presence of MyGo hosts, who present the 'welcoming face' of MyGo: being friendly, offering drinks and helping young people use the computers if needed, as well as building a rapport with regular service users;
- An open plan, informal space, with music playing, space to make drinks and sit and chat, which helps to make the centre welcoming and approachable;
- Shared MyGo uniforms for all staff, which presented a more welcoming approach to young people (compared to JCP);

- A wide range of services available from the centre, for example training, extra resources, employment opportunities and partner organisations, which helps to attract a range of service users to the centre.

MyGo staff were overwhelmingly positive about the Ipswich centre, describing it as a relaxed, friendly and welcoming place for the young people using it. Staff felt that the look and 'feel' of the centre was important in encouraging young people to drop in, especially for non-benefit claimants who might be put off by a more formal environment. JCP staff located at the centre also felt that the environment encouraged more job search activity among young people, due to the presence of peers engaging in job search, as well as more positive interactions with staff:

'you haven't got the... you know, the standoffishness before you even call them over. Coming in it's so relaxed and I think there's less confrontation coming to MyGo.' (JCP work coach, wave 5)

Participants' initial experience of the Ipswich centre were also predominantly positive. Participants felt there was a busy, positive atmosphere, with the centre described as 'welcoming'. They appreciated being greeted and welcomed by the MyGo hosts, or other MyGo staff, which made them feel comfortable and also highlighted the role of the MyGo coaches in providing a friendly introduction to the service. This was particularly valued by individuals who were initially apprehensive about attending because of a lack of information and/or prior anxieties. The relaxed and friendly atmosphere encouraged engagement, as participants often reported that they liked to spend time there, to use centre facilities and to access support from staff:

'They were really friendly and welcoming and asked who you were, if it was your first time, who you were seeing, what time you were seeing them at...And I was incredibly impressed with that, I just expected to walk in, sit down, be ignored for a while and be called to my appointment.' (Female, 22, wave 5, current participant)

The main drawbacks of the centre identified by staff included:

- poor behaviour by some young people in the centre, which could make it feel: *'more like a youth club than an actual centre to help people'*;
- fluorescent light and white walls, which could be difficult for some people with sensory conditions, and the open space and large numbers of people making it less suitable for people with anxiety conditions; and
- limited private space to meet with participants to discuss sensitive issues.

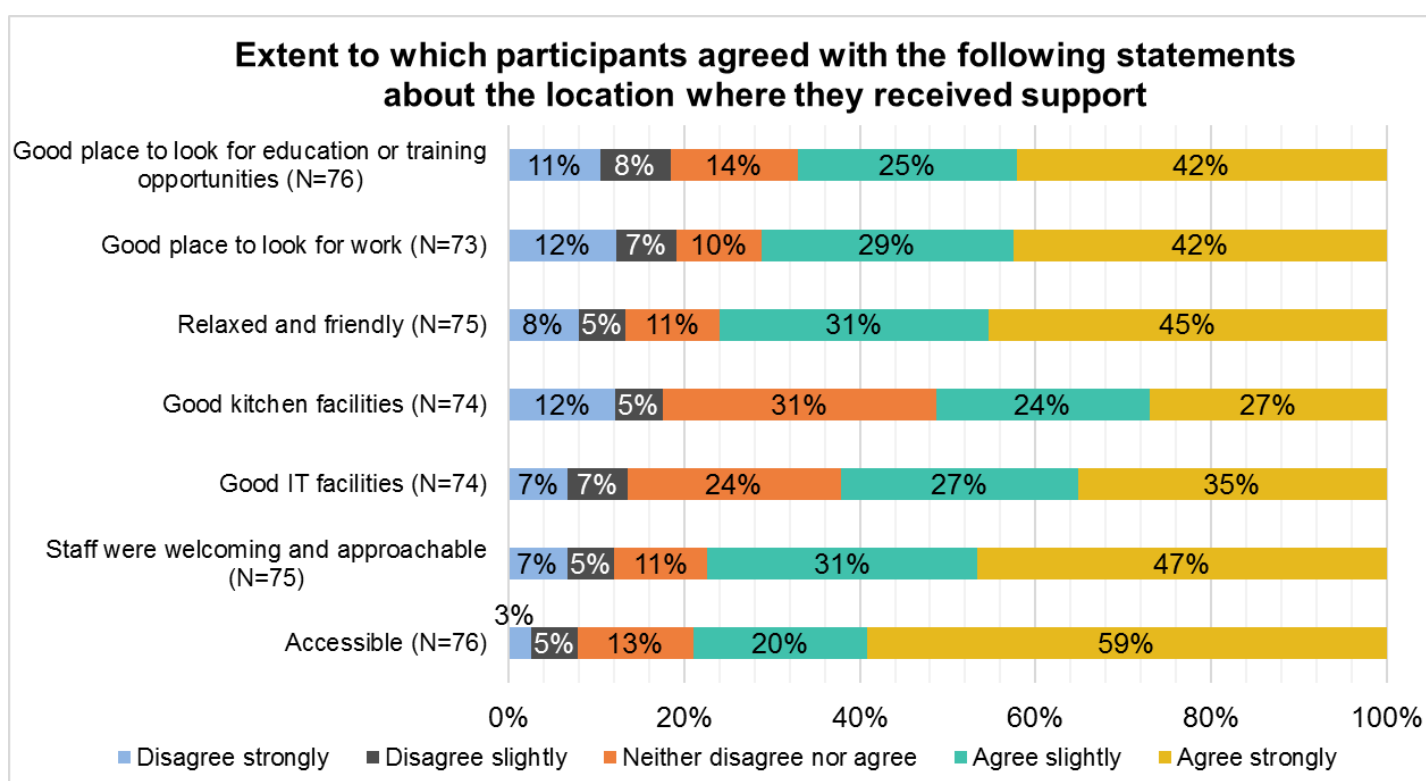
Reflecting this, some participants also reported negative initial impressions and experiences of the centre due to its open-plan layout, high number of users and noise levels, which some found intimidating, particularly those with certain health conditions or who wanted to discuss personal issues.

Phase 2: MyGo pop-ups

In Phase 2 areas, there is no dedicated MyGo centre and MyGo coaches are based either in JCP offices or in ‘pop-up’ community locations. Participants in Phase 2 were also overwhelmingly positive about the location of their support as it felt convenient for them, with those attending MyGo at JCP appreciative of being able to visit their JCP work coach and MyGo coach at the same location. Participants attending non-JCP locations described a relaxed and friendly atmosphere which led to a good impression of the service. The quality of their introduction to the service by MyGo staff was again central to this, resulting in a good understanding of the service and the support on offer.

The key downside of the Phase 2 locations is that it has been more difficult to deliver the full range of training provision and specialist support that is available in the Ipswich centre, due to more dispersed caseloads across rural areas. While MyGo trainers are available to deliver outreach provision, specialist vocational provision is in practice more limited and so participants requiring this may have to travel to the main MyGo centre in Ipswich for courses. In some cases, this reduced access to opportunities for Phase 2 participants.

Table 2.1: Participant views of MyGo locations (Phase 1 and 2)



The broadly positive views of participants about the MyGo locations is reflected in the participant survey results. As can be seen in Table 2.1: over eight in ten participants found staff ‘welcoming and approachable’ (88%) and the location ‘relaxed and friendly’ (86%). Seven in ten (71%) agreed that it was ‘a good place to look for work’, although only six in ten reported that there were good IT facilities.

Phase 3: The Lowestoft Centre

The MyGo centre in Phase 3 (Lowestoft) is a re-purposed local authority building, which was previously a youth services centre. In addition to MyGo coaches and JCP staff, staff from VCS organisations, the local authority Early Help Team and training providers are also co-located there, reflecting a desire for Phase 3 to have more of a partnership approach, with the MyGo centre as an umbrella for other services that participants could access as part of their support journey.

As with the other MyGo locations, participants were largely positive about the Lowestoft centre. The main reasons for this were because it was small and therefore not intimidating; in a good location in the town centre; had several computers that could be used for job searching; and because it had private spaces if required:

'The atmosphere... was really lovely. You had kind of everything that you wanted there and you were always made to feel part of the environment. You could make a drink if you needed it...go onto a laptop if you needed to, or if you wanted to speak privately you could go into a room...' (Female, 19-20, wave 6, in-work participant)

However, as with the Ipswich centre, some participants with health conditions were critical of the open plan layout; one referred to staff '*staring*' at them when they walked in. This issue was acknowledged by centre managers and the layout was subsequently changed to make it less intimidating.

Participants often compared the MyGo centre with the Jobcentre Plus office, and usually preferred meeting their JCP work coach and receiving support at the MyGo centre. Reasons for this included that they felt '*more comfortable*' at the centre, had more time to speak to their JCP work coach, got seen quicker and found staff to be more welcoming. One participant also explained that they worried about people they knew seeing them entering Jobcentre Plus, as they found this '*embarrassing*', and so preferred going to MyGo, which looked more '*like an [employment] agency*'.

In all locations, some young people were nervous about attending a new environment. In Lowestoft, group tours of the centre had been initiated, which appeared to be a successful way of informing young people about the service and encouraging them to sign-up. Participants were also reassured if they were greeted as soon as they entered the centre.

The MyGo website and digital services

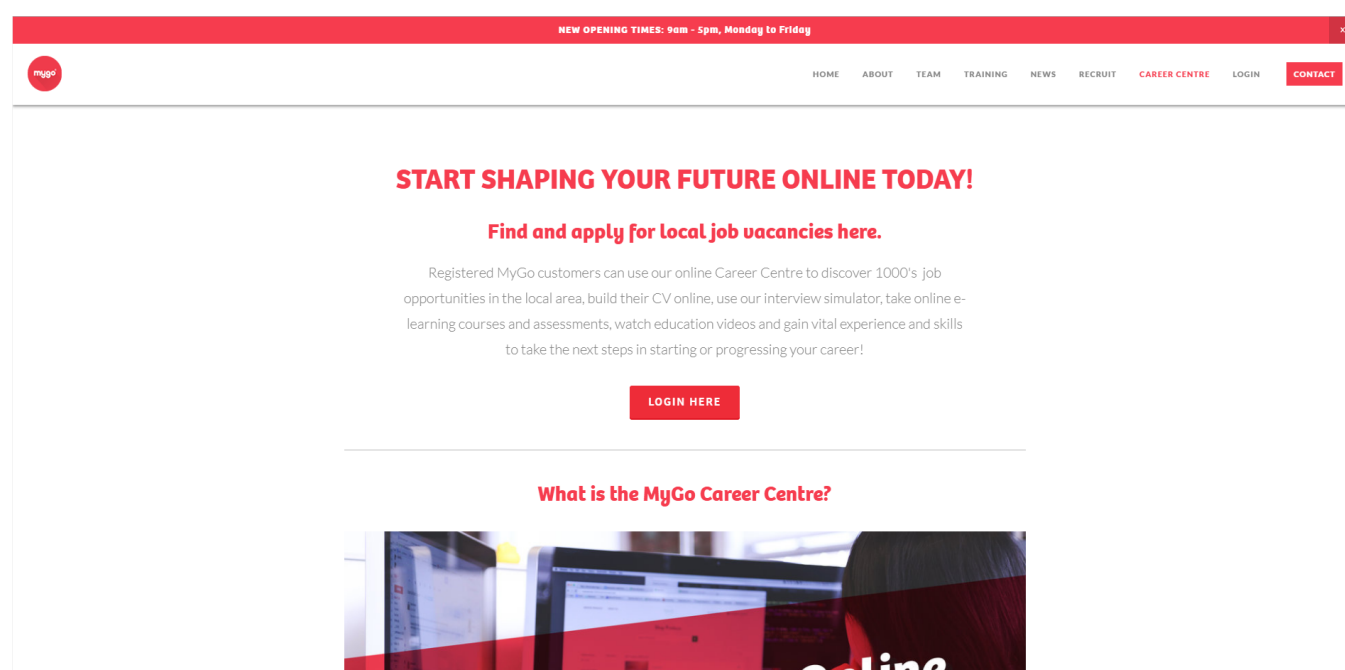
MyGo digital services were developed over time in an attempt to more effectively market the service and to make use of a greater range of channels for delivering support.

Thus, in later waves of research, a greater number of participants spoke about digital communications, such as receiving emails from their coach about job opportunities

and MyGo services such as job fairs. This was appreciated, but some participants desired more contact from their coach outside of appointments, as well as more tailored/personalised email contact. Phase 3 participants (where UC Full Service is rolled out) also had contact with their coach through their Universal Credit online journal. Some participants received guidance on how to complete this, either informally by their coach or at a course organised at the MyGo centre.

The MyGo website has also been refreshed a number of times to make it more user-friendly with a virtual 'Career Coach' tool introduced.

Figure 2.1: Screenshot of MyGo Website Careers Centre



Young people's views and experiences of the MyGo website were mixed, and some individuals were unaware that MyGo had a website. Some participants had found the links on the MyGo Facebook page useful for updating their CV and improving cover letters, however others reported that they found the website difficult to use or that it was unsuitable to use on their mobile phone. To make accessing information about MyGo on phones easier, a MyGo app, with employment opportunities and job search tips, was suggested.

Some respondents also felt that the website catered primarily for users of the MyGo centre in Ipswich, with little information specific to the areas where they received support. They thought a dedicated part of the website for the Phase 2 and 3 areas would be helpful, with information on staff, local jobs and activities taking place in their locations. Although there was a specific Facebook page for MyGo in Lowestoft, again not all respondents were aware that MyGo had social media pages and some who had accessed these said that information on them was out of date or sparse.

Participants were open to engaging with MyGo through the website and on social media if they found the content to be relevant and useful. Suggestions to increase engagement included:

- encouraging employers to advertise jobs on the MyGo website more frequently, as this was a main reason that participants would look at it;
- having real-time updates on their social media pages to alert young people of staff absences or new training sessions that were running;
- having the option to contact MyGo via Facebook and Twitter; and
- live streaming training sessions for those who had difficulties accessing these at one of the MyGo centres.

The MyGo coach role

The MyGo support model is designed so that participants are assigned a caseworker (the 'MyGo coach') who they remain with throughout their journey on MyGo. This was designed to help build trust and rapport between participant and coach, thereby facilitating more appropriate support and better job matching. MyGo coaches are central to the provision of support, and act as the main point of contact and facilitator of MyGo services for the young person, guiding them on their support journey.

Caseloads

One of the key challenges for MyGo coaches in the first year of the programme (Phase 1) was high caseloads (of over 200 in some cases), which made it difficult for them to provide all the individual contact time required. In practice, this meant that participants who were more proactive, and benefit claimants who were required to attend the centre regularly to sign on, tended to be prioritised. Thus, in the early days some coaches expressed concern that they were not able to spend sufficient time with participants who had more complex needs. In the second year of the programme, caseloads had reduced considerably, and at wave 5, caseloads of around 100 were more common, which was more manageable.

Caseload management was still challenging however, with coaches needing to co-ordinate different levels of contact and types of support according to need. To manage this effectively, coaches were expected to have full diaries and to spend a specified amount of contact time with participants each day. They were also expected to make use of a range of channels of communication to maintain engagement, such as email and phone alongside face-to-face support, and different modes of support, such as group sessions as well as one-to-one meetings.

Different ways of organising the coaches' caseloads were tried over the course of MyGo. Specialist caseloads were trialled for a limited period, with each coach dedicated to one support group, as a way of improving the intensity and specialisation of support for higher need participants. However, it was generally felt that mixed caseloads, comprising young people from across the support groups (Low, Medium and High) were the most effective as they enabled coaches to use

their time and resources most efficiently: the more limited support needs of the 'Low' participants allowed time to be spent on the higher need participants.

The drawbacks of having high-need only caseloads were identified as:

- that coaches had to spend a large amount of time trying to encourage higher-need participants to engage, as they were less likely to attend;
- that dealing continually with complex issues, such as drug and alcohol abuse and mental health needs, could be draining for coaches; and
- that coaches felt it was harder to perform well with high-need caseloads (despite lower job outcome targets), which could be demoralising.

This suggests that if coaches specialise in supporting higher need participants, care needs to be taken in providing appropriate support for staff and designing performance measures that can reward progress as well as job outcomes.

Another improvement introduced in Phase 1 was a buddying system, whereby MyGo coaches worked in partnership with JCP work coaches on a specific caseload of participants. Meetings with young people are conducted jointly, with the MyGo coach providing additional support subsequent to the meeting. Both JCP and MyGo staff were positive about this, identifying several benefits, including:

- Improved understanding of claimant needs through sharing expertise and insight;
- Co-ordinating actions in the MyGo Work and Career plan and JCP Claimant Commitment, which means that coaches are not working against one another and young people are not able to 'play coaches off';
- Reduced 'double handling' by coaches (i.e. both trying to achieve the same goals separately);
- Enhanced professional development of staff through sharing of knowledge and expertise, for example understanding of JCP requirements, MyGo services, and benefits system; and
- Improved understanding of staff roles among MyGo participants, who had clearer expectations of requirements and support.

In Phase 3, MyGo services are delivered by both MyGo coaches and JCP work coaches. JCP work coaches deliver out of the MyGo centre and MyGo coaches can also deliver services from JCP offices. JCP work coaches explained that they were less limited by time constraints at MyGo, which enabled them to deliver more intensive support to their caseload.

Local authority youth support workers also provide dedicated caseworker support to 16-17-year-old young people who are NEET in Phase 3. This was seen to be beneficial because it meant that they could receive advice tailored to their age group, such as with obtaining child benefit, as well as employment support and help to improve their confidence:

'I would say it's very beneficial for those young people that have no idea where to turn to.... a lot of clients don't know that route [through the County Council] and it's quite a shame really and they lose out on child benefits and things like that. So the support and advice and guidance that we have here... I just think all those little pieces put together can help build up somebody quite rapidly.' (MyGo delivery partner, wave 6)

A more flexible approach is also taken to the delivery of support according to level of need in Phase 3, partly because of smaller caseloads (approximately 35 participants, compared to around 100 in Phase 1), which means that staff have more time to support participants as they feel appropriate. The lower number of service users also means that participants assessed as Universal are able to have more regular contact and support from a MyGo coach, if required.

Contact with MyGo coaches

Participants' accounts reflected changes in the coach role at MyGo over time. In early participant interviews in Phase 1 (mid-2015), contact with MyGo coaches was often quite informal. Some participants described attending the MyGo centre daily to speak to their adviser informally or use the facilities. However, large caseloads meant that this was not typical for everybody, and several participants reported that their coach was not always available when they visited the centre, which resulted in limited contact and support.

In later waves of interviews in Phase 1, contact with MyGo was reported to be more structured. Participants described regular appointments with their coaches, mainly face-to-face, and either fortnightly or weekly. There were far fewer reports of not being able to see their MyGo coach, although some participants did express concern about the amount of time their coach had to spend with them:

'She was quite friendly but, it seemed like she didn't have much time, she had a lot of people to see sort of thing, so it was quite... short and sweet.'
(Female, 18-20, wave 5, in-work participant)

Where MyGo and JCP coaches worked together in an integrated way this was generally valued by participants. For example, in Phase 1, participants often referred to seeing their MyGo coach immediately after their JCP work coach which they found helpful. This differed in Phase 2 (without buddying), where some participants described having to make separate visits to sign on and receive MyGo support, as their MyGo coach was not always available at their signing time. In Phase 3 some participants received all their support from a JCP work coach, while others had separate JCP and MyGo coaches. There was no clear view from participants about which approach was best. Participants who accessed MyGo support through their JCP work coach, either at the MyGo centre or at Jobcentre Plus, generally appreciated receiving consistent support:

'He kept me with him, which I felt was really good for me because it's the same person that I've done the whole thing with, the whole journey....'
(Female, 19-20, wave 6, in-work participant)

Where participants had two coaches, some liked having the two different perspectives, whilst others did not like having to repeat themselves in meetings. When participants were not offered the chance to meet with their JCP work coach at MyGo they thought that this would have been useful.

Across all waves of research, there were several participants who expressed a desire for telephone or other types of remote support as they felt uncomfortable going into the centre or anxious about leaving the house, but they did not feel that this option had been made available to them. This issue was less common in Phase 3, and participants seemed more aware of the availability of email and telephone support.

Performance management

In all three phases of MyGo, performance management evolved over time, with a generally greater emphasis being placed on performance measures as delivery progressed.

In Phases 1 and 2, this entailed a stronger emphasis over time on MyGo coaches being held accountable for achieving their individual performance targets for attachments and outcomes⁶, as well as developing more shared responsibility for JCP off-flow targets.⁷ In practice, the latter resulted in greater awareness among MyGo coaches of JCP cohort groupings within their caseload, and prioritising support accordingly. While this was felt overall to be positive, there was some concern expressed by MyGo staff about support options being driven by length of claim rather than individual needs.⁸

In Phase 3, a greater emphasis was placed, over time, on performance management linked to behavioural competencies, and team targets for coaches were introduced in order to boost performance. However as noted earlier, a wider range of outcomes were rewarded in Phase 3, compared to Phases 1 and 2, including intermediate outcomes such as referrals to other provision and take-up of employment-related activity, and these were designed collaboratively with staff which resulted in greater buy-in. The aim was to step up coach activity while ensuring that support options were the right ones for the individuals.

⁶ Coaches have monthly targets for attachments (i.e. completing an induction, needs assessment and Work and Career Plan) and for positive progressions (i.e. job or education outcomes).

⁷ While MyGo coaches are targeted on work outcomes for all young people on their caseload (regardless of length of time on benefit or support category), JCP staff have cohort-based off-flow targets, i.e. targets for off-flows at 3 months, 6 months, 9 months and 12 months.

⁸ For example, it was reported that coaches were discouraged from using longer provision at an early stage in a participant's claim, even if that was right for the individual, because it could jeopardise the 13-week target.

Summary

The MyGo model was implemented differently across the three phases of MyGo and evolved over time. Partnership working was a key element. In Phases 1 and 2, Suffolk County Council, PeoplePlus and JCP collaborated closely in the ongoing management of MyGo. In Phase 3 a wider range of partners were involved in setting the strategic direction, which generated buy-in, but limitations in data systems and lines of accountability hampered performance management.

In all three phases of MyGo, performance management evolved over time, with a generally greater emphasis being placed on performance measures as delivery progressed.

A wide range of partnerships were central to MyGo delivery. Key elements of effective partnership working were identified as:

- Engagement between partners at a strategic level.
- Ongoing communication between partners at the level of frontline delivery.
- Simple referral processes and shared systems for tracking outcomes.
- Good communication to ensure co-ordinated support and follow-up.
- Delivering services on an outreach basis to facilitate wider engagement.

Joint working between JCP and MyGo staff has been one of the key successes of the service. A buddying system was introduced in Phase 1, whereby MyGo and JCP work coaches share a caseload and conduct meetings jointly, thus improving support co-ordination. In Phase 3, an additional innovation is the delivery of MyGo services by JCP staff based at the MyGo Centre. Where MyGo and JCP coaches worked together in an integrated way this was generally valued by participants.

A key part of the MyGo model was that support would be delivered from relaxed, friendly and welcoming spaces that were dedicated to young people. Staff and participants were overall extremely positive about the MyGo Centres (Ipswich and Lowestoft), which were viewed positively in comparison to JCP and other employment services. The friendliness and welcome of staff was a key factor in creating a good impression of the service which sustained engagement. This was also the case in Phase 2 sites where there were not distinct MyGo centres, indicating that the staff and offer were key to the attractiveness of the MyGo 'brand' rather than the centres per se. A key challenge in Phase 2, however, was limitations on training provision and specialist support due to more dispersed caseloads across rural areas.

Despite widespread positive views of the centres, some participants felt uncomfortable going into the MyGo centres or anxious about leaving the house and expressed a desire for telephone or other types of remote support. While digital support was improved over time, this was an element with scope for further development.

Different ways of organising the MyGo coach caseloads were tried over the course of MyGo. It was generally felt that mixed caseloads, comprising young people from across the support groups (Low, Medium and High) were the most effective as they enabled coaches to use their time and resources most efficiently.

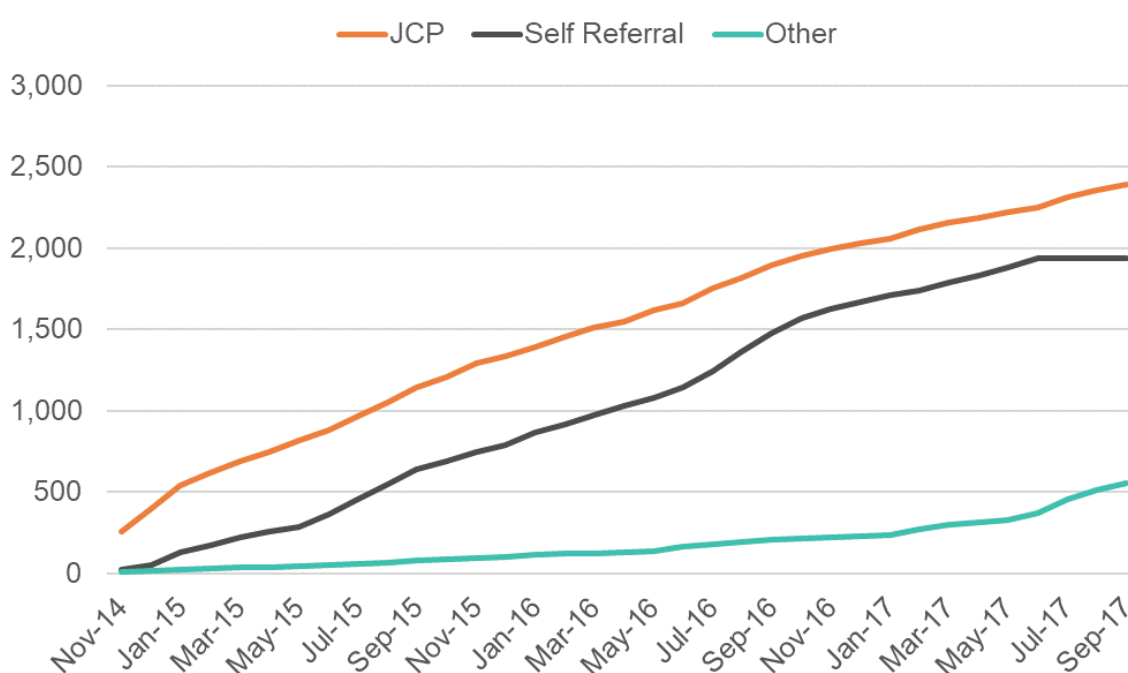
3. Who Participated in MyGo?

This chapter describes how participants were engaged in MyGo, the characteristics of participants and the barriers they faced, drawing on a range of management information and qualitative data.

Initial engagement and referral

Participants were engaged in MyGo through a variety of means. This included referrals from Jobcentre Plus, but also recommendations from friends and family, referrals from other local services, and 'walk-ins' who had found out about the centre independently or through MyGo engagement activity (see below). Over the course of MyGo, almost two fifths (39%) of participants self-referred to the programme while almost half (48%) were referred by Jobcentre Plus. As can be seen from Figure 4.1, in Phase 1 and 2 the proportion of self-referrals increased relative to Jobcentre Plus referrals over the course of MyGo, while referrals from 'other sources' (including from partner organisations) also increased slightly albeit from a very low base.

Figure 3.1: Number of referrals by referral month and referral route, Phase 1 and 2



Participants who had been referred to MyGo by JCP had either been directed to MyGo when they started a new claim or had their existing claim transferred to the MyGo centre. No problems were reported with this handover, and participants were largely positive about joining MyGo. Being able to see their existing JCP coach at the MyGo centre when they joined provided some familiarity and often conveyed positive initial impressions of the service.

Other participants became aware of MyGo through other services they accessed or through adverts or engagement events. As some of these organisations worked closely with MyGo, they could recommend the service and ensure that potential users were provided with details of what would be offered. Participants who were referred to the service by friends and family were also positive about joining because MyGo had a good reputation amongst their peers. While some participants had initial reservations about MyGo, largely due to limited information, overall participants were mostly initially positive about joining and welcomed the idea of a dedicated employment service for young people.

Engaging non benefit claimants

A key feature of MyGo is that it provides support for all young people, not just those on 'active' job-seeking benefits (i.e. JSA or Universal Credit). In Phases 1 and 2, there is a MyGo engagement team which aims to raise awareness of the service among this wider cohort of young people and to make MyGo services more accessible. This service became more important as the flow of new JSA/ UC claimants onto MyGo reduced over time.

The range of engagement methods used over the course of MyGo have included:

- Using links with partner organisations or services to reach young people through their networks;
- Visiting schools, colleges and training providers, for example hosting stalls at careers fairs and being present at results day to speak to young people about their options;
- Attending local events, festivals, fairs, markets and events organised by external organisations;
- Hosting events at MyGo targeted at specific cohorts (for example single parents);
- Organising informal events in the community, for example at a community café;
- Engaging young people through 'street-walking' on the local high street and in deprived neighbourhoods;
- Direct engagement with target groups of NEET young people, via telephone, email, texts and door knocking; and
- Direct leaflet drops to homes in deprived neighbourhoods

MyGo engagement activity has included making services more accessible by providing services in a wide range of geographical locations (including in rural areas of Greater Ipswich in Phase 2) and by engaging with young people in settings that are familiar to them, which was reported to be particularly important for young people with more complex needs and with certain health conditions. In Phase 2, the delivery of services on an outreach basis resulted in the development of new relationships with partner organisations which successfully facilitated additional referrals. In Phase 3, the building occupied by MyGo was previously a youth drop-in

centre, which was said to help with engaging a wider cohort of young people, since it was a familiar setting:

'It was very helpful that it had been The Junction before because it was already a youth-focused building that people were familiar with and felt safe and I think, yes, local perception has not changed.' (MyGo manager, wave 6)

There were also efforts to increase outreach at local libraries and youth clubs in Phase 3, as some young people struggled to get to Lowestoft due to poor transport links and their rural location.

In general, it was felt that the most effective way to engage young people with additional or complex needs was through partner organisations who were already in touch with the target group. Developing close relationships with partner organisations created a good understanding of the MyGo offer amongst partners, who could then use their knowledge of young people's needs and barriers to make appropriate referrals. Examples of this type of successful engagement included working with the local authority Early Help team, youth offending teams, supported housing providers, special schools and pupil referral units. In Phase 3, MyGo worked closely with the local authority Early Help team, who tracked young people who were NEET to try and engage them in MyGo.⁹

For young people with complex needs, it was also important to take a flexible and 'light touch' approach to engagement, which was seen as key to building trust and encouraging engagement. This might mean enabling participants to first use the service to have a shower and get a hot drink before accessing support. It also meant ensuring that the support offer was flexible:

'I just say to them, again, "Look, we work on your timescale, we're not trying to force you into anything that you're not ready for. We're just saying there might be some opportunities here that could benefit you, so when you're ready..."' (MyGo engagement staff, wave 5)

However despite these approaches, engaging individuals who had more complex barriers, for example young people with learning difficulties and/or disabilities or with ESOL needs was identified as a key ongoing challenge in MyGo. It was felt by engagement staff that more specialist methods would be needed to successfully engage these groups of young people in larger numbers. This could involve working in partnership with providers that specialise in engagement with specific communities (such as the Bangladeshi community or the Gypsy and Traveller community).

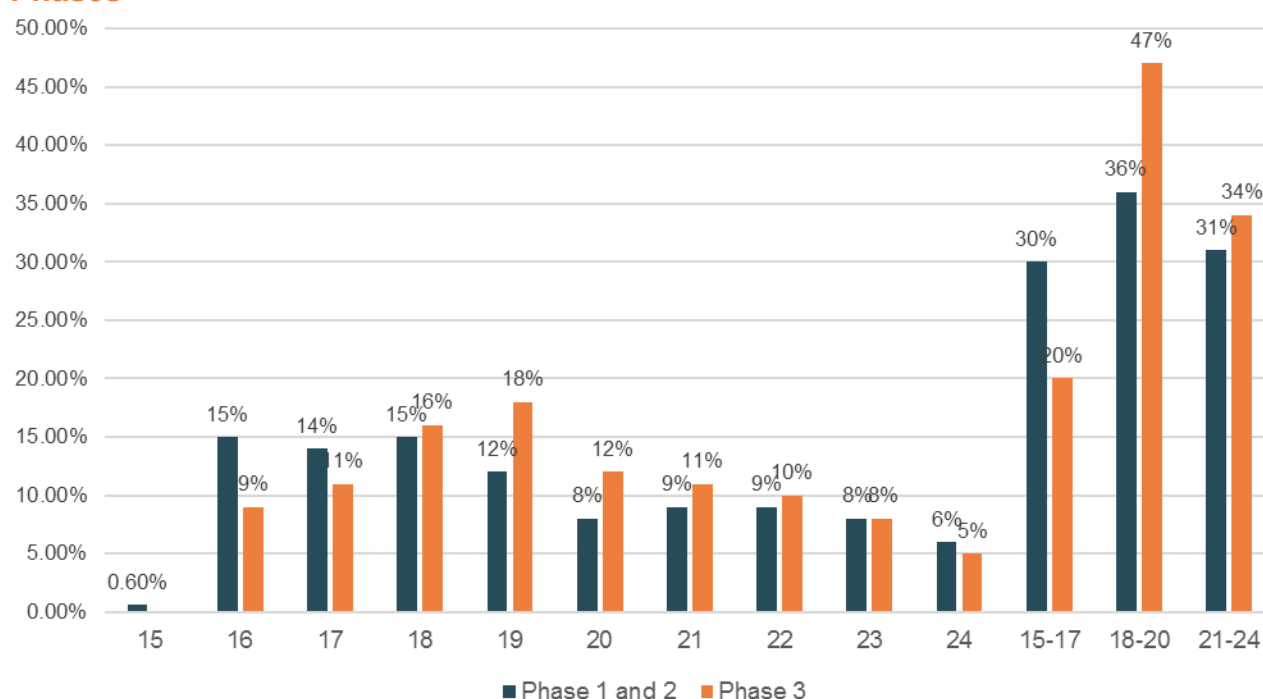
⁹ Referral source was not recorded in the Phase 3 MI data, but it was reported by managers that around a quarter of total participants were referred to MyGo by the Early Help Team.

MyGo participant characteristics

Age and Gender

As shown in Figure 3.1, MyGo participants were fairly evenly distributed across the age range of young people eligible for the service, although younger participants (aged 16-19) were more numerous than their older counterparts (20-24 year olds). In Phases 1 and 2, participants were fairly evenly split between the 16-17, 18-20 and 21-24 age brackets, while in Phase 3, participants age 18-20 were much more numerous than either older or younger participants.

Figure 3.2 Referrals¹⁰ by age, Nov 2014 to Sep 2017, comparison across Phases



In Phase 1 and 2, young men (4,662) slightly outnumbered young women (3,674), with the former making up 55 per cent of total referrals and the latter 43 per cent. In Phase 3, there were nearly twice as many young men (324) compared to young women (166), with the former making up 66 per cent of total referrals and the latter 44 per cent. The gender balance in Phase 3 is more typical of the youth Claimant Count, where men outnumber women two to one.

¹⁰ We use referrals rather than registrations because the data is more complete. Data shows that, on average, 95 per cent of referrals to MyGo were converted to registrations.

Table 3.1 Referrals by gender, Nov 2014 to Sep 2017, comparison of Phases

	% of total referrals		
	Phase 1 and 2	Phase 3	All Phases
Male	55%	66%	55%
Female	43%	44%	42%
Unknown	2%		2%

Benefits Claimed

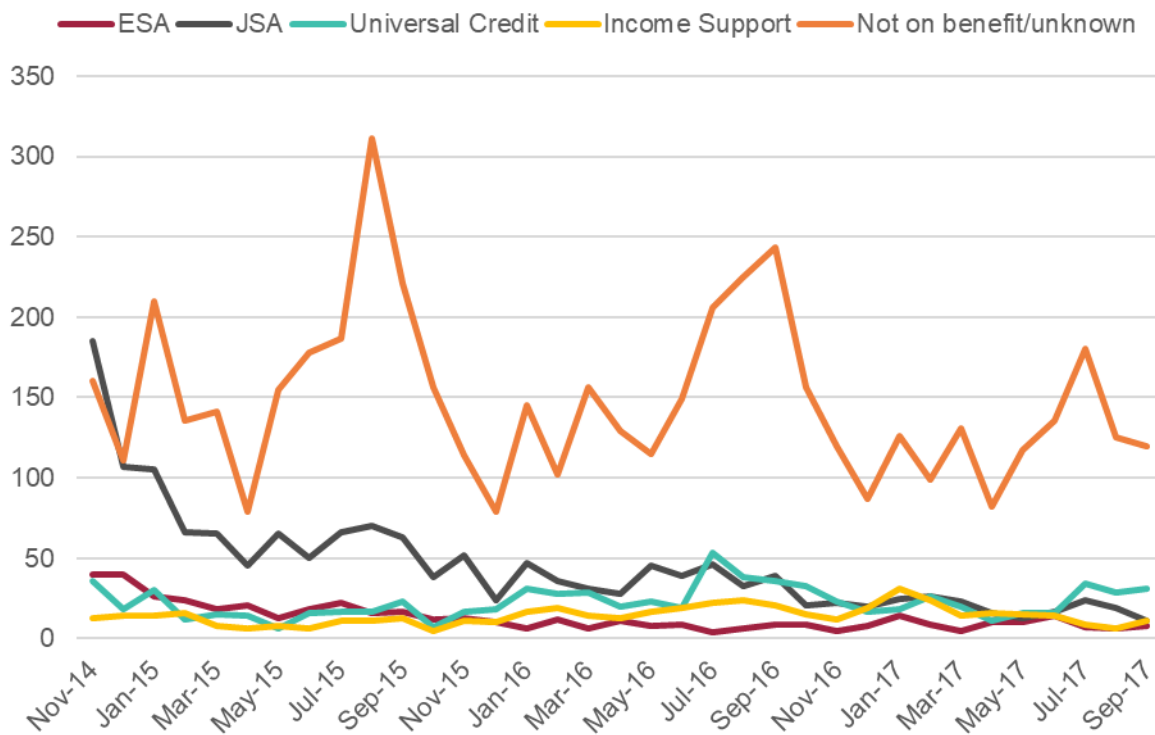
As previously described, MyGo is distinctive in offering a service for all young people, not just those claiming a DWP benefit. The data shows that in Phase 1 and 2¹¹, MyGo was successful in reaching this wider cohort of young people, since 42 per cent of participants across the course of MyGo were not claiming benefit at the point of referral¹². Among those who were claiming benefit, the most common benefit claimed was JSA (28 per cent of total referrals), whilst UC claimants represented 15 per cent of the total and ESA and Income Support claimants represented 8 and 7 per cent respectively.

As shown in Figure 3.3, those claiming JSA have made up a smaller proportion of total MyGo participants over time – due both to reductions in the youth claimant count and the introduction of UC, which was rolled out in Ipswich during October 2016. The number of UC claimants has seen a steady increase since then, although numbers fell during the second half of 2016. Referrals from non-benefit claimants show clear seasonal peaks in summer and just after Christmas, which likely reflects education term-times, since 20 per cent of these participants are 16-17-year olds.

¹¹ The data on benefit claimed at point of engagement is unreliable for Phase 3.

¹² This figure includes 21% of the total referrals who were recorded as having an ‘unknown’ benefit status, but subsequent checks suggested that these were non-claimants.

Figure 3.3: Number of referrals by referral month and benefit claimed, Phase 1 and 2



Non-benefit claimants in MyGo

Non-claimants that engaged with MyGo were a diverse group. Data suggests that they can be broadly categorised into three groups:

1. Graduates, who were looking for work after finishing higher education;
2. 16-17-year olds who were either in education and looking for employment or an alternative option, or who were NEET; and
3. Those with higher needs, or who were further away from the labour market, who were informed about MyGo primarily through partner organisations whom they were already in contact with.

Further analysis of non-claimants' characteristics (Phase 1 and 2) showed that:

- Almost two thirds (65 per cent) referred themselves to MyGo, compared to just a fifth of claimants (who were much more likely to be referred by JCP);
- Two fifths (40 per cent) were aged between 16-17 (compared to just 6% of claimants);
- They were more likely to have lower support needs, with almost half (46 per cent) classed as 'Low', compared to just over a third of claimants (36%). However a quarter were classed as high need, illustrating the diversity of the group.

Other Characteristics

Just over a third (36 per cent) of referrals to MyGo (Phase 1 and 2¹³) were recorded as having an additional barrier to work, including either a physical disability, a mental health condition, being an ex-offender or being a lone parent. Of these, the most common was a mental health condition, recorded for 17 per cent of total referrals. Further, 9 per cent of referrals were ex-offenders, 7 per cent were lone parents, and 3 per cent had a physical disability.

Support Group

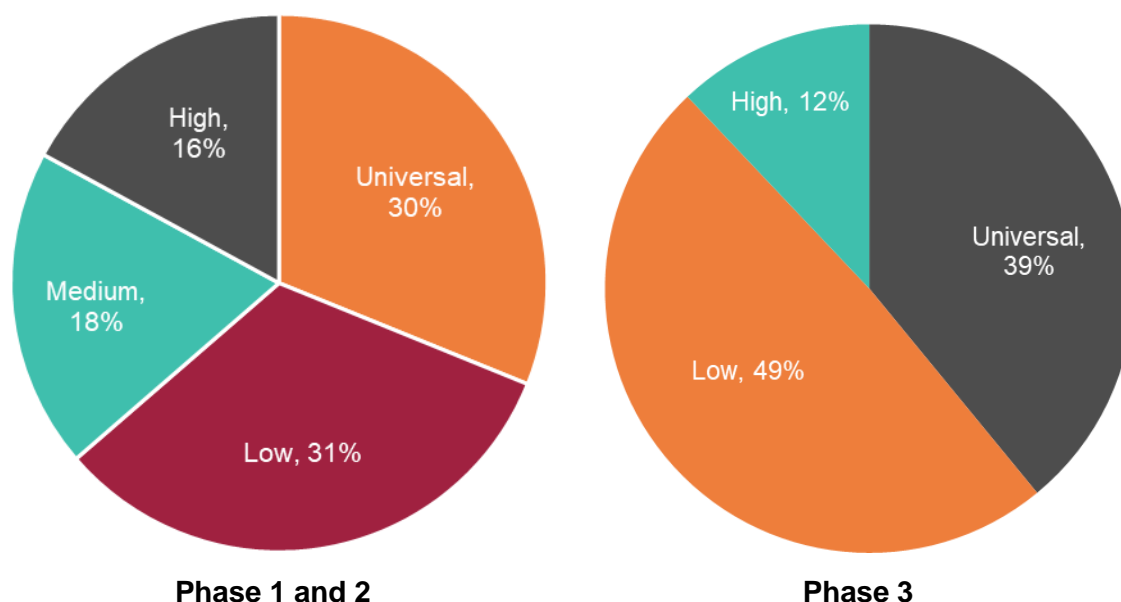
As discussed in Chapter 2, MyGo participants are assessed on joining the programme to ascertain their support needs and split into Universal, Low, Medium and High categories (Universal, Low and High in Phase 3). As shown in Figure 3.4, in Phases 1 and 2, there was an approximate even split between those classed as Universal (30%), those classed as Low (31%) and those classed as Medium or High (18% and 16%, respectively).

In Phase 3 (where the 'medium' category was not used), there were smaller numbers of high need participants. Just 12% were classified as high need, with the rest split between Low (49%) and Universal (39%). This may reflect the practice of referring participants with higher support needs in Phase 3 to more specialist support options, such as Talent Match or Big Lottery programmes (with the intention that they would re-engage with MyGo when they were closer to the labour market).

¹³ This data is not available for Phase 3.

Moreover, given disparities in the process of classifying participants and the uses to which this was put, it is likely that the figures across Phases 1 / 2 and 3 are not directly comparable.

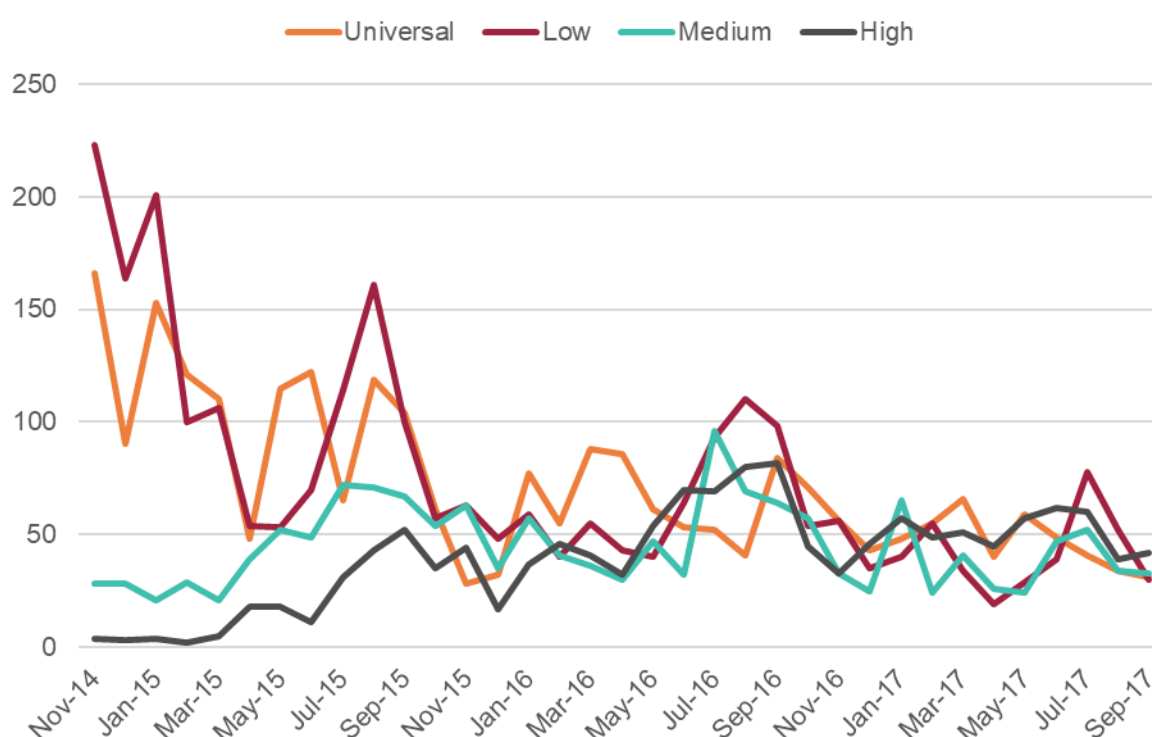
Figure 3.4: Proportion of referrals by Support Group (First Assessment),



The composition of support needs among MyGo participants In Phases 1 and 2 has also changed over time, with the proportion of Medium and High participants increasing gradually, whilst those with Universal and Low support needs has fallen (see Figure 3.5). This is partly a result of a change in the assessment process in early 2015, when the *Work Star* assessment tool was replaced by a bespoke, locally-designed tool, known as *Here to Help* which staff felt was more effective in identifying participant barriers to work (discussed further in Chapter 4).

The change in composition of support categories does *not* appear to reflect MyGo caseloads becoming more disadvantaged over time however, at least not according to any of the characteristics we can measure in the MI (e.g. health conditions and disabilities, ESA and IS claimants). However, the change may reflect an increase in other disadvantage characteristics that are unobserved and/or a change in the way that MyGo staff have used the assessment process over time.

Figure 3.5: Referrals per month by first assessment level, Phase 1 and 2



Barriers to Work

This section draws on findings from in-depth interviews¹⁴ with young people to explore the range of circumstances and barriers facing MyGo participants. Participants were selected in order to gain insight into the full range of participant characteristics and experiences.

Household circumstances

The housing circumstances of young people accessing MyGo services varied widely. Some lived with their families, others lived independently with young children and some lived in supported accommodation or in foster care. The latter had often experienced chaotic housing transitions and periods of homelessness.

Those living with their parents or other extended family members, sometimes along with their own partners and children, were often unable to afford to make the transition to living independently. Some had lived independently in the past, but had been unable to sustain this after becoming unemployed. Living with family could be a welcome source of support for some young people with higher support needs, poor mental health or young children, as they could help with childcare. Some were motivated to find work so that they could afford to move into their own accommodation.

¹⁴ Using data from 190 interviews with 167 young people undertaken across six waves of fieldwork between November 2015 and September 2017.

Young people who did not have the security of a family willing or able to accommodate them were vulnerable to precarious situations if they became unable to support themselves financially. For example, some participants – often those who were care leavers and/ or following familial or relationship breakdown – had experienced chaotic housing transitions, including periods of staying with friends, living in hostels and street homelessness. At the time of interviews, some young people were homeless, and several were housed in supported accommodation, having been referred from homelessness support services.

This accommodation often provided support workers who could help young people to access appropriate services and support. However, participants often faced difficulty and uncertainty in knowing how to move on from this time-limited support. Some felt ready to transition to more independent living, but were hindered by a lack of available housing options:

'I've been bidding on the Gateway to Homechoice and that's just taking forever, it's ridiculous...there's always between 50 to 100 people who are ahead of me... I got told by one of the housing officers it could take anything up to three years.' (Female, 20, wave 2, in-work participant)

Education

MyGo participants were also diverse in terms of their educational experiences and qualifications, ranging from university graduates to people with no formal qualifications.

Several young people referred to struggling educationally at school and achieving low GCSE grades. The availability of more practical courses – such as hairdressing, car repair, carpentry and childcare – enabled some of these participants to continue in education beyond GCSEs, and in some cases, participants retaken their exams in college. However, the ability to access qualifications, especially for those with higher educational support needs or learning difficulties, was dependent on whether the provider could offer the support they required. Some participants reported that they had left or been 'let go' from apprenticeship positions gained through MyGo because they had struggled with the education element.

Education could also be disrupted by negative relationships in school, such as bullying, or by poor behaviour and expulsion. In addition, young people referred to a lack of support in school to address conditions such as dyslexia or dyspraxia. Life circumstances could also negatively affect experiences and attainment in education. These could be extreme, such as insecure housing transitions and periods of homelessness, domestic violence and mental health difficulties. Living in a rural location had also limited some interviewees' education options. For example, one participant reported having to leave a college course because travel costs were too high.

Young people who had achieved formal educational qualifications often arrived at MyGo with a lack of direction and limited knowledge about their next steps. Education routes and transitions for some had been erratic, for example transferring or dropping out of courses, moving in and out of apprenticeships or completing a variety of vocational courses to find what suited them.

Previous experiences of work

Young people had varied experiences of employment – including some who had transitioned in and out of work, some who were unemployed for the first time, some who had only previously worked outside the UK, and some who had not yet had their first job.

Family connections could be a vital route into employment and work experience for many of the young people, either through helping in the family business or securing jobs informally through family members or at their relatives' places of work. Alternatively, work experience through school, college and apprenticeships provided some young people with their first opportunity to gain experience of a workplace. This could be very valuable for helping young people discover their skills and work interests.

Prior jobs held by participants tended to be un- (or semi-) skilled jobs, predominantly in the service sector – such as in bars and restaurants, hairdressing, cooking, cleaning or retail. They were often characterised by temporary or zero-hour contracts, low pay and variable hours. Some participants reported precarious employment conditions and vulnerability to organisations over-hiring, cutting their hours and even withholding payments. Moving between low-paid insecure work and unemployment was also a frequent experience. Reasons for this included: being laid off, working hours which became incompatible with other responsibilities such as parenting, variable hours which affected benefits and made working financially costly, disliking the job due to relationships with colleagues or employers, or a lack of opportunities.

Some participants had more stable work histories and had experienced jobs which they enjoyed and which suited their career plans, but had then accessed MyGo after losing their job.

Barriers to work identified by participants

Young people recounted a wide range of barriers which they felt were preventing them from entering or sustaining employment. This ranged from some young people who did not recognise any barriers and felt they had relatively low needs, to those with complex, interrelated barriers to resolve or mitigate before they could access and sustain work opportunities. A summary of the barriers reported by participants interviewed is included below.

- **A lack of skills and work experience** meant that individuals, even if they had good formal qualifications, felt stuck in a vicious cycle of not being able to access a job to gain the needed experience.
- Young people often perceived a **lack of local opportunities** and reported that even basic jobs were highly competitive. Those who were unable to access jobs related to their qualifications also felt that they were 'locked out' of other job opportunities due to perceptions of them being overqualified and therefore less committed.
- This issue was exacerbated for those who lived in **rural locations**, as this made it more difficult to access jobs further afield, particularly if they were relying on expensive and infrequent public transport.
- **A lack of experience searching and applying for jobs** hampered many interviewees, particularly those who were new to the area and therefore unaware of local employers and services.
- **A lack of confidence in applying for jobs or attending job interviews** was reported. Some young people, particularly those with dyslexia, felt they needed additional support to write a CV or fill in a job application and some did not feel confident they would perform well in a job interview.
- **A lack of motivation with job search** was common after repeated lack of success. Those who had taken steps to improve their skills, but remained unsuccessful were particularly frustrated, as were those with no clear direction and limited knowledge of opportunities as they did not have a goal to aim for. A lack of feedback from employers also meant that the young people could often only speculate about their unsuitability and were unsure how to improve their situation.
- There were also **personal circumstances** such as childcare responsibilities, which some participants found difficult to balance with work and travel. Likewise, housing issues could be a barrier to accessing work because full-time working residents in supported accommodation faced much higher rents than unemployed residents or those who worked part-time. This could deter them from accessing employment or from taking up progression opportunities.
- Some young people had experienced **employer discrimination** due to circumstances such as pregnancy or previous criminal convictions or because they had a disability or long-term health condition. Some young people also felt that employers had preconceptions of these conditions, which made them cautious to disclose their disability on application forms.
- **Poor mental health** was the most common health barrier amongst young people interviewed. Depression and/ or anxiety resulted in participants lacking confidence

and motivation to apply for jobs and restricted the type of jobs that they could apply for. Medication also hindered some participants' ability to complete work-related activity, and some young people had left or lost their jobs through becoming unable to cope with the work environment, their work hours or stressful situations in the workplace.

- **Learning disabilities or difficulties**, were also seen by some as limiting their career prospects, for example, because this could result in difficulty dealing with unknown social situations.

Several young people reported **multiple barriers to work**, which impacted on one another in complex ways, and meant that these issues had to be addressed first before they could successfully participate in job preparation. For example, there were participants with mental health conditions who had experienced homelessness, abuse, substance misuse issues or drug and alcohol addictions. Such individuals were usually accessing multiple support services, such as mental health counselling and drug addiction support. Some had a designated social worker or support worker who provided intensive and holistic help with a range of issues, from managing budgets, to applying for housing and accessing crisis support.

Summary

Participants were generally positive about their referral and initial engagement with MyGo. It helped when participants found out about the service through people they trusted who could tell them what to expect or through partner organisations who had good prior knowledge of MyGo services.

Engagement with 'harder-to-reach' young people was conducted via the MyGo engagement service in Phase 1 and 2, and outreach activities and partnership work in Phase 3. Providing the right 'hooks' to engage young people further from the labour market and making the MyGo offer sufficiently flexible were felt to be key to successful engagement. Engaging with young people with learning disabilities or with ESOL needs were identified as challenging and may require further specialist partnership work.

MyGo participants were split roughly 55:45 between young men and women and had a broad spread of ages, with 16-20 year olds being more numerous than 21-24 year olds. In Phase 1 and 2, over a quarter of participants (28 per cent) were claiming JSA when they joined MyGo, with UC claimants making up a further 15 per cent, and ESA and IS claimants making up 8 and 7 per cent respectively. However, 42 per cent of participants were not claiming any benefits when they joined MyGo, showing that MyGo has been successful in reaching this wider cohort of young people not normally accessing employment support services. (This data is not known for Phase 3).

Around a third of MyGo participants (Phase 1 and 2) had an additional labour market barrier, such as a mental health condition (17 per cent) or being an ex-offender (9 per cent). In Phase 1 and 2, two thirds of participants were classified as 'Universal' or 'Low' in terms of support needs on entry to the programme and another third split between 'Medium' and 'High' need categories. In Phase 3, nearly 90 per cent were classified as 'Universal' or 'Low' and just 12 per cent were classified as 'High'.

In Phase 1 and 2, those classed as Medium or High need have increased as a proportion of all MyGo referrals over time, which appears to relate primarily to changes in the assessment process rather than in the composition of MyGo participants (although it may reflect changes in unobserved characteristics).

In qualitative research, participants reported a range of family and housing circumstances, educational qualifications and prior work experience, resulting in a varied range of support needs. The key barriers to work identified by young people included limited skills, qualifications or experience; a lack of knowledge of job opportunities and limited skills in job searching and making job applications; limitations in confidence and motivation; and barriers due to personal circumstances, such as health and disabilities, caring responsibilities and housing barriers.

4. Delivery of Support

This chapter discusses the support delivered to participants through MyGo, drawing on staff and participant experiences and views over several waves of research conducted between July 2015 and November 2017. It covers how young people's support needs were assessed, the delivery of coaching and employability support, job matching and in-work support in turn.

Needs assessment and Action Plans

A locally-designed assessment tool, '*Here to Help*' (H2H) was used in MyGo to assess the support needs of new participants as they entered the service. As discussed previously, this was used both to determine appropriate support and, in Phases 1 and 2, to determine the payment category of participants.¹⁵

The Here to Help tool has a set list of discussion points and enables staff to record participant issues and barriers. The tool replaced the *Work Star* assessment tool, which was used initially, and was viewed as more effective because it captured more detailed information about participants and gave staff greater discretion when considering participants' needs rather than relying on the participant's perspective. The outcome of the assessment is quality checked by another staff member to ensure consistency.

Staff generally found the needs assessment process helpful, particularly in providing guidance about approximate timescales for support:

'I think it gives the coach an idea of a timescale, of how much they'll be working with the customer, it highlights all of the individual barriers and from there you can identify how many steps the customer will need to take, how many barriers you need to overcome.' (MyGo delivery staff, wave 5)

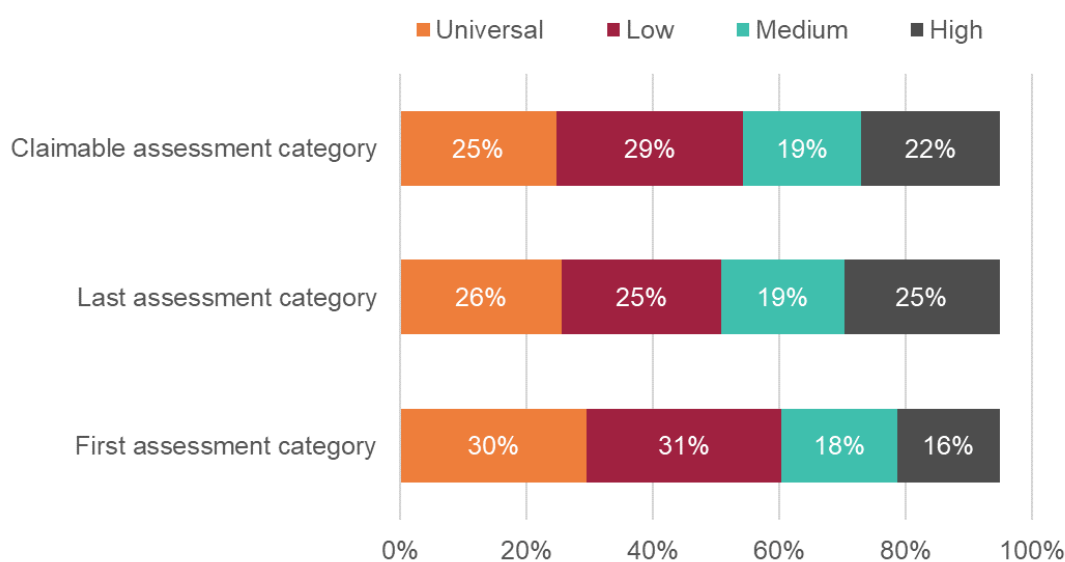
Young people were also generally positive about the assessment process. Often they were unaware that they had been formally assessed, but instead described having informal discussions with their coach over their first few visits – covering past experiences, skills and future aspirations and goals – which they saw as helping to tailor the support subsequently offered.

In Phases 1 and 2, coaches aim to re-assess participant circumstances every four weeks and use this to update the Work and Career Plan (see below) and the provision of support. A different category is assigned if progress has been made or if further barriers have arisen. Staff gave examples of movement in both directions – e.g. young people moving to Universal after it was '*clear they could get on with it themselves*' or moving to Low and being assigned a coach if it was recognised that they were struggling. Nonetheless the overall outcome of the re-assessment

¹⁵ Outcome payments were based on support group – either Low, Medium or High, with higher need participants attracting larger payments.

process in Phase 1 and 2 was a shift towards higher need participants within MyGo caseloads over time. This is likely to be because those participants with fewer barriers found work and those who did not were re-assessed into higher need groups. This can be seen in Figure 4.1, below, which shows the proportions in each support category based on first, latest and 'claimable' assessment¹⁶. While only 16 per cent of referrals are assessed as 'High' need on their first assessment, this rises to 25 per cent of the total by their latest assessment.

Figure 4.1: Referrals first, last and claimable assessment level, Phase 1 and 2



In Phase 3, however, an opposite process appears to have occurred, as shown in Figure 4.2, where later assessments show a larger proportion of participants assessed as Universal and smaller numbers assessed as Low, while High need participants remain at about the same level. Staff in Phase 3 explained that young people were reassessed as Universal if it became clear that they did not need regular one-to-one appointments with a coach and could instead '*get on with it themselves*'.

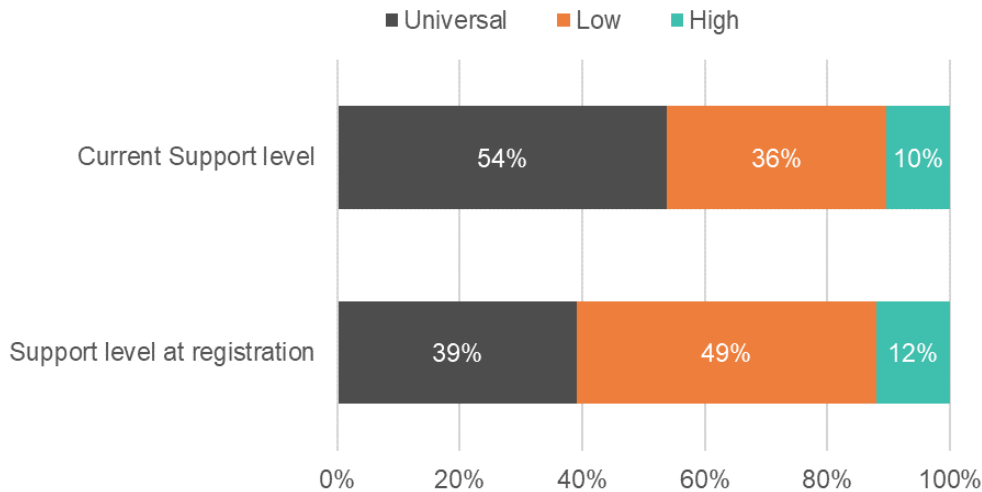
The different outcome of re-assessments in Phase 3 compared to Phases 1 and 2 appears to be explained by:

- i) A different approach to supporting Universal participants in Phase 3. Smaller caseloads meant that Universal participants could still receive support from MyGo coaching staff on an ad hoc basis, as well as accessing the centre and resources (which happened across phases). The Universal classification therefore was more flexible in terms of allocating support provision in Phase 3, compared to Phases 1 and 2 where no payments were received for supporting Universal participants.

¹⁶ This is the category against which payment can be claimed, and is defined as the category that the participant has been in for the longest duration.

- The different performance management structures, whereby there was an incentive in the Phase 1 and 2 payment model for supporting higher need participants, which did not apply in Phase 3.

Figure 4.2: Referrals first, last and claimable assessment level, Phase 3



This raises the question of whether upward re-assessments in Phase 1 and 2 were a result of the payment structure (with higher payments for higher need participants), since this structure did not apply in Phase 3. An analysis of job outcome rates by first and last assessment categories, however, does not suggest any obvious discrepancies in the process of re-assessment. For example, those assessed as higher need on either first or last assessment are much less likely to obtain job outcomes than those with lower need on either categorisation. This suggests that participants were not being 'erroneously' re-categorised (i.e. assessed as higher need than is warranted).

Those most likely to be re-assessed into a higher category are JSA claimants: the proportion of High need JSA claimants increases seven-fold as a result of re-assessments. Ex-offenders and people with mental health conditions are also more likely to be re-categorised into a higher support category than lone parents and those with physical health conditions. This may be a reflection of these participants having barriers that are less easily identifiable initially. If this is correct, this suggests that the process of readjustment in assessment categories may therefore partly reflect greater insight by staff into participant barriers over time.

Work and Career Plans

As a result of the assessment process, a Work and Career Plan is produced for each participant assessed as Low, Medium or High, which details participant goals and the steps required to reach them. The challenges and barriers identified in the initial assessment are used to set actions within the plan (for example, completing a CV), which are to be addressed sequentially, thus providing the participant and coach with

a series of steps and likely timescale for achieving employment goals (which themselves evolve over time to reflect changing circumstances):

‘You can see a timescale in front of you and agree on that with the customer, so we’re agreeing that A’s barriers for getting into work are this... we’ll need to do this, this and this, for instance, that will take three weeks, that will take another two weeks that will take another four weeks. So, we can set a reasonable target of perhaps completing a course over the next 12 weeks and we’ll get you in for interviews on the 12th, 13th and the 14th week.’ (MyGo delivery staff, wave 5)

Participants who were interviewed were often unaware that they had a Work and Career Plan. However, some remembered setting targets or establishing short-term goals and discussing the steps required to achieve them:

‘She always used to do assessments... set new targets for me...things like writing my own CV, like, doing it on my own, getting help from her and writing like a template and then doing it by myself and sending it to people, just stuff like that really, just little bits.’ (Female, 18-20, wave 2, in-work participant)

Participants valued this process of setting actions and tasks with their coach, as it helped them to prioritise their goals and focus on job preparation and job search activities. For example, one individual who had not worked before explained that the plan was useful to get him used to having a routine and knowing his next steps:

‘Because I’ve never worked before and the action plan is for me to sort of get used to and get into a routine of waking up, doing something.’ (Male, 18-20 wave 4, out-of-work participant)

Some participants also welcomed the opportunity to set their own targets or goals as this gave them a sense of control over their journey and made them more motivated to achieve them.

However, across all waves of research, some young people felt that their action plan was not tailored enough to their aspirations and/or was too ‘basic’, and several participants said that they had not revisited their action plan since originally devising it. This suggests that Work and Career Plans could have been used more effectively with participants, so that they played a more central role in motivating participants and setting and monitoring agreed goals and activities.

Views about MyGo Coach support

MyGo participants were by and large positive about the support they received from their MyGo coach, describing coaches as helpful, attentive and approachable, so that they felt comfortable asking for support when required. They also often reported that their MyGo coach was caring, understanding of their situation and responsive to their changing circumstances and needs. For example, 87% of survey respondents

agreed that their MyGo coach was 'friendly and approachable' and 67% agreed that their MyGo coach 'understood their individual needs':

'Their approach to young people, their understanding, definitely the listening...if you don't feel like someone's listening to something that you're saying, you're not going to talk to them again...How flexible they are, the fact that they do what you need help with, not what they think that you need help with.' (Female, 19-20, wave 6, in-work participant)

Participants and staff felt that good coaching support relied on the development of a positive relationship and rapport over time, and participants appreciated the coaches' non-judgemental approach and being treated like an adult:

'You get that one-on-one relationship so you're not just a number... It's really cool because you kind of develop that sort of personal relationship rather than just being allocated to anyone...' (Male, 18-20, wave 2, current participant)

'We kind of got along because... he spoke to me like an adult ... He didn't look down on me.' (Female, 16-17, wave 6, current participant)

The provision of a wide range of holistic support, as well as employment-focused support, was especially appreciated by some participants. This included staff going out of their way to help participants and advise them on personal as well as work-related issues:

'Because instead of it feeling like they had to help me...they wanted to help me and they wanted to do that bit extra rather than just doing whatever it was in their job title.' (Male, 21-24, wave 2, in-work participant)

'Asking how my week's gone, if I've been looking for any jobs, because I was on ESA how I was feeling during the week, if there's anything that was upsetting me, so it was a little bit like a counsellor as well.' (Female, 18-20, wave 2, in-work participant)

However, despite widespread positive views of coaching support, there was also variability in participant experiences. The most common sources of dissatisfaction were:

- **Coaches who were not proactive in maintaining contact or providing information.** While some participants were appreciative of how much information their coach gave them, for example on training courses and vacancies, others desired more information from their coach or felt that suggested actions were not followed up. There were also instances where young people reported that their coach was unable to give them relevant information in response to queries, for example, about benefits, housing or childcare advice.

- **Lack of contact time with coaches.** This was more common earlier on in the MyGo service when staff caseloads were higher, and contact was less structured, with some young people expressing frustration at not being able to gain access to their coach. Another common complaint was having to switch adviser, sometimes multiple times, due to staff turnover. While there were instances where a change in coach was found to be beneficial, if the new coach was felt to provide enhanced support, participants usually preferred to build up a relationship with a single coach. Changing coach could be disruptive to participants' support journey, especially when the change was sudden and handover was limited:

'When I went to a different person, I had to tell her all over again, what it is I wanted to do and it's sort of like starting fresh with them instead of carrying on from where we left off.' (Female, 21-24, wave 5, current participant)

- **Lack of tailored support.** In some cases, participants felt that their coach did not respond appropriately to their needs. These were often individuals who had a learning disability or difficulty or a health condition. There were examples of participants who felt that their adviser was 'pushing' them into paid employment when they were not ready, and young people who were told to apply for jobs or look for courses in sectors that they had previously said they did not want to work in. Additionally, a few respondents said that they were referred to jobs or courses that were unsuitable because they were too far away or incompatible with additional needs such as childcare responsibilities or mental health issues.

Employment-focused support

The core support provided through MyGo comprised a wide range of employment-focused support, delivered both in-house and externally. Both participants and staff found this support to be high quality. Nine in ten survey respondents that accessed employability support rated it as '5 star' or '4 star'.

In-house employability support

A large proportion of employability support was delivered on a one-to-one basis by MyGo coaches. This included:

- Identifying relevant vacancies
- Guidance on writing CVs
- Support with completing application forms and online tests
- Interview preparation, including mock interviews
- Setting targets to keep participants on track, for example to circulate their CV to a certain number of employers

Phase 1

In addition to this one-to-one support, in Phase 1 in-house group sessions, including 'MyCV' and 'MyInterview', were also provided to enhance skills in job searching and job applications. A course called 'MyPath' was also introduced in early 2016, to provide a short intensive introduction to job search for all job-ready participants (see Box 4.1).

Box 4.1: MyPath

MyPath is a four-week intensive course that aims to provide MyGo participants with the 'toolbox of skills' required to find work. Participation is mandatory for JSA/UC claimants, but voluntary for other participants, and participants are screened during an initial information session to ensure that it is appropriate for them. A group will have between 7 and 13 participants.

MyPath runs for two hours a day for three weeks, followed by a final week in which participants complete work experience, delivered in partnership with Jobcentre Plus. Participation in MyPath counts towards a young person's job search time for their Claimant Commitment.

The course includes updating CVs, using appropriate language for cover letters and applications, Microsoft Word training, confidence and communication workshops and employers' rights and responsibilities, to give participants an idea of what is expected of them and what they can expect in the workplace.

The content and delivery of the course is flexible and responsive to the needs of the young people taking part. There is an emphasis on building transferable skills that empower young people, which can be used in their job search.

Following participant feedback and staff insight, the length of the course was reduced from six weeks and delivered more interactively. External partners have also been engaged in delivery, such as the National Careers Service.

Staff and participants almost universally found MyGo's in-house employability support to be easily accessible and good quality. Participants welcomed this support because they felt it improved their CVs and job applications, thus improving their motivation and increasing their chances of securing work. MyGo coaches also valued the support that the training team could provide to help progress their caseload:

'The training teams deliver an absolutely invaluable service and they're the ones that are actually giving the customers the tools they need to upskill and effectively make themselves more employable and it's down to us coaches to work with the training teams to make sure the customers are getting the skills that they need.' (MyGo Coach, wave 5)

Initially, MyGo also delivered self-employment support in-house, but this was subsequently outsourced, when the previous enterprise adviser at MyGo left her

post. Those participants who received self-employment support in-house welcomed the guidance on establishing business plans and promoting their business using marketing tools, as they felt it gave them the confidence to start up or expand their business. There was a concern that outsourcing the service was detrimental, leaving MyGo coaches with limited knowledge of self-employment to advise participants who needed it.

Phase 2

In Phase 2, which was delivered on an outreach basis, employment-focused support was mostly delivered via one-to-one support from the MyGo coach – since at the time of research, training provision in Phase 2 locations was still being developed. Thus, participants described receiving support at venues that did not have training resources, or sometimes even laptops to be able to look at CVs and applications. While many Phase 2 participants had a good relationship with their MyGo coach and expressed satisfaction with the predominantly one-to-one support, some viewed the limited facilities as a source of frustration and desired a greater range of support options.

Phase 3

Phase 3 participants also primarily received employment support on a one-to-one basis from their MyGo coach, including help with writing a CV and job applications, mock interviews and jobs brokerage. There are also group workshops, including on interview preparation, and a weekly job club providing support with looking for work.

External employability support

As well as in-house provision, MyGo participants were also referred to a wide range of external providers for employment-focused support, including for traineeships, apprenticeships and basic and vocational skills provision. Participants were again generally positive about their experiences of this provision, especially where the provider was perceived to have good employer links. For example, three quarters (77%) of survey respondents who had received support from an external training provider described this as either '5 star' or '4 star'.

Several respondents had secured apprenticeship opportunities or work experience placements through these external providers, sometimes after gaining the requisite English and Maths qualifications. When participants received an accredited qualification, this resulted in them feeling more confident about their job applications and their chances of sustaining employment.

In addition, several short vocational courses were offered by external partners in the MyGo centre in Ipswich, including in construction, health and social care, food hygiene and security. External providers also delivered taster sessions in the centre to help guide participants in making training choices, as well as careers guidance

and introductory sector-based sessions to raise awareness of opportunities and to help provide career direction.

However, again, these opportunities were more limited in Phase 2 areas. While MyGo trainers are now deployed in Phase 2 areas, the challenges of smaller caseloads across rural locations meant that there was often insufficient demand to run external courses. In these areas, therefore, young people usually had to travel to the MyGo centre in Ipswich to join a course, and they were not always comfortable doing this.

In Phase 3, participants were referred to a range of provision, including with organisations such as Talent Match, National Careers Service and YMCA, that also sometimes delivered provision out of the centre. A manager is responsible for co-ordinating training provision, with coaching staff feeding in areas where training is needed to meet young people's career goals. MyGo in Phase 3 also draws on the employer links of the local authority skills team, and works closely with the local authority's apprenticeship service. There are 'Apprenticeship Fridays' at the centre, where apprenticeship vacancies are promoted, and a MyGo apprentice is also an Apprenticeship Suffolk Ambassador. Hence, it was felt that there was a strong apprenticeship offer in Lowestoft.

In Phase 1 and 2 areas, MyGo reviewed its external provision over time to ensure that partnerships are adding clear value to the participant journey. This resulted in more emphasis on securing training provision that could lead directly into job opportunities, for example being more rigorous about sourcing high-quality traineeships. There has also been a greater emphasis on working collaboratively with partners. Examples include partnering with a facilities company that provides job opportunities with the NHS following completion of a traineeship, and partnering with an FE college to deliver a traineeship in construction that includes gaining the CSCS card and access to construction sector employers.

While this was welcomed by MyGo staff, there was also some concern expressed about ensuring that provision for participants further from the labour market could still be used where appropriate. One example was a 12-week employability course delivered by the Prince's Trust, which included a residential element, community projects and work experience. Staff and participants who had taken part were very positive about this provision, as it was felt to be valuable for building confidence and soft skills. Some staff felt that they were discouraged from using this provision in case it impacted on the attainment of JCP cohort targets for off-flows. This also related to a more general concern expressed among some staff that the increasing emphasis on provision resulting in job outcomes might be resulting in inappropriate sequencing of provision for participants:

'I think sometimes, with the pressure of targets and having to hit them, maybe we are moving young people along a bit quicker than they're ready for.'
(MyGo staff, wave 5)

Wider support

Working with a wide range of external partners was seen by MyGo staff as one of the unique aspects of the service, enabling them to provide a more holistic support offer to participants, which was felt to be particularly important for those with more complex needs. Reflecting this, participants interviewed had been referred to a wide range of external providers for more intensive or specialist support, including to the Prince's Trust, the Talent Match programme, St Giles Trust (for ex-offenders), disability charities and mental health and wellbeing services.

The quality of the referral process appeared to be particularly important to the take-up of this support. Positive experiences of referral resulted in quick and easy access to support that participants would not otherwise have known about. Where participants did not take up referrals, this was usually because they did not think it was appropriate or were confused as to why they were being referred. The referral process worked best where coaches provided sufficient information about what the provision would involve and supported participants with the referral process if needed.

While there were positive examples of access to wider support, there were, conversely, some instances where participants were not referred or signposted to additional support that may have benefited them. This included participants who had mental health conditions, unstable housing situations, caring responsibilities, learning disabilities or a combination of these. Staff interviewed also highlighted issues with long waiting lists for local mental health services, particularly for those individuals with low-level mental health conditions.

Vacancy generation and job matching

In Phases 1 and 2 of MyGo generating job vacancies and job matching of participants is carried out by specialist Employer Relationship Managers (ERMs), who are responsible for ensuring that young people can be matched with jobs that are suitable to their needs and interests, through maintaining relationships with employers to source vacancies and then to screen and prepare candidates. ERMs also work with employers to source other opportunities such as traineeships and work experience for those young people not yet job ready.

Phase 3 of MyGo, in contrast, does not have dedicated employer engagement staff, and instead vacancies are generated through making use of partners' established employer relationships as well as coaching staff undertaking their own employer engagement activity based on the interests of their caseload. At the time of the research, management staff were devising an employer engagement strategy for

Phase 3, which had to date proved difficult to establish due to competing priorities and high workloads.

Participants' experiences of job matching

Participants were broadly positive about the support received from MyGo in accessing job opportunities. This included accessing vacancies through 'job books', employer information sessions and job or apprenticeship fairs, as well as the one-to-one support received from coaches in guiding them through the job search process and explaining different roles and opportunities, which gave them the confidence to apply for a wider range of jobs. Direct access to employers in the MyGo centre and support with interview preparation for specific job openings was often cited by participants as one of the most highly valued aspects of the service.

There were two key areas of concern expressed by participants related to job matching. Firstly, **job matching was sometimes felt to be too generic and insufficiently tailored to individuals' skills and interests**. This view was particularly noticeable amongst individuals who were well-qualified. For example, one participant explained that he was continually put forward for apprenticeships that he was over-qualified for, and another young graduate was told by employers at a job fair that the jobs were not suitable for her:

'I'm sure if I had said I'm looking for retail work they could have clicked their fingers and a job would have appeared, that seems to be what they're aiming at, so I don't dispute that they are incredibly good at what they do, it's just that what they primarily do doesn't suit me.' (Female, 22, wave 5, out-of-work participant)

This view about the unsuitability of job matching was also expressed by some young people with mental health conditions or learning disabilities. They sometimes reported being given inappropriate vacancy suggestions, or experienced issues in their placements or jobs because their MyGo coach did not explain their disability or condition to employers beforehand.

Secondly, **some participants expressed frustration that insufficient attention was paid to developing their longer-term career prospects**. Some felt that their coach presented them with limited options or encouraged them down a path that they were not interested in, due to their previous experience or because of the nature of current vacancies. Some participants also felt 'rushed' into jobs that had unsociable hours or insecure contracts or were employed by agencies that did not guarantee work. For example, one participant who was working unsociable and long hours in a fast-food restaurant was keen to identify alternative opportunities that would provide better prospects, but did not feel that he had received support with this from MyGo.

There were, however, also positive examples given of MyGo coaches sourcing appropriate jobs and speaking to employers about disabilities and health conditions,

as well as positive examples of coaches supporting young people in work to look for more suitable jobs, so it appears such support was inconsistent.

In-Work Support

The MyGo in-work support (IWS) offer in Phase 1 and 2 evolved over time. It was initially subcontracted and was then brought in-house in Spring 2016 in order to improve communications between the IWS team and other staff, so as to improve the handover between out-of-work and in-work support and provide more timely support to young people in work:

'If somebody comes in and they've got a job they know who [the IWS officer] is... it's like, "OK, this is [name], she'll be contacting you" ... I think that just having it in-house is much better, it's that personal touch isn't it?' (MyGo manager, wave 5)

In-work support is provided by the MyGo coach for the first four weeks of employment and then by a separate IWS team comprising two staff members. The IWS team contact participants by phone, text or email, according to the method and frequency originally agreed with the coach. They expect to speak to in-work participants around once per month during the first six months of them starting a job. The IWS team felt that text was the best method for communication, as it was less intrusive and flexible for in-work participants.

For individuals experiencing difficulties in their current role, two types of support were provided:

1. Help to maintain their current role, by providing advice, guidance and support on issues such as travel, hours, responsibilities or difficulties with other staff.
2. Help to individuals who want to leave their current role, by discussing other vacancies, encouraging them to register with MyGo's online portal to access opportunities, or referring individuals back to MyGo in order to access further support to up-skill or find a better-suited role.

If the participant is happy in work, the IWS team will discuss progression opportunities and make them aware of the support options available to them.

While bringing the in-work support team in-house was designed to improve partnership working between coaches and in-work support officers, limitations in this were reported, and IWS staff faced difficulties keeping in contact with in-work participants. For example, the ability to conduct 'warm handovers' from the MyGo coach to the in-work support team was often limited in practice, as young people often did not return to the centre when they got a job. Although leaflets were emailed with the IWS team's contact details, IWS staff felt that it was subsequently difficult to forge relationships with in-work participants because they were unfamiliar, making it

hard for them to develop understanding and trust with the young person using methods such as phone and email:

'It's quite difficult to get hold of people at the right time when they are working. They haven't met me or [colleague] before, so it's also... it's quite difficult to forge that relationship over the phone.' (MyGo delivery staff, wave 5)

'When you first have a chat with someone it's quite hard to delve into... what's going on at work. Just calling everyone once a month isn't really the most beneficial way of gauging what's going on or helping people so ... There's going to be more of a strategy on that I think.' (MyGo delivery staff, Wave 5)

Difficulties maintaining engagement with in-work participants were also amplified by limited resource in the team. Although the team was increased from one to two staff members, the IWS staff are also responsible for validating employment outcomes. While this enables the IWS team to build a link with employers, and potentially refer them to the employer engagement team, it also diverts resources and time from in-work support activity, thus limiting the provision of support:

'I am set targets on validations and outcomes but I'm not set targets on in-work support... For the outcomes a lot of that is to do with chasing people ... it takes weeks to find out about that outcome... So a lot of that time is just following up various different people, which I would say takes away time from doing in-work support.' (MyGo staff, wave 5)

Finally, limitations in systems for tracking communications and support delivered, particularly between coaches and the IWS team, also made it difficult to keep track of individuals' progress and situation. Together these challenges meant that the IWS team faced difficulties in delivering sustained and proactive support to young people in work.

In Phase 3, in-work support was more limited. There is no dedicated in-work support team, and instead MyGo coaches are responsible for providing in-work support when needed. Participants remained on the coach's caseload for between three and six months, so that the coach could occasionally 'check-in' to find out about their progress. However, this was difficult to achieve in practice, due to coaches' limited capacity and the focus on supporting people into work:

'If I'm honest I don't think that happens much, if at all ... They have to get an idea of who to contact then on whatever day [which] is quite tricky.... That should happen more, but I don't think it does.' (MyGo manager, wave 6)

Despite this, there were examples of staff supporting participants to achieve a more suitable or better-quality job, but this relied on participants being proactive about receiving support:

'I've got three clients at the moment that are actually in work, but they hate their jobs, so on their days off they'll come and see me, and, you know, we'll look at finding other employment for them.' (MyGo coach, wave 6)

Participants' experiences of in-work support

These challenges faced in delivering in-work support were reflected in variable experiences reported by participants who were in work.

Some participants in work reported contact with either their MyGo coach or members of the IWS team, most commonly by telephone, either weekly, fortnightly or more occasionally. In some cases, this was also supplemented by other forms of contact including catch-ups via text and email or face-to-face meetings at MyGo to discuss their current situation in person:

'When it's my day off and I'm doing something in town I pop in, just to keep her updated and just to let her know that I'm doing really well.' (Male, 23, wave 5, in-work participant)

Participants who received in-work support were, in general, content with the extent of the support that they received. Those who were receiving regular support were usually appreciative of this and saw the mode and frequency as sufficient. However, some participants noted that contact was often ad-hoc and they would have preferred more ability to schedule in-work contact to suit their needs.

Whilst experiences varied on a case by case basis, participants were generally more positive where they were in contact with their previous MyGo coach, due to the pre-existing relationship and the coach's understanding and knowledge of their circumstances:

'I feel it's quite good because you build up quite a close relationship with [the coach], like, all friendly, but them asking how I'm getting on just gives you the reassurance.' (Female, 18, wave 5, in-work participant)

Types of support received

There were two types of in-work support received:

- 'Back-up' support, with infrequent, but regular contact providing reassurance that advice and support would be available if they experienced any difficulties or their job ended. This was more common among those who were content in their current positions.
- 'Progression' support to find a new role. This was less common, but there were examples of participants receiving help to find suitable opportunities and encouragement with applications. For example, one participant currently working in retail received regular email updates regarding new job opportunities. Another participant continued to visit the MyGo centre to

discuss new job opportunities and access resources and activity sessions to support their job search.

Participants lacking support

Not everyone reported receiving in-work support. Some participants said that they had received very limited contact once in work and some reported only receiving contact in the first few weeks of employment.

Most of those participants who did not receive any, or very limited, in-work support tended to be content with this. They explained that they knew additional support was available and were confident they could access this if needed. However, there were some participants who would have appreciated more regular contact in order to sustain progress, and some individuals expressed a greater need for support. For example, some participants were unhappy with aspects of their job including low pay, fluctuating hours, disputes with their employer or general discontent with their role, and a number of individuals had left their job as a result. One participant who wanted to complete further training to progress, but had struggled to do so, felt that contact from MyGo once they were in work, could have helped to address this:

‘looking for avenues for training quicker than what I am....because I’m kind of relying on myself to just go down there and see them, whereas if somebody had been in contact with me, I maybe would have started asking the questions that I want to ask sooner, and already be on my way to doing what I want.’ (Male, 23, In-work participant, wave 6)

In some of these instances, participants were in contact with their coaches and/ or the IWS team, but felt that the support available did not address the issues at hand or how to resolve them:

‘They basically just said I could either leave and find something else or put up with it.’ (Female, 17, wave 5, out-of-work participant)

Other participants had initial in-work contact, but were unaware that there was the possibility to continue this. For example, one participant who was frustrated with his current role, had only had one phone call from the IWS team. He felt that ongoing support from MyGo could have helped him to look for a new job or opportunities to progress such as training, learning or an apprenticeship. Another individual who had set up their own business only received one follow-up call from the business adviser and would have appreciated further support to continue to develop their business.

There were also examples of young people who were not aware of the in-work support service at all. Some reported experiencing difficulties with their role and a desire to move into something more suited to their needs and interests. They believed that ongoing support might have helped them to overcome the obstacles faced and retain employment or to find a new job more quickly. As a result, in some

cases these participants had gone on to lose or leave their job and some had not subsequently re-engaged with MyGo.

Summary

Assessment process

MyGo staff used a bespoke tool, *Here to Help*, to assess participant support needs, which was felt to work effectively as a means of structuring and sequencing support and planning coach resource.

MyGo coach support

One-to-one support from a MyGo coach was often the most highly valued element of the service for participants. In most cases, and across all phases, participants felt that their adviser was helpful, caring, approachable and knowledgeable. However, there were also cases where participants felt that their coach did not respond appropriately to their needs, especially when they had additional/complex needs or were highly qualified. Enhanced staff training, for example around mental health and/or access to more specialist support (for example around learning disabilities) were suggested as ways to help address this.

Dissatisfaction with staff availability was less common over time, following improvements in coach performance management and service quality. However, frustrations about being passed between several MyGo coaches remained. This could often disrupt support and prevent productive relationships being formed. Many individuals were unclear about having a Work and Career Plan, suggesting that these could be revisited more regularly by coaches to motivate participants and remind them of the agreed actions.

Employment-focused support

A wide range of employment-focused support was provided both by MyGo and through external training providers. Much of this was highly regarded by participants and felt to make a real difference to job prospects. In particular:

- In-house employability support gave participants more professional CVs and job applications, and helped them with online tests and interview preparation
- Work experience improved participants' confidence, skills and team work
- Accredited qualifications led to participants feeling more confident about securing job interviews and moving into employment
- Signposting to different means of finding out about opportunities and advice and guidance on career options gave young people improved career direction

Phase 1 participants had access to a range of internal and external courses, and there was consensus amongst staff and participants that these were good quality. In Phase 2 locations, employment focused support was more centred around the MyGo

coach providing one-to-one advice and guidance, due to difficulties in sourcing training provision with smaller caseloads and more limited demand. Access to training provision in Phase 2 areas was identified as a key gap in the support provided.

Partnering with other organisations to provide wider support was seen by staff as key to the MyGo offer, and several positive examples were evident of staff working closely with partner organisations for engagement, specialist support and improving services. There were also, however, gaps in support evident from participants' accounts, which were also recognised by staff interviewed. In particular, young people with mental health conditions did not always appear to receive sufficient support around confidence building and wellbeing alongside more focused job preparation activity, and some young people with learning disabilities or difficulties did not feel that the support provided was appropriate for them.

In-work support

In-work support has been challenging to deliver. In Phase 1 and 2, the service was brought in-house in Spring 2016 but has not yet fully delivered on the potential for greater joining up of in-work support with MyGo coaching services and employer engagement. The in-work support team described difficulties contacting participants, forging a relationship and delivering proactive and sequenced support. This was partly hampered by resource constraints, with the team also responsible for validating employment outcomes, as well as by limitations in the MI system for in-work support. In-work support was not offered as part of the Phase 3 MyGo offer.

Reflecting these challenges, the nature, extent and frequency of in-work support varied greatly amongst participants interviewed. Some individuals who did not receive support would have liked help to either find better work, progress their careers or resolve issues in the workplace. Others wanted more regular contact or more structured support to resolve challenges that arose, as support was often sporadic and perceived to be focused primarily on finding a new job.

5. Employer engagement

This chapter draws on staff and employer interviews to describe how MyGo engaged with employers, exploring what worked well and where there were challenges and gaps.

The employer engagement function

In Phases 1 and 2 of MyGo, the employer engagement function was brought in-house in 2016, and is delivered from the Ipswich MyGo centre by a team of specialist Employer Relationship Managers (ERMs). Their activities include sourcing vacancies, managing relationships with employers, screening candidates for positions, organising recruitment sessions on site, and ensuring that candidates have the right skills for the positions available.

Having a dedicated employer engagement team in-house was seen to have the following benefits:

1. **It enables a greater emphasis on sourcing ‘aspirational jobs’ or ‘jobs with prospects’ that can be sustained by participants and which will enable them to progress in work**, such as apprenticeship opportunities. To support this, Employer Relationship Managers (ERMs) are targeted on achieving positive progressions (i.e. when a young person stays in work for 28 days) rather than simply job placements.
2. **It facilitates improved communications between the employer engagement team and other MyGo staff**, which means that coaches are more aware of the vacancies available and participants can be effectively ‘reverse marketed’ to employers, and the needs and aspirations of participants can more effectively feed in to the development of the MyGo training offer and sourcing job vacancies.
3. **It provides an enhanced MyGo offer for participants, since ERMs get to know the needs of employers and select and screen candidates carefully, resulting in more effective job matching and placement.** To do this, ERMs liaise closely with coaches and trainers, identifying the most suitable candidates for the role, and then work closely with candidates to discuss the role and prepare them for interview.

MyGo Phase 3 does not have dedicated employer engagement staff, with the responsibility for employer engagement split between the centre managers, which made it difficult to resource effectively. MyGo staff worked with other partners such as Jobcentre Plus to identify employment opportunities for participants, alongside targeting individual employers based on participants’ areas of interest. An employer engagement strategy was being developed at the time of writing, which included conducting promotional activity with local employers through business networks.

Sourcing vacancies

The employer engagement team in MyGo Phase 1 and 2 sought to source employment opportunities from a wide range of employers, in order to meet the needs of diverse participants and to attract new entrants to the service. Developing contacts with new employers also had to be balanced against maintaining successful relationships and rapport with existing employers, since this enabled MyGo to be the preferred 'supplier' for that employer allowing them to fill vacancies before they were advertised more widely. Key successes for the MyGo employer engagement team have included establishing relationships with large high street retailers, fast food chains, telecommunications and construction companies.

In Phase 3, MyGo staff worked closely with JCP to utilise their links with local employers, and also sourced vacancies directly through contacting local employers in sectors linked to participants' career interests. For example, targeting local care homes had been found to work well, as they had a recruitment need and there were numerous participants interested in health and social care roles. Going forward, they aimed to secure more vacancies exclusive to MyGo participants to help with engagement, and to increase their promotional activity to engage more employers:

"I do think we need to work with more employers... there's some work that we need to do, perhaps at a more Chamber of Commerce type level, in terms of engaging employers and making them understand what MyGo is all about and what MyGo can do for them. So more promotional activity directly with employers is kind of the next step for us." (MyGo manager, wave 6)

Employers who were interviewed for the research, including both larger employers, with ongoing recruitment or large recruitment drives, and smaller employers with more limited resource for recruitment, saw value in working with MyGo because it provided access to a larger pool of potential candidates:

'they [MyGo] have got access to a huge amount of people who are all in theory quite keen to get into work. We found it just more or less impossible to locate people like that.' (employer, wave 3)

Employers perceived several benefits of employing young people. This included that they were willing to learn, and could do so quickly, and that they were often flexible because they had fewer responsibilities. Some employers also felt that young people were specifically suited to the roles they had available, which were described as 'creative' and 'fun'.

Other reasons employers engaged with MyGo were that they wanted to hire local residents or to help young people, sometimes because this helped them to win other contracts or opportunities, for example with the local authority, or that they hoped that engaging with MyGo would raise awareness of their business and the opportunities available:

'Firstly, we are an employer that would like to employ people within the local sort of community firstly, and so that would bring I hope people's awareness that there are opportunities here...' (employer, wave 6)

The key benefit provided by MyGo to employers was said to be a bespoke service for filling vacancies which was tailored to their needs. Feedback from employers who had a designated Employer Relationship Manager at MyGo was overwhelmingly positive, with the single point of contact being highly valued:

'If I've got one person I'm talking to, then he knows previous conversations, I know previous conversations we've had, whereas if you talk to a second or third person, you've then got to explain everything again, especially if you're talking about any particular individual job seeker.' (employer wave 3)

MyGo Employer Relationship Managers were felt to have a good understanding of business needs and were widely viewed as accessible and responsive. Several employers described contacting the ERM at MyGo as their 'first port of call' to fill any vacancies that arose. For example, one large national employer explained that the majority of their apprentices in Suffolk came through MyGo:

'I have a really close relationship with [the MyGo ERM], I will now contact him... a minimum of once a year for our apprenticeships and I'll advise him of all the roles we have available and he will source candidates for me and put them forward. ...We have taken on in Suffolk, nine apprentices.... He supplied seven of those via MyGo.' (employer, wave 6)

Some employers reported that working with MyGo on recruitment had positively changed their perception of employing young people. This was due to the close working relationship developed with the ERM and the employability support provided to candidates, which prepared them effectively for the working environment:

'I think they take the stigma away, you know, because there is that kind of stigma attached to employing young people.' (employer, wave 3)

'It made me see it in a more positive light, actually.... you think, "Oh, I don't know, young people... would they be reliable?" So, yes, it definitely made me realise that there are young people out there that do want to work and are willing to work.' (employer, wave 6)

Screening and preparing candidates

Another aspect of the employer engagement role is the screening and preparation of candidates to ensure that they find the right candidates for the vacancies. This relies on getting to know the needs of employers through visits to businesses and attendance at group interviews to better understand employer needs. In the MyGo centre in Ipswich, an in-house recruitment service is also offered, where candidate screening, interviews and inductions are delivered from the MyGo centre.

Where employers had worked closely with MyGo in recruitment, they found this to be a very valuable service. They particularly valued the support received from MyGo ERMs in filtering, screening, preparing and matching candidates to vacancies. Employers said that this set MyGo apart from their experience of using recruitment agencies or going through Jobcentre Plus, as MyGo was felt to put forward more suitable candidates and to deliver a more personal service. One employer also reported that job retention had increased since the MyGo ERM became involved in the induction process, since the ERM was able to answer questions and provide reassurance to candidates.

Employers also gave examples of where positive experiences of working with MyGo to fill recruitment needs had subsequently led to them offering additional opportunities for participants, for example work experience placements, taster days or mock interview practice.

In Phase 3 where there were no specialist employer engagement staff, MyGo coaches and managers were responsible for screening and preparing candidates for interviews, for example by giving them interview advice and by arranging mock interviews to help them to practice.

Support following job placement

One area where employers perceived the MyGo employer engagement service to be weaker was in the 'after-care' provided to employers following a job placement or after they had contacted MyGo about a vacancy. While employers cited some positive examples of this, inconsistent follow-up with the employer after a job placement was identified as one of the key weaknesses of the MyGo offer. Several employers referred to sporadic and untimely contact. For example, one employer gave examples of young people who had left the job before the ERM had been in touch to check on the outcome of the appointment. Another suggested that more contact would have been helpful to improve their relationship with the service:

'It would be nice to have maybe just an email contact or a phone call or something. Maybe like, once a month saying, "Hello, just to let you know we haven't had any suitable candidates this month, we haven't forgotten about you..."' (employer, wave 6)

Employers felt that after-care was important in order that they could feed back any issues regarding candidates' reliability and quality, in order to inform future recruitment and to facilitate personal development for candidates. They also suggested that more regular contact with MyGo ERMs would have helped them to meet additional recruitment needs.

Several employers also wanted to see more in-work support from MyGo for young people, especially in the first few weeks of work when challenges were most likely to occur. Some employers referred to instances of young people leaving work in the early days and weeks of an appointment. Such unofficial disengagement from

employment (i.e. leaving without formally resigning) was especially problematic and costly for businesses.

Employer events at MyGo

The hosting of employer fairs or employer sessions at the MyGo centre in Ipswich, where employers meet a group of young people interested in a particular industry, were another highly valued aspect of MyGo for employers and participants alike. Employers reported that these events were a good opportunity to network with other employers, to market their company to young people and to recruit candidates.

Sessions were felt to work best if they were tailored to the interests of attendees, for example if they were included at the end of a relevant training course, or when they included a range of employers from a similar sector. For example, one employer explained that they ran an annual recruitment session at MyGo, which also included a presentation about the business. This was found to be helpful because it gave young people an understanding of the organisation and a chance to ask questions before their interview (which they had been pre-screened for).

However, some employers complained of sessions at MyGo that were poorly or inappropriately attended, while several employers interviewed were unaware that employer events were held at MyGo. This suggests that a greater emphasis on employer events, in order to increase the range of potential employers that participants can have access to and find out about, could be beneficial to maintain engagement and positive views of the service.

Challenges in employer engagement

The key challenges for MyGo employer engagement included:

Employer reluctance to use the service, either because they were suspicious about a cost-free service, because they had concerns about employing young people, or because of prior negative experiences with using government services:

'Without being stereotypical, it's those who can't get into the workplace on their own' (employer, wave 3)

Furthermore, several employers interviewed were **reticent about offering work experience opportunities**, partly because of earlier negative publicity about mandatory work experience schemes. This suggests a need for MyGo to work more proactively with employers to provide reassurance about appropriate work experience schemes that can provide exposure to work for those further from the labour market.

Difficulty sourcing sufficient roles to meet demand in more popular sectors, for example outdoor work, engineering and design.

The time taken to build new relationships and source opportunities, particularly with larger employers. The ERMs had to strike a balance between spending their time and resource on managing relationships with existing employers and developing new leads and relationships.

The more limited employer engagement offer in Phase 2 and 3 areas. The lack of dedicated ERMs in Phase 3 created additional pressures on staff who had multiple responsibilities, and meant that they had less time to dedicate to proactively sourcing vacancies and maintaining relationships with employers. The ERM team in Ipswich covered Phase 2 areas, but the absence of a MyGo centre limited the offer to employers since there were no facilities for meeting and screening candidates.

Summary

In Phase 1 and 2 of MyGo, vacancy generation and job matching is carried out by ERMs who were, in general, very highly regarded by employers, who especially valued the support received in the filtering, screening, preparation and matching of candidates to vacancies. Employers appreciated it where efforts had been made to understand their business and recruitment requirements, and visiting local employers and employer networks to raise awareness of MyGo worked well in encouraging engagement. MyGo employer engagement staff were able to source a range of employment opportunities, apprenticeships, and work experience opportunities across a range of sectors, and had become the preferred supplier for several large employers.

Where the dedicated employer engagement resource was not available (in Phase 3), MyGo coaches and managers were tasked with sourcing vacancies, establishing relationships with employers and screening potential candidates. They were able to build on employer contacts made in previous roles or engage with employers via partner organisations, but this was resource-intensive and it was identified that further work was required to build better links with employers.

From the perspective of employers, the key weakness in the MyGo offer was around 'after-care' following the appointment of candidates. They described limited, inconsistent or untimely follow-up from ERMs or other MyGo staff, which failed to address some of the early challenges participants faced in work and in some cases led to young people leaving the job, which was costly for employers. There was also a desire for more regular contact so that employers were aware of progress being made to match participants to opportunities, and so that they could address additional recruitment needs.

6. Outcomes from MyGo

This chapter sets out analysis of the outcomes achieved by MyGo up to the end of September 2017. As described in Chapter 2, different outcomes were incentivised and rewarded across the different phases of MyGo and for different groups of young people using the service. In Phases 1 and 2, the provider (PeoplePlus) could claim payments for education outcomes for 16-17 year olds¹⁷ and job outcomes for 18-24 year olds (see Annex C for the details of the payment model). In Phase 3, there were no outcome payments, since the service was delivered in-house, and a wider range of outcomes were incentivised for all participants, including referrals to other types of provision, as well as job and education outcomes.

In this chapter we look firstly at education outcomes and other intermediate or soft outcomes, and then focus on job outcomes. We consider how these outcomes have changed over time, and how they vary across the MyGo phases¹⁸ and for different groups of participants.

When reporting outcome rates, we have used 'claimable attachments' to the MyGo service as the base. This means that all participants who were assessed as being in the Low, Medium or High support categories (and thus were eligible for MyGo coach support) and had completed a Work and Career Plan are included.¹⁹

By the end of September 2017, 8,547 young people had registered to use the MyGo service in Phases 1 and 2, and of these 4,961 young people had a claimable 'attachment' to the service. In Phase 3, by September 2017, 804 young people had registered to use the service, with young people attached to the service.

Education and intermediate outcomes

Education outcomes

In Phases 1 and 2, of the total 4,961 young people attached to the MyGo service, 440 participants in total achieved an education outcome, comprising 9 per cent of all participants. This was similar in Phase 3, where of the total 490 young people attached to the service, 33 participants achieved an education outcome, comprising 7 per cent of all participants.

As would be expected, education outcomes were more likely for younger participants. In Phases 1 and 2, just over half (55 per cent) of all education outcomes

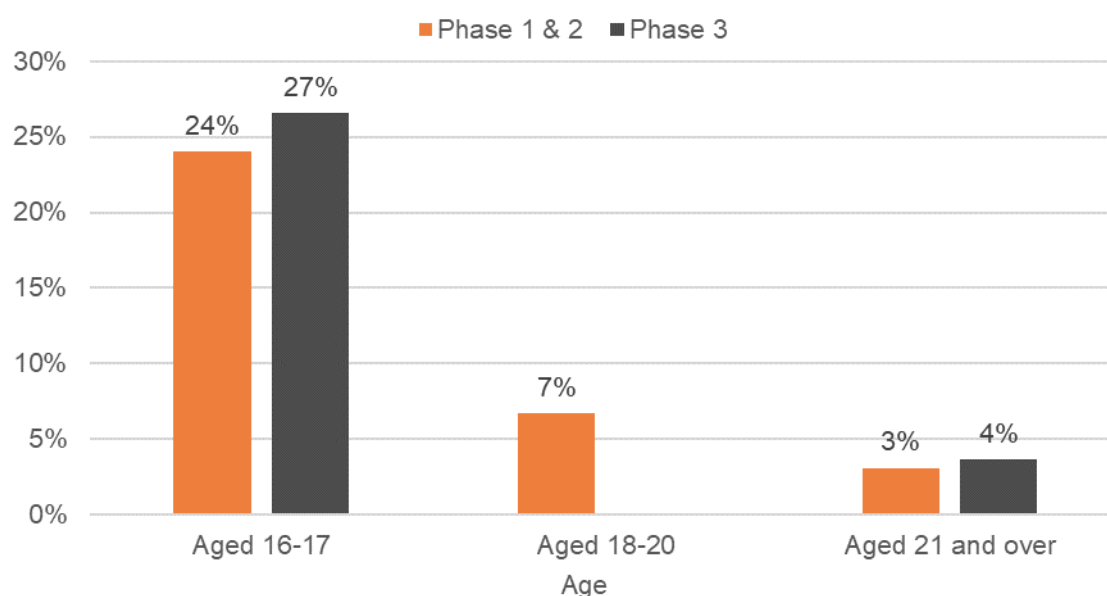
¹⁷ To comply with Raising the Participation Age (RPA), claimable outcomes for 16-17 year olds include full-time education programmes or participation in an apprenticeship, traineeship or job with accredited training.

¹⁸ In each case we show outcomes for Phases 1 and 2 combined, compared with Phase 3. This is because Phases 1 and 2 shared a common outcome-based payment structure and used a shared MI system, while Phase 3 was distinct in the outcomes measured and the data system.

¹⁹ We exclude participants classified as 'Universal' from the figures, since these participants do not receive MyGo coaching support and are more likely to get a job on their own without reporting this to MyGo. Therefore, the MI on outcomes for this group is considered less reliable.

went to 16-17-year olds, while in Phase 3, three quarters (76 per cent) of all education outcomes went to 16-17-year olds. As Figure 6.1 shows, in Phases 1 and 2, 16-17-year olds achieved a 24 per cent education outcome rate, while in Phase 3 this was 27 per cent. This compares to education outcome rates of 7 per cent for 18-20-year olds and 3 per cent for 21-24-year olds in Phases 1 and 2, and zero per cent for 18-20-year olds and 4 per cent for 21-24-year olds in Phase 3.

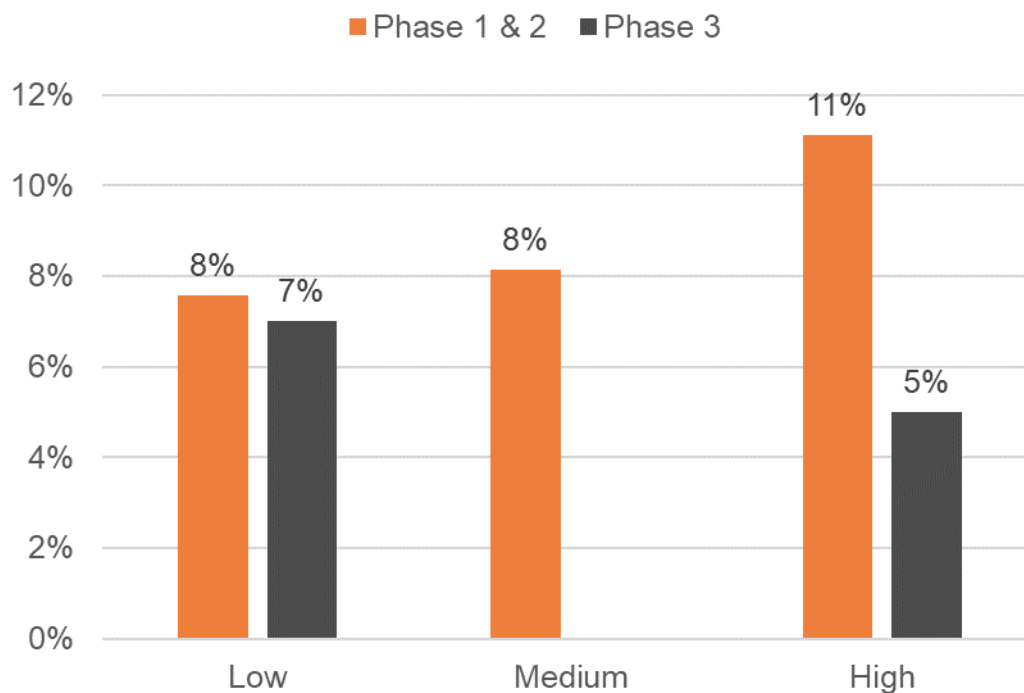
Figure 6.1: Education outcome rates by age (% of attachments)



It should be noted that 16-17-year olds joining MyGo were not exclusively looking for support with transitioning to further or higher education. Desired destinations are not captured in the MyGo MI, but our participant survey suggests that only around a third (35%) of 16-17-year olds participants in Phase 1 and 2 were looking for support with moving in to education or training, compared to a fifth (22%) of 18-24-year olds. The majority of both groups, according to our survey, were looking for help with seeking work when they joined MyGo (82% of 16-17-year olds and 90% of 18-24 year olds).

In all phases, education outcomes were fairly evenly split across the support categories, as shown in Figure 6.2. This suggests that MyGo was equally effective in achieving education outcomes for participants with differing levels of support need.

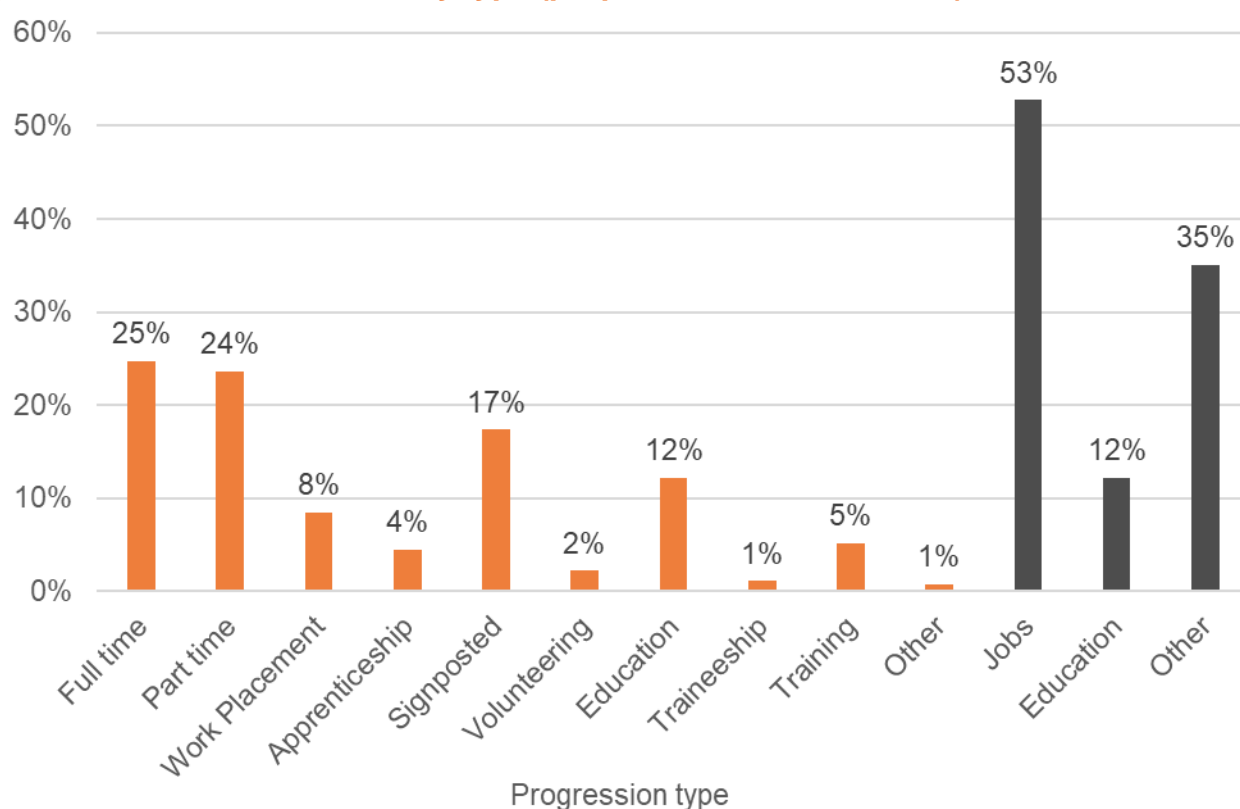
Figure 6.2: Education outcome rates by assessment category (% of attachments)



Other intermediate outcomes

As shown in Figure 6.3, two fifths (40%) of all recorded outcomes in Phase 3 were other intermediate outcomes, most commonly signposting to other services (18% of all outcomes), take up of a work placement (9%) or take-up of training (including traineeships) (6%).

Figure 6.3: Phase 3 outcomes by type (proportion of all outcomes)



Job Outcome rates

In Phases 1 and 2, of the 4,961 young people attached to the MyGo service, 2,156 obtained a claimable job outcome. This represents an overall job outcome rate of 43 per cent. In Phase 3, of the 490 young people attached to the service, 143 obtained a job outcome, which represents an overall job outcome rate of 27 per cent. Figure 6.4 and 6.5 show how registrations and job outcomes have built over time in the different phases.

Figure 6.4: Cumulative attachments and jobs per month: Phases 1 and 2

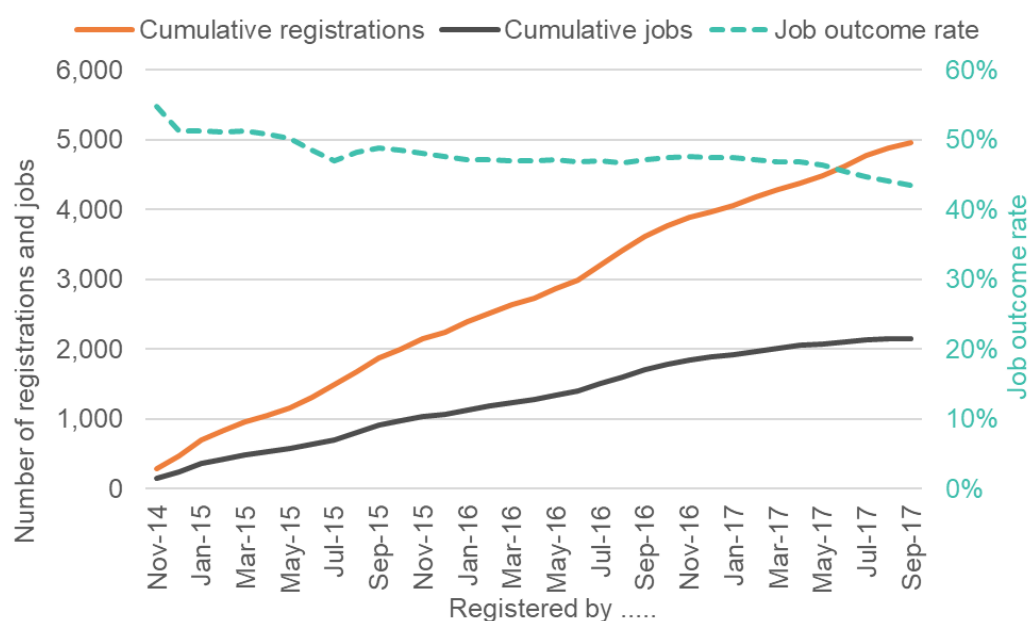
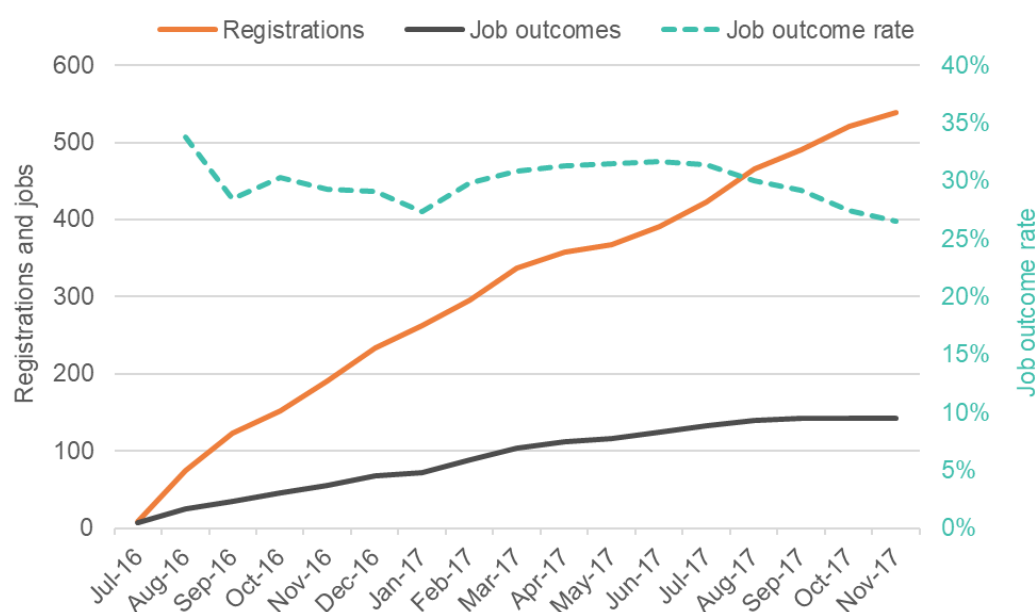


Figure 6.5: Cumulative registrations and jobs per month: Phase 3

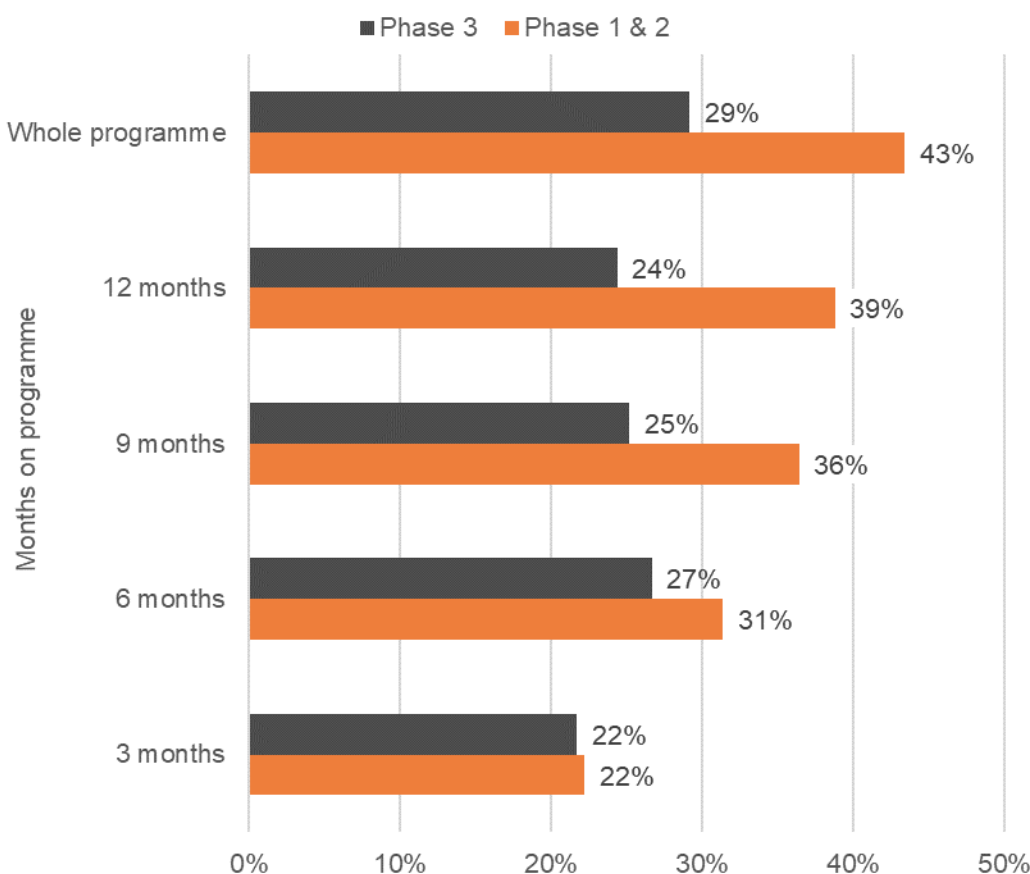


Figures 6.6 shows the proportion of people in each phase who achieved a job outcome within fixed periods of time, namely within 3 months, 6 months, 9 months and 12 months of starting on MyGo²⁰. For Phases 1 and 2, 22 per cent of young people attached had achieved a job outcome after 3 months. This increased to 31 per cent for those achieving a job outcome within 6 months; 36 per cent within 9

²⁰ Periods of time on the programme are calculated by the time between the registration date and first progression date. Rates are based on the number of attachments that have been on the programme for 3 months and below, 6 months and below, 9 months and below and 12 months and below by the number of jobs achieved by these 4 cohorts.

months and 39 per cent within 12 months. As shown in Table 6.1, for Phase 3, the equivalent figures are: 22 per cent of young people achieved a job outcome within 3 months; 27 per cent within 6 months; 25 per cent within 9 months and 24 per cent within 12 months. This suggests that the service struggled to support earlier cohorts of participants after they had been engaged for 6 months or more.

Figure 6.6: Job outcome rates by months on the programme



Note: Months on the programme equals the difference between registration date and first job start date.

Table 6.1: Job outcome rates by months on the programme: Phase 3

Phase 3	3 months	6 months	9 months	12 months
Cumulative registrations	391	337	234	123
Outcomes	85	90	59	30
Outcome rate	22%	27%	25%	24%

Figure 6.7 shows that for Phases 1 and 2 the rate of increase in job outcomes reduces slightly over time. This means that the chances of achieving a job outcome reduces the longer someone stays on the programme without finding work, albeit not substantially so. This is a normal pattern that is also seen in other programmes and in mainstream JCP support, reflecting the fact that those participants with higher employability are likely to achieve a job outcome more quickly. For Phase 3, job outcome rates reduce substantially after 6 months on the programme, indicating

either that limited support is provided to participants after 6 months, or that participants disengage from the programme so that job outcomes, even if achieved, are not recorded.

Figure 6.7: Job outcome rates by months on the programme: Phases 1, 2 and 3

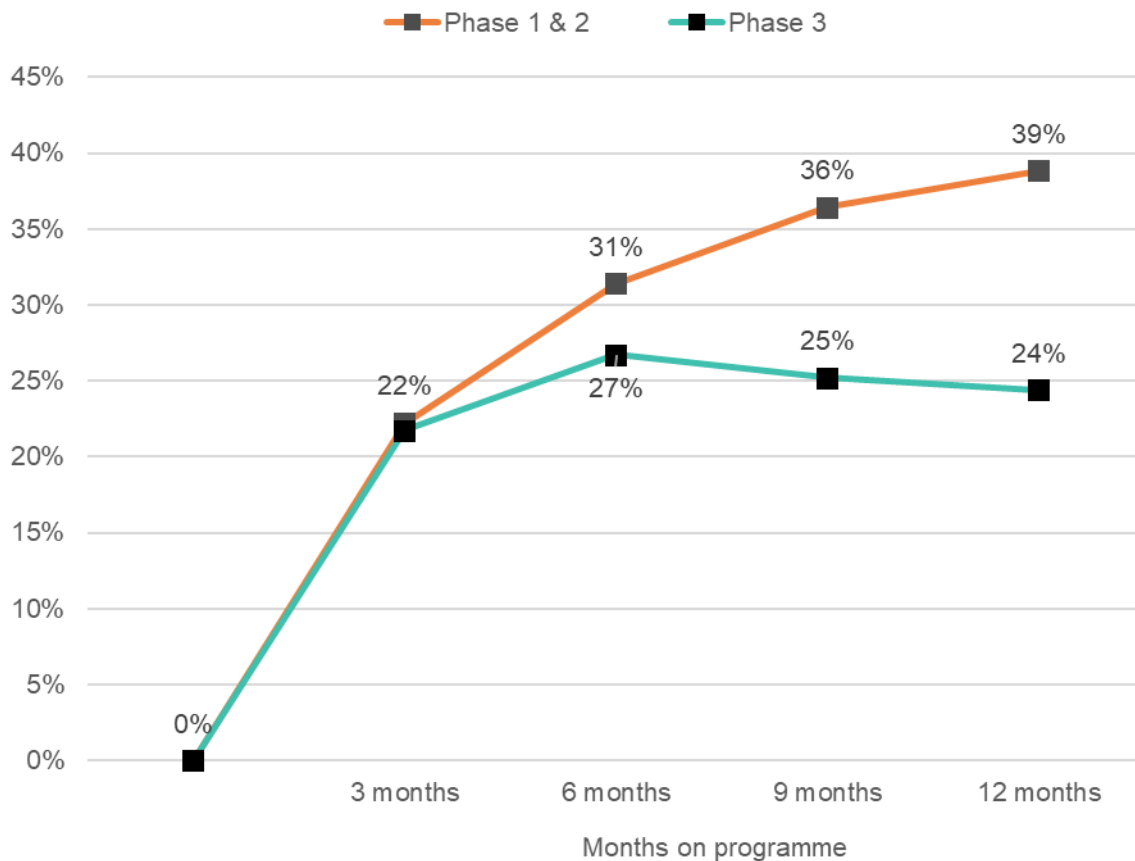


Figure 6.8 and 6.9 show the 3, 6, 9 and 12-month job outcome rates by the month of attachment for each phase.²¹ This shows that job outcome rates have steadily increased over time for all cohorts. This means that MyGo has improved over time in achieving job outcomes, including for those young people who take a longer time to get a job. Figure 6.8 also shows seasonal peaks in job outcomes: in the summer due to school leavers, in November due to employers recruiting for the Christmas period, and in January for the new year sales period. There was also a peak in March 2017 around the Easter Holidays.

²¹ We have not shown 12 month outcomes for Phase 3 as it is too early to show reliable trends.

Figure 6.8: Job outcome rates by months on programme, with trendlines Phases 1 and 2

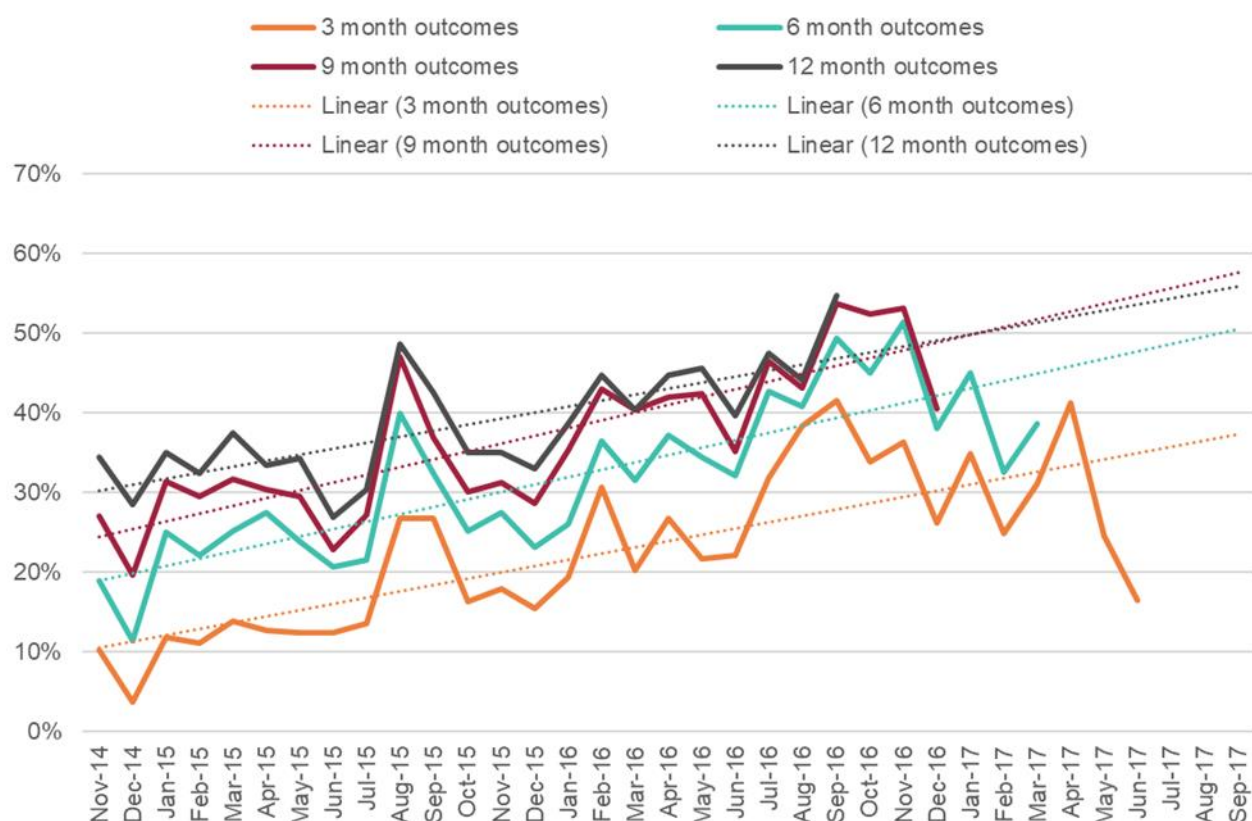
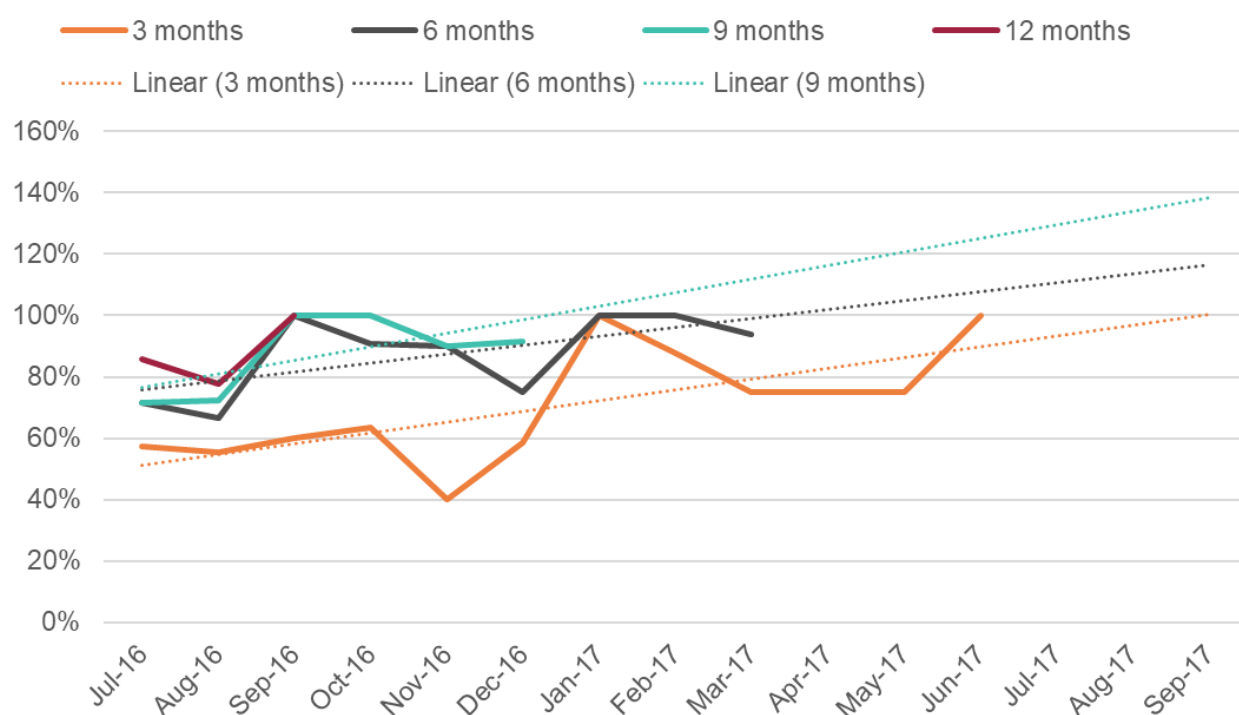


Figure 6.9: Job outcome rates by months on programme, with trendlines Phase 3



Types of jobs achieved

In Phase 3, job outcomes were split almost evenly between full and part-time jobs: 47 per cent of all job outcomes were full-time and 45 per cent were part-time – see Figure 6.10. In Phases 1 and 2, only full-time jobs were counted as claimable outcomes (for provider payment purposes), although two part-time jobs totalling more than 16 hours were claimable and these comprised 6 per cent of the total jobs obtained. It is not possible to tell from the data whether participants in Phase 1 and 2 were steered away from part-time jobs or whether these are unrecorded in the data.

A similar proportion of jobs obtained were apprenticeships in each phase. In Phase 1 and 2 this was nine per cent of all first job progressions and in Phase 3 it was eight per cent.

Figure 6.10: Jobs (first progressions) by part-time or full-time status: Phase 3

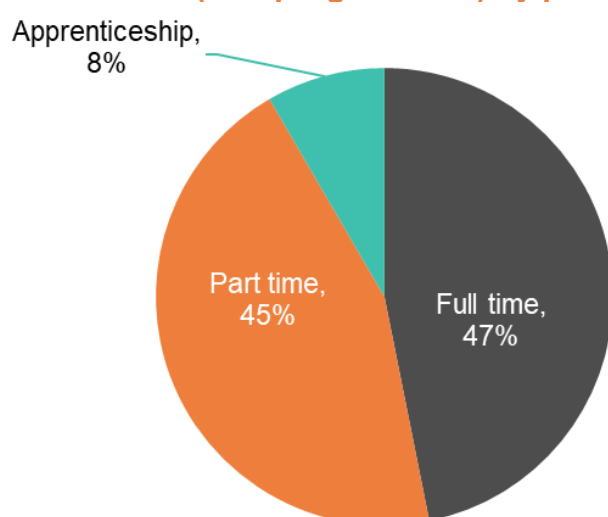
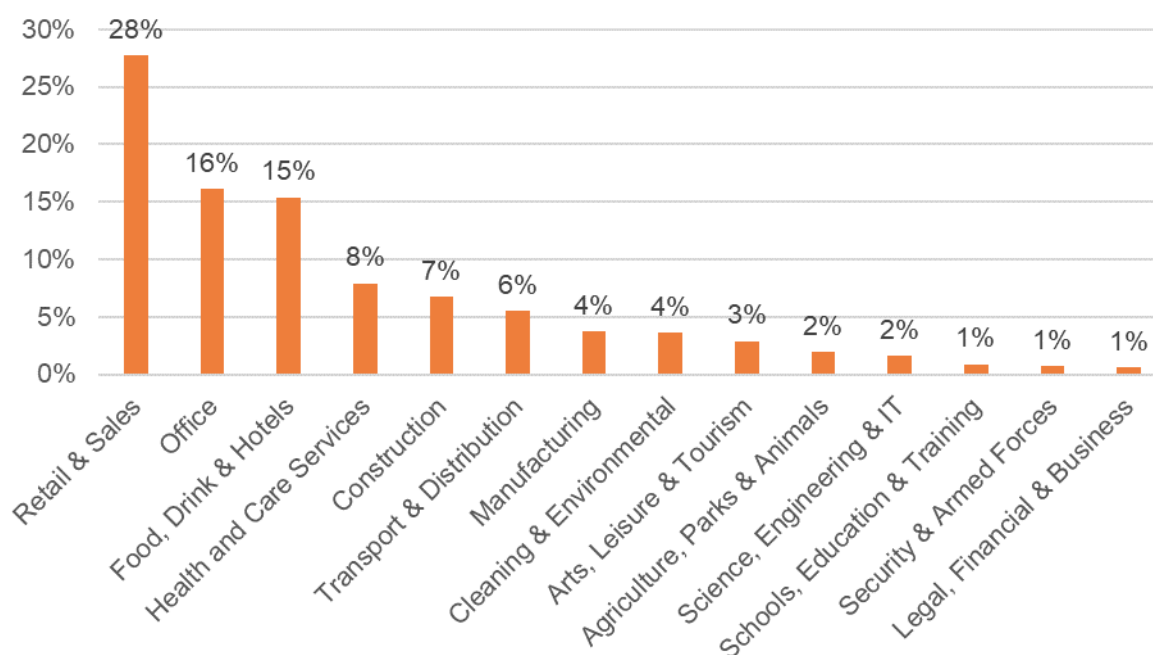


Figure 6.11 shows job progressions by sector (in Phase 1 and 2 only)²². Over half (59 per cent) of all job progressions were either in the retail or hospitality sectors or were administrative/ office jobs. Using median salary levels by sector from the Annual Survey of Hours and Earnings for the Eastern region shows that wages in the retail and hospitality sectors are amongst the lowest for the recorded sectors. Average wages for office jobs are higher but vary depending on the exact job description. Of the remaining job progressions, 20 per cent were either in health and social care, construction or driving jobs.

²² This information was not available for Phase 3

Figure 6.11: Job progressions by sector



Sustained jobs

MyGo is designed to enable young people to move into sustained work and the payment model (Phases 1 and 2) includes an outcome payment for jobs that are sustained for six months. Figure 6.12 shows how long the jobs obtained by MyGo participants (in Phases 1 and 2)²³ have been sustained for (taking first progressions only). It shows a lot of variation in the length of job sustainment. For example, 21 per cent of first jobs were sustained for less than a month, while 42 per cent were sustained for six months or more, and 37 per cent for nine months or more.²⁴

²³ This data is not available for Phase 3.

²⁴ These figures only include people who have been in work long enough to measure the various sustainment measures, e.g. the 6-month sustainment rates only include people who started work at least 6 months ago.

Figure 6.12: Job outcome rates by sustainment (first job progressions): Phase 1 and 2

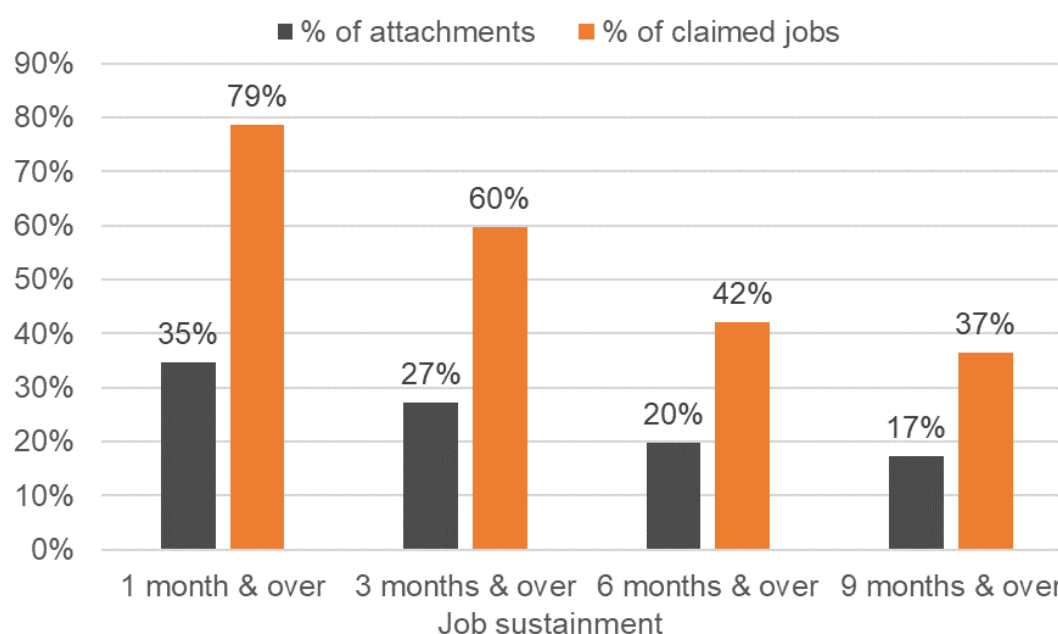


Figure 6.12 is based on first job progressions only and therefore underestimates the total time spent in employment, because some participants achieved multiple jobs. Aggregating the total time in employment (taking into account multiple job progressions) shows a much-improved picture in terms of sustainment. Figure 6.13 shows that using this method, the six-month sustainment rate increases to 64 per cent of all claimable job outcomes and the nine-month rate to 56 per cent.

Figure 6.13: Job outcome rates by sustainment (multiple job progressions)

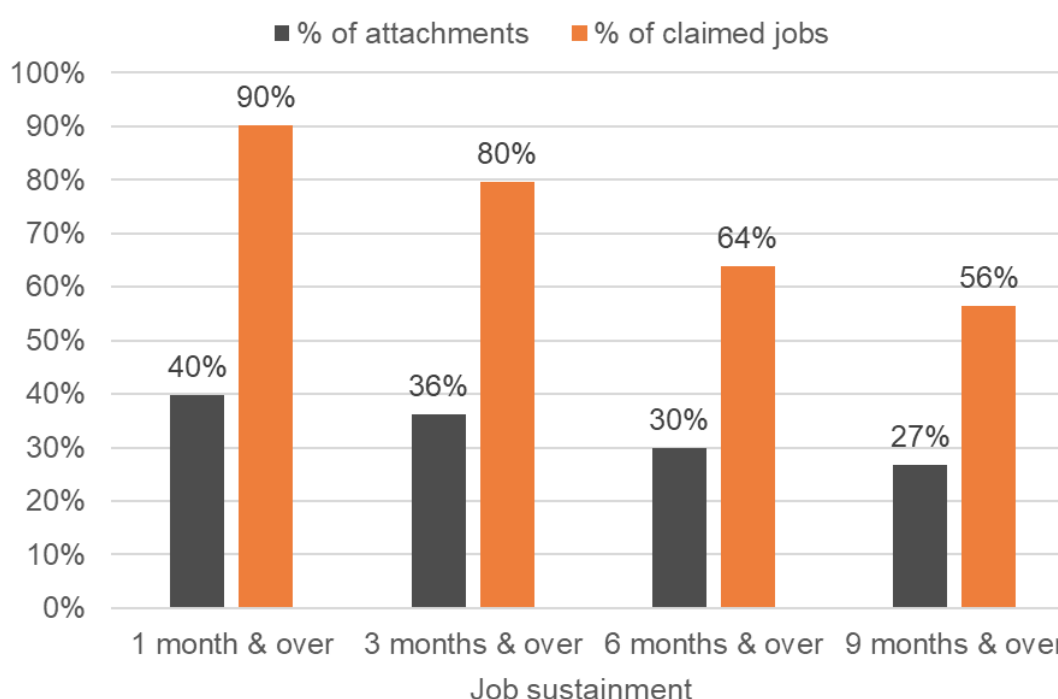
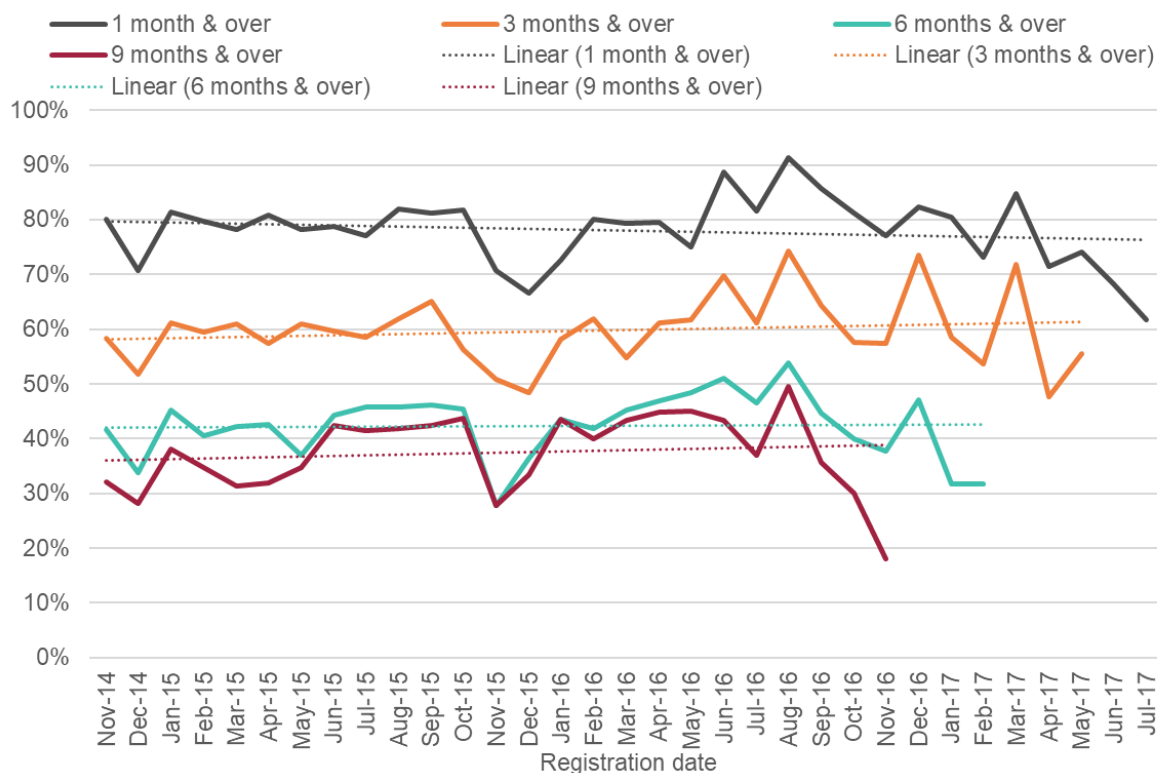


Figure 6.14 shows trends in job sustainment by the registration date of the participant. It shows that jobs achieved later in MyGo are more likely to last for over 3, 6 and 9 months compared to those achieved earlier, but only by a small margin.

Figure 6.14: Job outcome rates by sustainment and month of registration



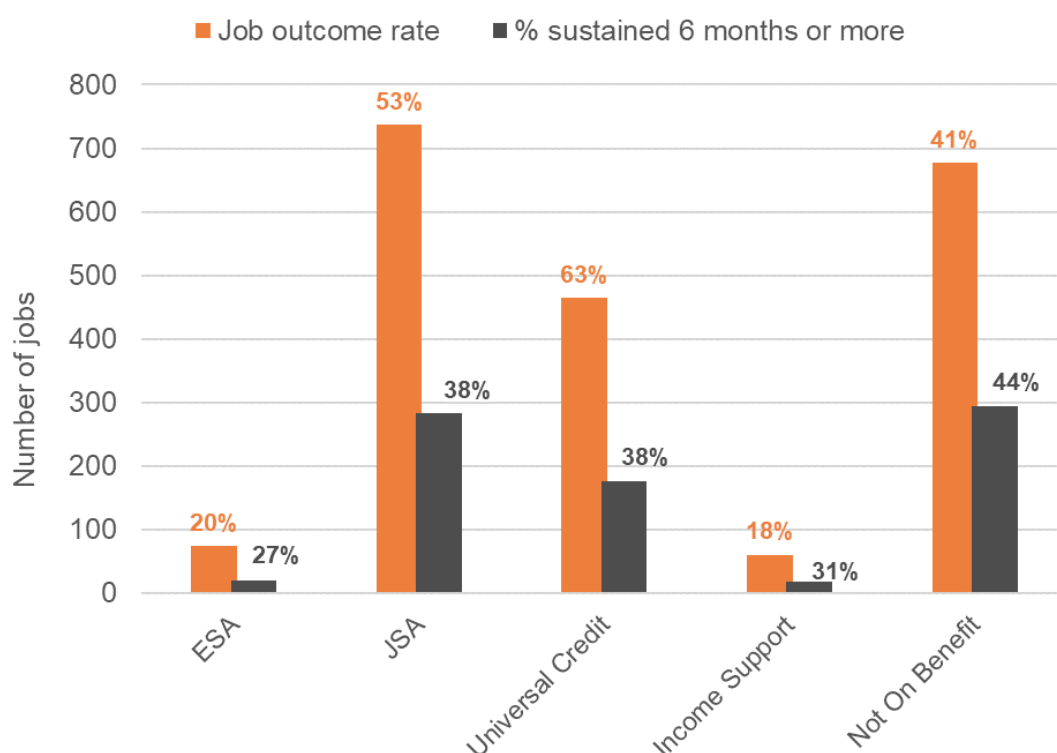
Job outcomes by participant characteristics

This section shows job outcome and sustainment rates for a range of participant characteristics. It shows that age, referral route and type of benefit received have the largest effect on job outcomes.

Figure 6.15 shows job outcome and sustainment rates by benefit received when joining the programme for Phase 1 and 2. It shows that those claiming JSA or UC have by the highest job outcome rates, at 53 per cent and 63 per cent respectively, while rates for ESA and IS claimants are much lower, at just 20 and 18 per cent respectively. Rates for non-benefit claimants are in between the two at 41 per cent.

Jobs achieved by non-claimants are slightly more likely to be sustained. Of the jobs achieved by non-benefit claimants, 44 per cent are sustained for six months, compared to 38 per cent of jobs achieved by JSA and UC claimants, 31 per cent of those achieved by IS claimants and just 27 per cent of those achieved by ESA claimants.

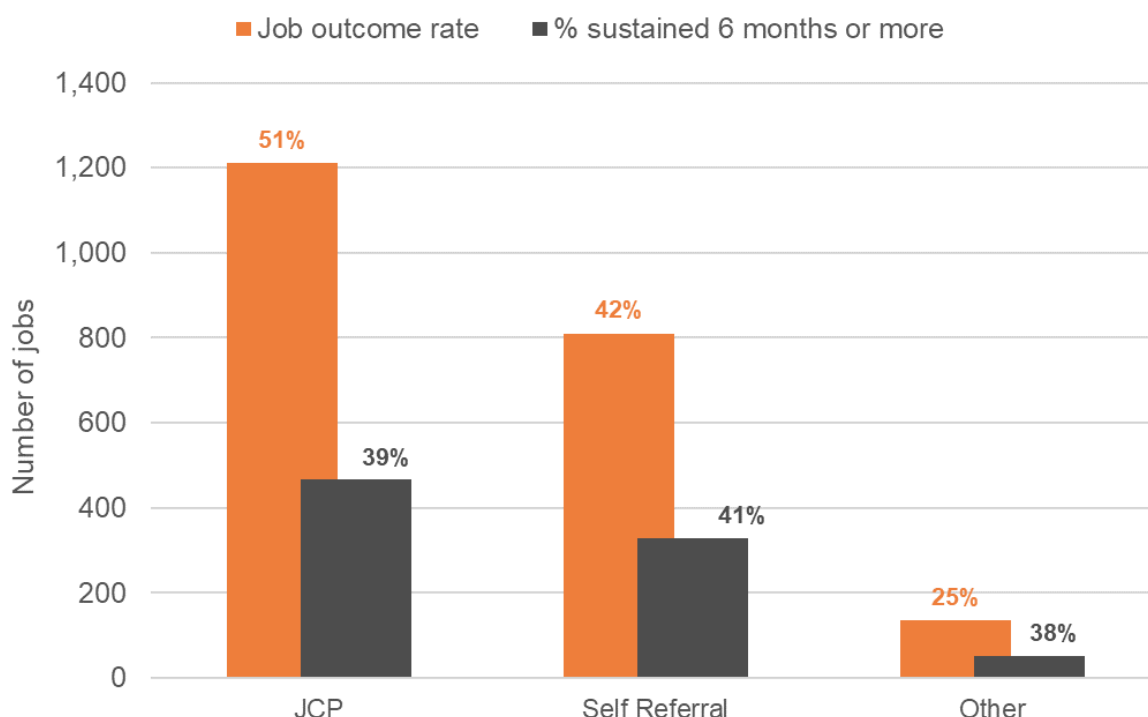
Figure 6.15: Job outcome rates by benefit claimed (Phase 1 and 2)



Similarly, for Phases 1 and 2, participants who are referred to MyGo from Jobcentre Plus have much higher job outcome rates than those who have self-referred to the programme (51 per cent compared to 42 per cent) – see Figure 6.16 below.²⁵ This partly reflects benefit type, since almost all JSA and UC claimants are referred from JCP. However, those not claiming any benefit achieve higher outcomes if they have been referred to MyGo from JCP compared to those who self-referred (53 per cent compared to 43 per cent). This may be because non-claimants referred from JCP are actively job searching and nearer to the labour market than non-benefit claimants who have self-referred. The latter are more likely to encompass those who have been engaged through MyGo's outreach activity. Participants who were referred to MyGo via 'other' referral routes (which include integrated youth services and training providers) have very low outcome rates, at just 25 per cent, although only a very small number of participants were referred via these routes.

²⁵ Referral information was not available for Phase 3

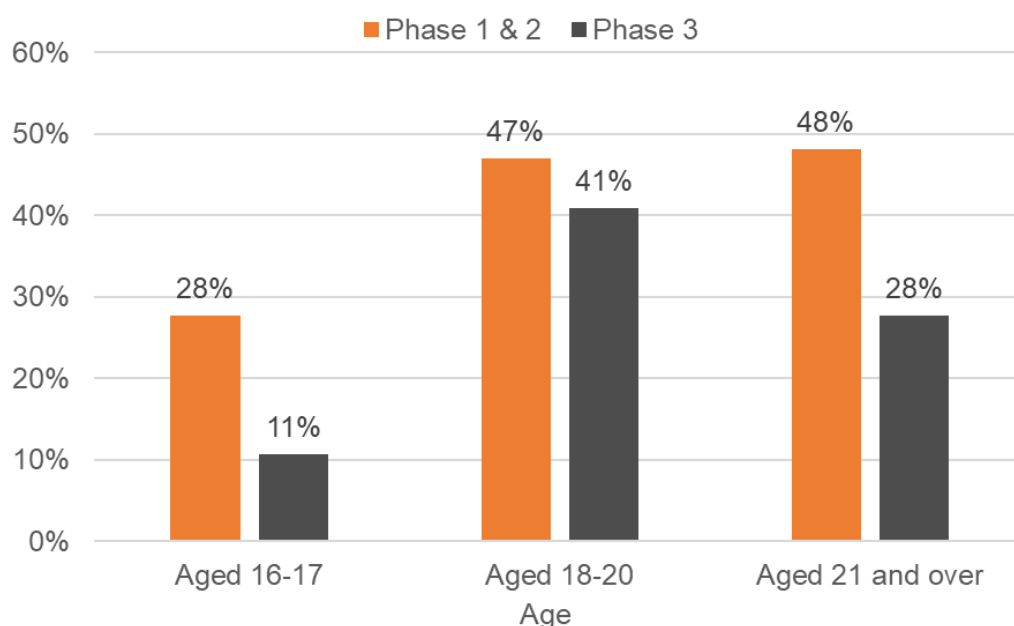
Figure 6.16: Job outcome rates and sustainment rates by referral route (first progressions): Phases 1 and 2



When looking at age, the data shows a higher job outcome rate for older participants in Phases 1 and 2 (48 per cent for those aged 21-24, 47 per cent for those aged 18-21, and 28 per cent for those aged 16-17) - see Figure 6.17. In Phase 3, the picture looks slightly different, with participants aged 18-20 most likely to achieve a job outcome (41%), while those aged 21-24 only achieved a job outcome rate of 28%. For 16-17-year olds it was 11%. However, as reported previously, 16-17-year olds are more likely to obtain an education outcome than their older peers. In addition, claimable job outcomes for 16-17-year olds are RPA-compliant²⁶.

²⁶ This includes apprenticeships, traineeships or jobs with accredited training.

Figure 6.17: Job outcome rates by age (% of attachments): Phases 1, 2 and 3



Overall, male participants achieved higher job outcome rates compared to females in all phases. In Phases 1 and 2, this was 47 per cent to 39 per cent and in Phase 3, 29 per cent compared to 25 per cent. However, these rates differ (by a few percentage points) depending on the benefit claimed when referred – see Figure 6.18. Women claiming ESA achieved higher job outcome rates than men, whereas for other benefits claimed, men achieved higher or the same rates as women.

Figure 6.18: Job outcome rates by gender and benefit claimed (% of attachments)

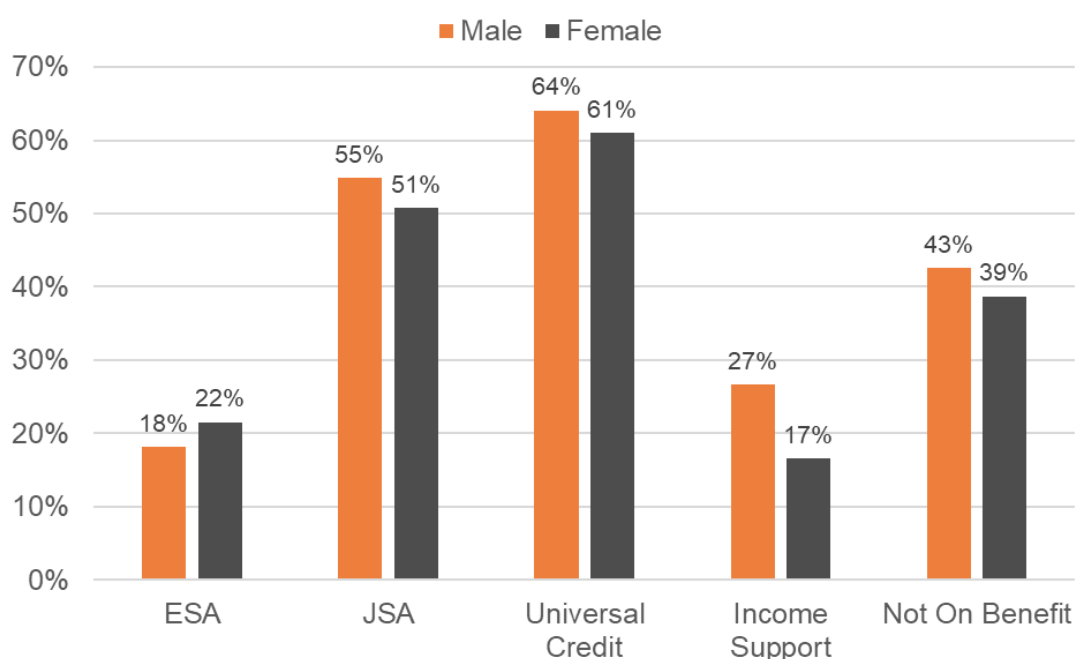


Figure 6.19 shows job outcome rates by various indicators of disadvantage that are available in the MI for participants in Phase 1 and 2.²⁷ The overall job outcome rates for lone parents, ex-offenders, people with physical disabilities and people with mental health conditions were all considerably below the overall average job outcome rate of 43 per cent.

Figure 6.19: Job outcome rates by disadvantaged group: Phases 1 and 2

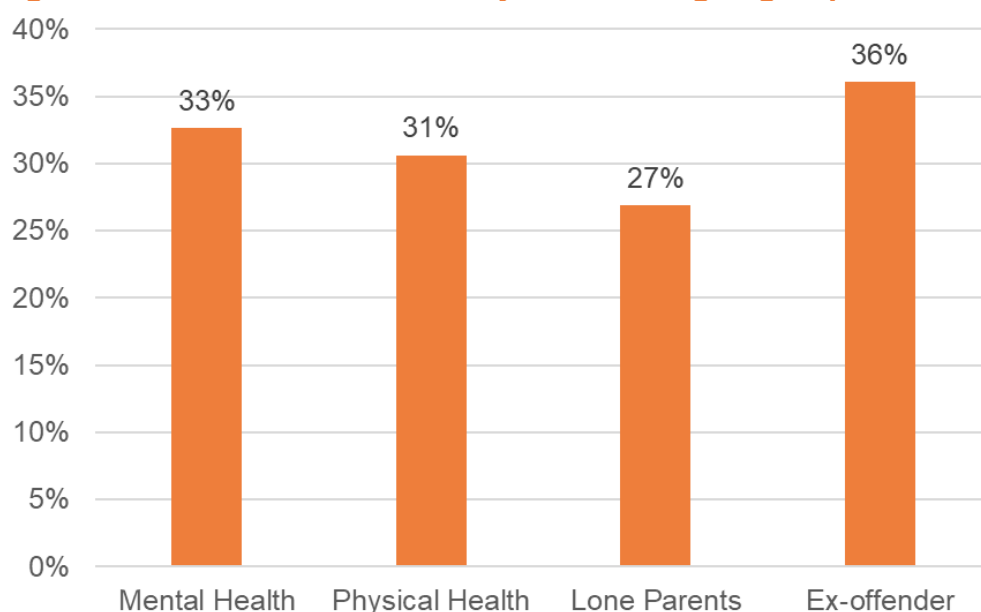
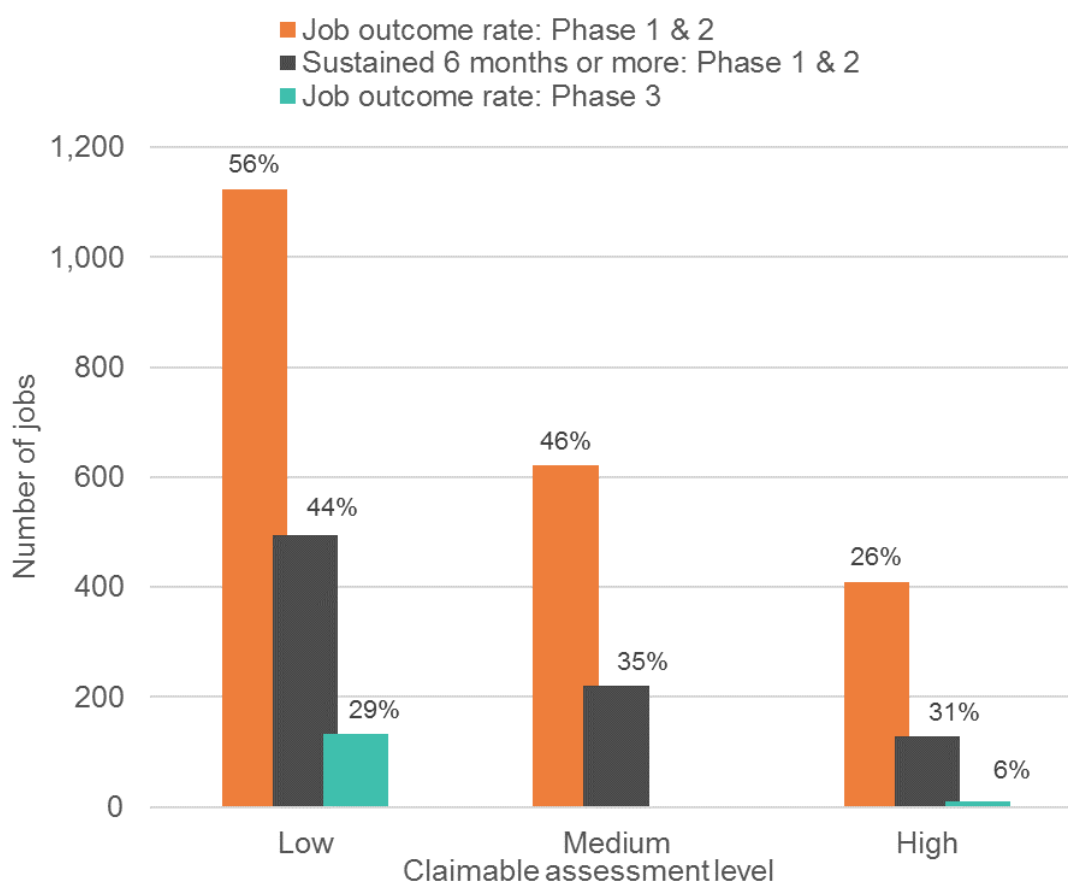


Figure 6.20 shows job outcome and sustainment rates by participant support level (using the 'claimable category', i.e. that which the participant has been in for the longest duration) for Phase 1 and 2. This shows that those classed as 'Low support' achieved the highest job outcome rate at 56 per cent. Those classed as 'Medium support' achieved a significantly lower job outcome rate at 46 per cent and those classed as High had a lower job outcome rate again, at just 26 per cent. The picture is similar in Phase 3, where those classed as 'Low support' achieved a significantly higher job outcome rate at 22 per cent, compared to those classed as High, at just 6 per cent (however this was based on just 11 outcomes). There is a similar pattern for sustainment rates in Phase 1 and Phase 2: 44 per cent of jobs obtained by Low need participants were sustained for 6 months, compared to just 35 per cent and 31 per cent, respectively, for Medium and High need participants.

This high level of correlation between participant assessed need and job outcome rates suggests that the needs assessment process is accurately categorising young people who will find it more difficult to move into work. It is noteworthy that education outcome rates do not differ by support group in this way.

²⁷ This is not available for Phase 3.

Figure 6.20: Job outcome and sustainment rates by assessment level: Phase 1, 2 and 3²⁸



Jobs that ended and multiple job outcomes

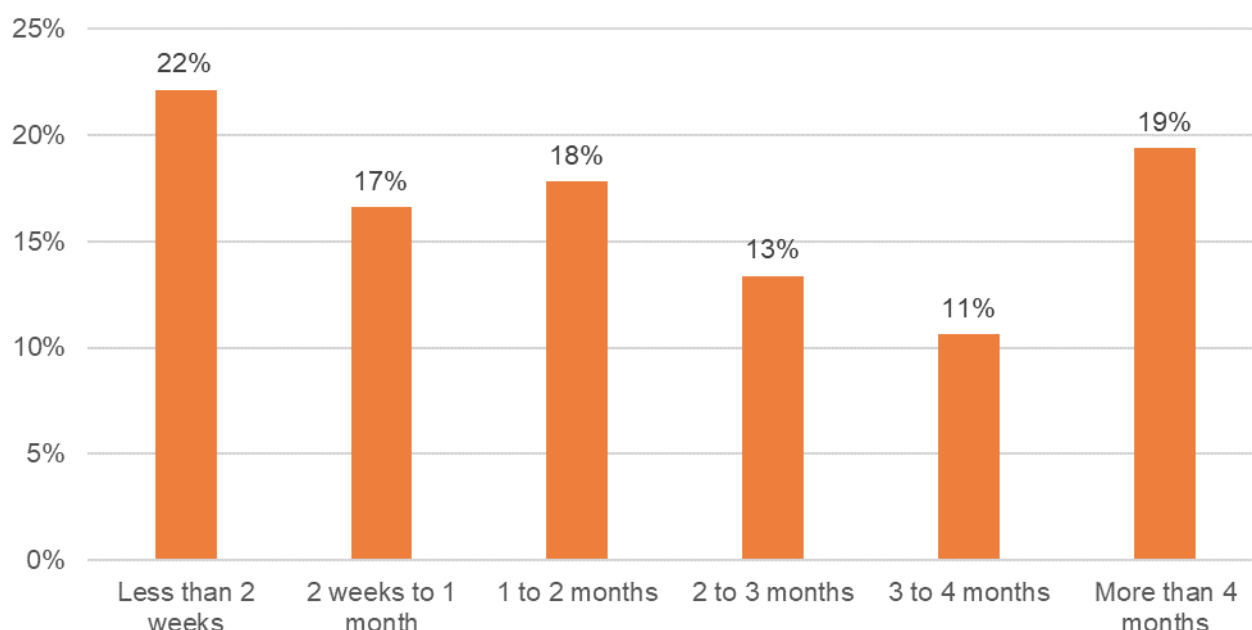
Of the total job outcomes achieved in Phases 1 and 2²⁹, 1,644 of them had ended by September 2017, equivalent to 51 per cent of all job progressions. Jobs that ended had similar characteristics to all jobs in terms of the full-time/part-time ratio and the proportion of apprenticeships, indicating that participants were equally likely to drop out of all three types of jobs.

The average duration for each job that had ended by September 2017 was 2.3 months, with part-time jobs being of shorter duration, at 2.0 months, and apprenticeships at an average of 2.6 months. However, as Figure 6.21 shows, jobs were variable in length. For example, two fifths (39 per cent) of jobs that ended lasted for less than one month, while another fifth were sustained for four months or more.

²⁸ Information on sustainment rates is not available for Phase 3

²⁹ Data on progression end dates is not available for Phase 3.

Figure 6.21: Duration of job sustainment for completed job progressions: Phases 1 and 2

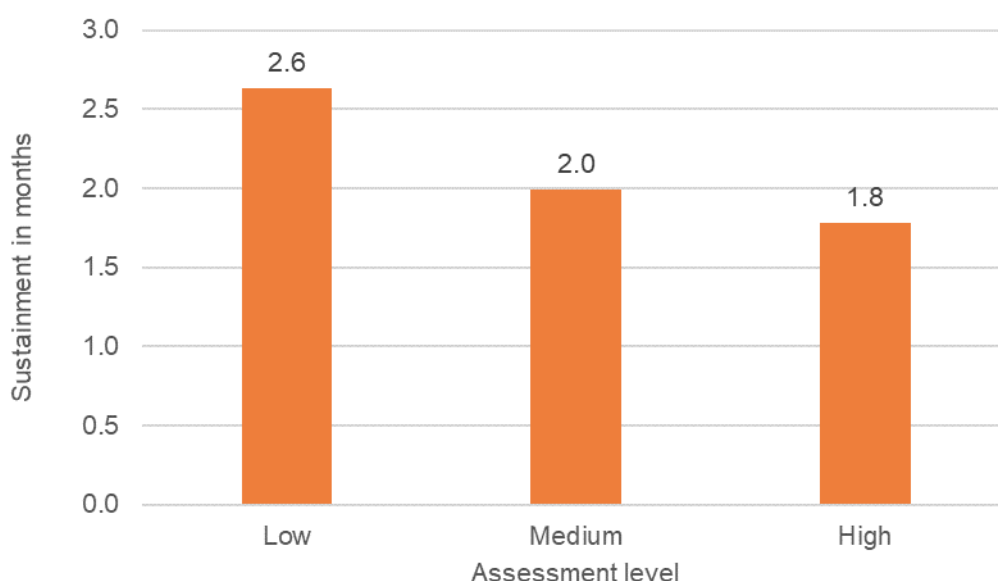


The average length of jobs that ended for JSA claimants was 2.4 months, compared to 2.2 months for those claiming UC. There are possible reasons for this: young UC claimants are less likely to have childcare or housing costs and therefore may be more likely to move jobs. Additionally, the administrative processes associated with stopping and starting work for UC are less complex compared to JSA.³⁰

Figure 6.20 (earlier) showed that six-month sustainment rates were lower for participants who were assessed as higher need. Figure 6.22 (below) also shows that among those whose jobs ended, job spells were shorter for High and Medium need participants (2.0 and 1.8 months respectively) compared to job spells for 'Low' need participants (2.6 months). Those with a higher support level were also more likely to experience a job that ended: 50% of participants assessed as Low who entered employment had a job outcome that ended, 51% of Medium and 56% of High.

³⁰ If leaving a job, the process of reapplying for JSA is more complex than UC, because UC payments are just readjusted according to earnings whereas a new claim has to be submitted for JSA.

Figure 6.22: Sustainment (in months) of completed job progressions, by claimable assessment level: Phases 1 and 2



For all (attached) participants who entered work while on MyGo, the average number of job spells was 1.4. There were 578 clients who had more than one job, which is 12 per cent of all attachments and 27 per cent of all job outcomes.

Summary

By the end of September 2017, in Phases 1 and 2, 8,547 young people had registered and used the MyGo service, and of these, 4,961 young people had a claimable³¹ attachment. In Phase 3, 804 young people had registered to use the service, with 490 young people attached to the service.

Using claimable attachments as the base, 9 per cent of Phase 1 and 2 participants and 6% of Phase 3 participants achieved an education outcome while on MyGo. Education outcomes were more likely for younger clients, with 16-17-year olds achieving a 24 per cent education outcome rate in Phases 1 and 2 and 27% in Phase 3. All claimable outcomes for 16-17-year olds are RPA-compliant. Unlike job outcomes, education outcomes were fairly evenly split across the support categories, meaning that MyGo was equally effective in achieving education outcomes for participants with differing levels of support need.

In Phases 1 and 2, there were 2,156 claimable job outcomes, representing a job outcome rate of 43 per cent. In Phase 3 the outcome rate was 27%. It should be noted that Phase 3 had only been delivering for 14 months at the time this was measured in September 2017 while Phase 1 had been delivering for almost three years. Job outcome rates have steadily increased over time for all cohorts, across all phases, which means that MyGo got better over time at placing people in jobs.

³¹ Those who have attached and accessed the case worker service

Job outcomes were split evenly between full and part-time jobs (recorded only in Phase 3), and just less than 10% of jobs in all phases were apprenticeships.

The extent to which jobs were sustained varied considerably – 21 per cent of first jobs were sustained for less than a month, while 42 per cent were sustained for six months or more (only measured for Phase 1 and 2). However, if total time in work is measured, rather than time in first job, the rate of 6-month sustainment rises to 64 per cent of all claimable job outcomes and the nine-month rate to 56 per cent. This indicates that first jobs did not always last but that many participants were successful in obtaining subsequent work.

Age, referral route and type of benefit received had an effect on job outcome rates. Those claiming UC had by far the highest job entry rates, at 63 per cent, compared to just 20 and 18 per cent, respectively, of those claiming ESA or Income Support (Phase 1 and 2 only). Participants referred to MyGo from Jobcentre Plus also had higher job outcome rates than self-referrals. Assessed support category was also a good predictor of job outcomes in all phases, with job outcome rates for Low, Medium and High participants in Phase 1 and 2 standing at 56, 46 and 26 per cent, and at 34% and 11% for Low and High participants respectively in Phase 3. There is a similar pattern for 6-month sustainment rates.

57 per cent of all claimable job outcomes achieved on MyGo had ended by September 2017 (Phase 1 and 2). However, the duration of these varied considerably. Nearly forty per cent lasted for less than one month, while a further 43 per cent were sustained for more than two months and nearly half of them for four months or more. The average duration of each job that ended was 2.3 months. Job durations were shorter for UC claimants (compared to JSA claimants) and for higher need participants, compared to those of lower need.

7. MyGo Impacts and Cost Effectiveness

This chapter presents our estimate of the extent to which MyGo had an *additional* impact on employment or other outcomes, compared with the ‘business as usual’ case of separate JCP and local authority services. Following this, it sets out our analysis of the costs and benefits of MyGo.

Assessing the additional impact of MyGo

In order to measure the additional impact of MyGo – i.e. the impact for participants over and above what would have happened without the MyGo service - it is necessary to establish three things:

1. **The performance of the MyGo service** – which we set out in Chapter 6.
2. **A comparison group** – that is as similar as possible to MyGo, but that did not receive the MyGo service
3. **The performance of that comparison group**, on a basis that is as close as possible to the measure(s) used for MyGo participants

Because MyGo is a service that all young people in Greater Ipswich can access, in practice the only possible comparison groups for the service would be other similar young people in similar areas where MyGo is not in place. Therefore our analysis focused on three possible comparison groups:

1. **Comparing administrative data** on JSA and UC claimants in Ipswich, where MyGo is delivered, with administrative data for Norwich, Peterborough and East Anglia (where MyGo is not delivered)
2. **Using survey data** – to compare MyGo employment outcomes with those recorded for comparable young people in the Labour Force Survey (LFS)
3. **Using information on NEET young people** collected by Suffolk County Council and comparing this to that collected for Norfolk County Council for the DfE CCIS dataset

Data limitations means that of these three approaches, only the first approach using administrative data on youth claimants was feasible. This analysis is presented in the remainder of this chapter. It is important to note that the main caveat with this approach is that it only includes MyGo participants claiming JSA/ UC (including those participants assessed as Universal in MyGo who do not receive coaching support) and *excludes* all those MyGo participants not claiming these benefits. Annex A provides more detail on the other two approaches.

Comparing administrative data on JSA and UC benefit claimants

For the administrative data analysis, we used a ‘difference in difference’ approach to compare changes in JSA/ UC claims in MyGo and comparable non-MyGo areas in

East Anglia over the two years prior to MyGo and then over 24 months of MyGo operation. The results of this analysis for each of the phases of MyGo are set out below.

Phase 1: Ipswich

The first analysis compares changes in JSA/ UC claims in Ipswich (MyGo Phase 1) with two comparable areas.³² This is shown in Figure 7.1, which indexes any changes in the youth claimant count to November 2014 – when MyGo began delivery. This shows a very small percentage point improvement in the JSA/ UC measure³³ in Ipswich compared to the two other areas at December 2017. The number of youth claimants in Ipswich was 27 lower than if the pattern in Norwich had applied, and 22 lower than if the Peterborough pattern had applied.

However, the difference between the areas has changed over time. During most of 2016, the claimant count is higher in Ipswich compared to Norwich and Peterborough, whilst since early 2017 it has improved relative to the other areas. However, in the latest three months (Oct-Dec 2017), the number of youth claimants in Ipswich has risen more substantially than in the other two areas, reducing the earlier effects.

The average difference over the whole of the MyGo period between Ipswich and Norwich was -5 and between Ipswich and Peterborough -9. These differences are not statistically significant. This suggests that there has been no statistically significant impact of MyGo on the youth claimant count in Ipswich.

Phase 2: Mid Suffolk, Babergh and Suffolk Coastal

The changes in the claimant count in MyGo Phase 2 areas (outlying areas of Greater Ipswich) have been compared with similar data for rural areas of Norfolk. Here the change in MyGo Phase 2 areas over the course of MyGo showed a small negative difference compared with the rural parts of Norfolk.

Phase 3: Lowestoft

MyGo Phase 3 (Lowestoft) has been compared with Great Yarmouth, using similar methods. This is shown in Figure 7.2. Both areas transitioned to Universal Credit Full Service in 2016. Since then, the number of youth claimants in both areas has climbed, compared to all other MyGo and comparison areas. Between January and June 2016 (just prior to MyGo), Great Yarmouth saw a fall in youth claimants while in

³² These two areas were chosen as, prior the delivery of MyGo, similar claimant count trends were observed

³³ The JSA/UC measure compares the change in 18-24 year old JSA/UC claimants between MyGo areas and comparison areas. It was not possible to do a more thorough matching of MyGo performance with comparable areas, due to central government not providing access to anonymised administrative data.

Lowestoft claimant numbers increased, and since the start of MyGo, claimant numbers in both areas increased broadly in parallel. At December 2017, seasonally adjusted numbers had risen since the start of MyGo in Phase 3 by 82% in Lowestoft and 78% in Great Yarmouth.

Figure 7.1 Youth claimant count in Ipswich, Peterborough and Norwich, indexed to November 2014

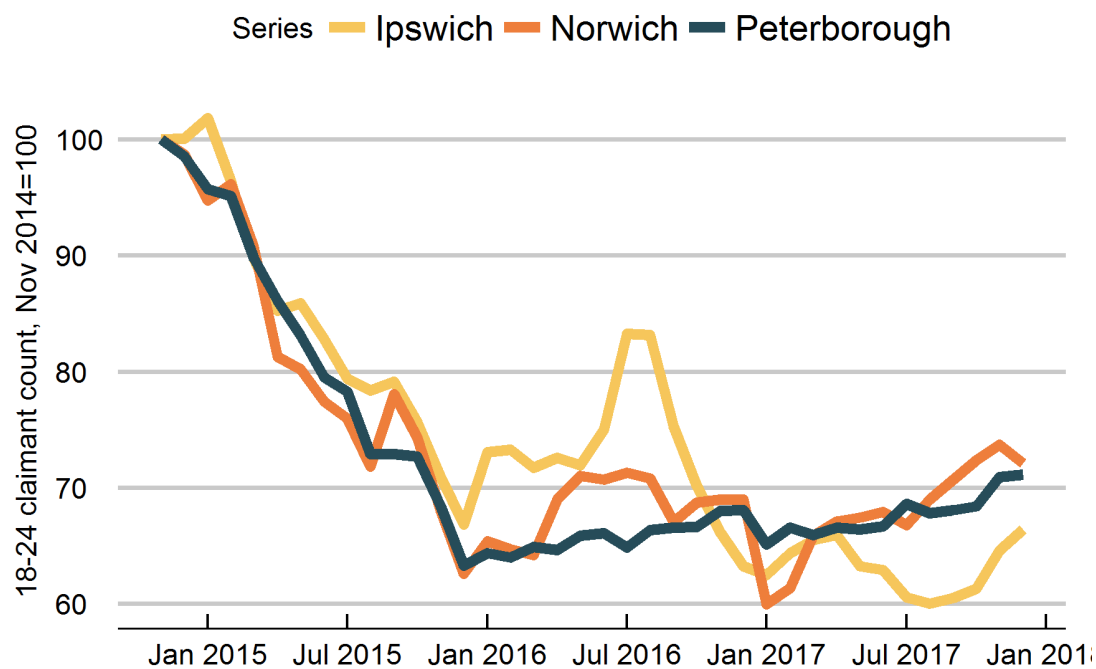
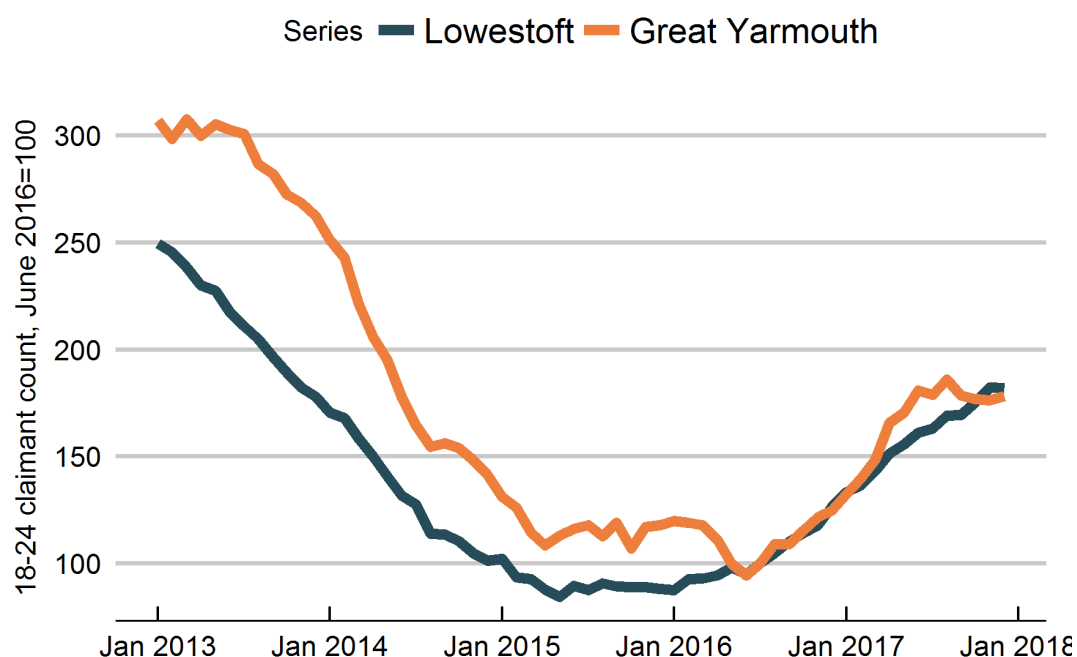


Figure 7.2 Youth claimant count in Lowestoft and Great Yarmouth, Jan 2013 to Jan 2018



In summary, then, the analysis comparing trends in the youth claimant count in MyGo and non-MyGo areas suggests that there has not been a statistically significant impact of MyGo on this measure. The analysis found a small positive difference in performance for Ipswich only (Phase 1) at the end of the observation period (December 2017), which could be attributable to the MyGo service, but this was not statistically significant and was not consistent over the whole of the MyGo period. No differences were detected for the other two phases of MyGo.

The caveats noted earlier should be borne in mind when interpreting this analysis, notably that the assessment considers only the effects of MyGo on the claimant count, which only includes MyGo participants on JSA or UC. Such participants comprised fewer than half (43%) of participants in Phases 1 and 2.³⁴ Due to data limitations we were not able to conduct an impact assessment for non-benefit claimants – see Annex A for further detail.

Cost Benefit Analysis (Scenarios)

Cost Benefit Analysis (CBA) is an approach used to help understand the value for money of public service programmes and initiatives. There are two key inputs into a CBA model: costs and benefits (or outcomes). *The outcomes used should be those that are additional to what would have been achieved in the programme's absence (i.e. outcomes achieved after taking account of deadweight).* We were not able to conduct a cost benefit analysis for MyGo because a significant positive impact of the programme was not observed. However, in order **to inform future commissioning, and as part of learning from the evaluation, we have conducted a CBA to show what level of additional impact would need to be observed in a programme like MyGo for a financial return on investment to be achieved.**

The analysis is based on a model designed by Manchester New Economy.³⁵ The outputs of the analysis estimate the overall public value³⁶ created by a project and the individual elements of public value, including economic benefits to individuals and society and wider social welfare/wellbeing benefits. It also estimates the financial or 'fiscal' impacts to government agencies and breaks these down across the agencies affected.

We begin by examining the costs of MyGo in each phase before exploring the fiscal, economic and social benefits of the programme. The analysis shows what the return on investment would have been if the job outcomes that would have been achieved anyway without the programme being in place (known as observed deadweight) matched the mean outcome rate for similar programmes as collected by BIS³⁷; as

³⁴ In Phase 3, the data on benefits claimed is unreliable as it was not collected consistently.

³⁵ The model is designed for stakeholders to understand the value for money of public service reform programmes. It can be used to support the development of local area public sector business cases where analytical resources are relatively limited, while aligning with HM Treasury's Green Book guidance.

³⁶ Public value benefits are the total socio-economic benefits that accrue to society as a whole.

³⁷ BIS Occasional Paper 1, Research to improve the assessment of additionality, October 2009

well as what it would have been if there was a 10-percentage point difference (either increase or decrease) to the mean. We then calculate what level of additional impact would need to be achieved for costs to be equal to benefits.

Costs

The information on costs was provided by Suffolk County Council and cover actual costs for the programme up to September 2017 (see Tables 7.1 and 7.2).

For Phases 1 and 2, grant funding for MyGo consisted of £5.2 million from the City Deal and £600k from ESF grants. The costs accrued so far, which are presented below, are paid for via these grants. Payments during Phase 1 were covered by the City Deal Grant and Phase 2 payments were covered by the ESF grant.

Most of the costs for Phases 1 and 2 are for outcome payments to People Plus, which amount to £3.62 million. Accommodation costs amounted to £531,000 and management costs amounted to just over £154,000. The total cost of MyGo in Phases 1 and 2, to September 2017, was therefore £4.32 million.³⁸

For Phase 3 of MyGo, which was delivered in-house by Suffolk County Council, alongside partners, the total costs amounted to £352,000. Of this total, 80 per cent went to staff salaries, with the remainder being for premises and customer support. Staff costs are for Suffolk County Council staff, including a Youth Support Worker from the Early Help team.

Table 7.1: Costs for MyGo Programme, Phase 1 and 2 (current prices)

Cost Item	Phase	2014	2015	2016	2017 (up to Sept 17)	Total
Outcome payments to People Plus	Phase 1	£0	£631,406	£1,362,713	£1,171,257	£3,165,376
	Phase 2	£0	£0	£29,087	£438,136	£467,223
Accommodation	Phase 1	£490,208 ³⁹	£23,262	£16,148	£1,243	£530,861
	Phase 2	£0	£0	£0	£0	£0
Suffolk Management costs	Phase 1	£49,681	£4,815	£41,583	£39,512	£135,591
	Phase 2		£0	£1,723	£17,076	£18,799
Total costs		£539,889	£659,483	£1,451,254	£1,667,224	£4,317,850

Source: Suffolk County Council

Table 7.2: Costs for MyGo Programme, Phase 3 (current prices)

Cost Item	Jul 16 to Sept 17
Staff costs	£280,056
Premises Costs	£44,088
Customer support	£27,500
Total	£351,644

Source: Suffolk County Council

³⁸ This does not include evaluation costs as they do not directly contribute to support activities.

³⁹ This number is considerably higher compared to other years because of the set-up costs involved

Some of the costs of MyGo were borne by Jobcentre Plus (JCP), for example in assessing and referring claimants (and some non-claimants) to MyGo. However, most of the costs borne by JCP, in terms of support delivered to MyGo participants, would apply to those assessed as 'Universal'. Clients assessed as Universal do not receive the MyGo coaching support and have been excluded from the benefit calculations presented below. Therefore, the JCP costs of supporting Universal participants have been excluded likewise.

In terms of unit costs, Table 7.3 shows that the cost per participant is lower in Phase 3, at £718 compared to £870 for Phase 1 and 2. However, due to lower job and education outcome rates for Phase 3, the unit cost per education and job outcome is higher compared to Phase 1 and 2.

It should be noted that there were other outcomes achieved during Phase 3 e.g. work placements or traineeships. Taking these additional outcomes into account the unit cost for all outcomes in Phase 3 is £1,265.

Table 7.3: Unit costs for MyGo Programme, Phases 1, 2 and 3

Phase	Per participant (less universals)	Per Job outcome	Per education outcome	All education and job outcomes
Phase 1 and 2	£870	£2,003	£9,813	£1,663
Phase 3	£718	£2,459	£10,656	£1,998

Benefits

The Manchester model offers a varied list of possible benefits arising from an employment programme. Below is a list of the benefits included in the analysis. This includes those benefits relevant to MyGo and for which there is some management information available to allow measurement. For each benefit, we have listed the assumptions made to identify the impacted population.⁴⁰

Increased employment

This part of the model calculates the fiscal benefit of people moving off benefits and into work. It also provides a fiscal estimate of improved health outcomes arising from entering work and the economic impact of increased wages to the individual (which are taken as a conservative estimate of the additional output generated by MyGo participants).

Benefit savings

⁴⁰ We have had to make several assumptions and adjustments due to the lack of detail on the characteristics of participants provided by the management information.

The benefit savings are based on people leaving JSA, ESA and Income Support, with a separate calculation to estimate savings in Universal Credit (using online UC calculators recommended by DWP)⁴¹.

Fiscal benefits arise from reduced benefit claims, which results in savings to the exchequer managed by the DWP (Annually Managed Expenditure (AME)). This value is only applied to those who previously claimed an out of work benefit (i.e. JSA, ESA and Income Support) and to those claiming Universal Credit.

This is a transfer payment flowing to the government and hence not included in the public value cost benefit ratio, but is a key element in calculating the fiscal value of the programme.

Public value benefits⁴²

The calculation to determine the impact on health service costs is based on a reduction in NHS services of 66 per cent for ESA claimants and 33 per cent for JSA, UC and Income Support claimants, as well as non-claimants, as outlined in the DWP guidance document⁴³. These savings will fall to the NHS.

Other public value benefits are made up of the earnings achieved per individual. This is based on the modelled income on entering employment (based on DWP Research Report 791)⁴⁴ for those starting on out of work benefits and entering work and the additional earnings for UC claimants⁴⁵. Overall, this amounts to £566 for JSA, UC and Income Support claimants and for non-claimants, and £1,132 for ESA claimants⁴⁶.

The outcome rates used are based on the MyGo management information regarding first progressions by benefit claimed. Tables 7.4 and 7.5 show the values used for each benefit type and for non-claimants. (Note that Phase 3 claimants were claiming Universal Credit only as UC Full Service had rolled out prior to MyGo in Lowestoft.)

⁴¹ See: <https://www.gov.uk/benefits-calculators> We have used the [entitledto](#) calculator to estimate difference in payments for out of work claimants to in-work claimants.

⁴² Public value benefits are the total socio-economic benefits that accrue to society as a whole. While resource costs and benefits are included within a social (or public) value cost benefit analysis, transfer payments are not included. Transfer payments are payments of money for which no good or service is received in exchange, and so consume no resources that might be used for other purposes (opportunity cost). Examples include welfare payments such as housing benefits and tax receipts to the public exchequer. In contrast, resource costs are where resources (labour services, rental of buildings, materials etc.) are purchased that might otherwise have been used for other purposes, and resource benefits relate to reductions in demand for public services which release resources to be used for other public or private purposes.

⁴³ DWP Working Paper No. 86, The Department for Work and Pensions Social Cost-Benefit. Analysis framework

⁴⁴ Destinations of Jobseeker's Allowance, Income Support and Employment and Support Allowance Leavers, Department for Work and Pensions, 2011.

⁴⁵ Based on 30 hours a week at the National Minimum Wage of £5.60 for 18 to 20-year olds and living at home

⁴⁶ These are the original figures for 2011. Our final figures have taken account of inflation.

Table 7.4: Fiscal and Economic values for claimants and non-claimants, Phase 1 and 2

Benefits	Who does benefit accrue to?	Registrations	Job outcome rates	Unit fiscal benefit (£)	Unit public value (total) benefit (£)
Non-claimants	DH & individuals	1,649	41%	£566	£14,610
Universal Credit	DWP, DH & individual	738	63%	£3,587	£6,212
JSA		1,382	53%	£9,800	£14,610
ESA/IB		382	20%	£8,632	£13,700
LPIS		340	18%	£7,570	£9,267

Table 7.5: Fiscal and Economic values for claimants and non-claimants, Phase 3

Benefits	Who does benefit accrue to?	Registrations	Job outcome rates	Unit fiscal benefit (£)	Unit public value (total) benefit (£)
Non-claimants	DH & individuals	304	27%	£566	£14,610
Universal Credit	DWP, DH & individual	181	33%	£3,587	£6,212

Mental health

The economic value of reductions in mental illness is based on several factors. This includes the reduced cost of interventions such as prescribed drugs, in-patient care, GP costs, other NHS services, supported accommodation and social services costs, as well as avoided lost earnings for those not seeing an improvement in their mental health. The figures for economic benefits are based on a Kings Fund report from 2008⁴⁷ (which uses 2007 figures that are uprated to present values). Table 7.6 summarises the findings of this Kings Fund report.

Table 7.6: Summary of Kings Fund (2008) findings

	Overall costs				Cost per person		
	Number of people (£m)	Service costs (£bn)	Lost earnings (£bn)	Total costs (£bn)	Service costs (£bn)	Lost earnings (£bn)	Total costs (£)
Depression	1.24	1.68	5.82	7.5	1,355	4,694	6,048
Anxiety	2.28	1.24	7.7	8.94	544	3,377	3,921
Total	3.52	2.92	13.52	16.44	830	3,841	4,670

We have applied these benefit values to participants with a mental health condition at the start of the programme, as recorded in the MyGo management information. This value has been applied to Phase 1 and 2 participants only as we don't have any data on the number of participants during Phase 3 with mental health issues. The assumption is that those with a mental health condition at the outset who entered a

⁴⁷ Paying the Price - The cost of mental health care in England to 2026, Kings Fund, 2008.

job via MyGo will have a reduced need for mental health and social services, and that therefore there will be a reduction in the cost of providing those services by the NHS and Suffolk County Council.

Savings in service costs are estimated at £830 per person. 92 per cent of these costs fall to NHS bodies, with the remaining 8 per cent falling to Local Authorities. The total public value of £4,670 per person per year includes both service costs and reduced earnings, and thus reduced output.

Reduced incidence of crime

We have also used MyGo management information (for Phases 1 and 2) to calculate the economic benefits of reduced crime as a result of MyGo.

The fiscal and public value figures are based on a Home Office Online Report 30/05⁴⁸ and Integrated Offender Management Value for Money Toolkit.⁴⁹ They show that the fiscal benefits (i.e. savings to various agencies) amount to £609 per crime.

The overall public value amounts to £2,933 per crime. This is made up of the service costs (as above) plus the economic benefits. The latter include reduced insurance costs and loss of property, which amounts to £676, as well as the physical and emotional impact to victims of crime which amounts to £1,648.

Wellbeing

As well as measuring the economic and fiscal benefits created by MyGo, the Manchester model also has the capacity to measure and value the social benefits created, such as in wellbeing. The social and wellbeing outcomes for individuals used for this CBA is based on the increased confidence and self-esteem for young adults and children.

The wellbeing values⁵⁰ have been applied to all those participants that had a mental health condition on starting the programme and gained a job through engaging with MyGo. (Again, only data for participants in Phase 1 and 2 is available). For child wellbeing, we have included only lone parents and assumed one child per family (full data is not available in the MI), therefore these benefits are likely to be greater for participants with two or more children.

⁴⁸ The economic and social costs of crime against individuals and households 2003/04, Home Office Online Report 30/05, Home Office, 2004.

⁴⁹ Revisions made to the multipliers and unit costs of crime used in the Integrated Offender Management Value for Money Toolkit, Home Office, 2011.

⁵⁰ The methodology for estimating wellbeing values is set out in 'Social Value: Understanding the wider value of public policy interventions, Manchester New Economy, 2012'. The values use a combination of the Well-being components as set out in the National Accounts of Well-being produced by the New Economics Foundation (see: www.nationalaccountsofwellbeing.org) and the costs of mental illness as estimated by The Centre for Mental Health using QALYs (Quality Adjusted Life Years). See: 'The economic and social costs of mental illness, Centre for Mental Health (2010)'.

Other potential benefits not included

The benefits included in the CBA model have been driven by the availability of management information. If additional details were known, there is the potential to include additional benefits. These are described in Box 7.1.

Box 7.1: Potential benefits not included in the CBA

- The economic value of reductions in **mental illness** have only been applied to Phase 1 and 2 customers who have been identified as having mental health issues. We do not have this information for Phase 3.
- **Upskilling** – participants moving up from one NVQ level to the next (for those with an education outcome).
- **Housing tenure** – we have assumed most young people on MyGo are living at home. However, there may be some who are renting or living in temporary accommodation and so there are potential savings to the council in terms of reduced risk of needing temporary accommodation because they have found employment.
- **Children** – we have only included a wellbeing value for children of lone parents entering work and assumed they only have one child each. This value may apply to more children. Additionally, there is evidence that children start to perform better at school when their parent enters work, and this has a long-term economic value for that child when they become adults. Additionally, there is evidence that truancy is reduced, and school attendance increases which in turn improves school performance.
- **Universal Credit claimants** –We do not have information on earnings and so have been conservative in terms of salary earned for those entering work, using the national minimum wage for 18-20-year olds (£5.60/hour). However, not all jobs were full time, and UC payments would increase for part time jobs (over full-time jobs), reducing the savings to the Exchequer. Additionally, we have assumed that most participants are living at home. If they were renting, then they would have received additional UC payments to help cover the additional cost, which would also have resulted in reduced savings to the exchequer. For those claiming out of work benefits such as JSA and ESA, the additional earnings are based on modelled income on entering employment (based on DWP Research Report 791)⁵¹.
- **Indirect tax revenues** - the income boost that occurs from increased economic activity results in higher household spending and therefore higher indirect tax revenues, for example, in the form of VAT receipts. As an example, in the

⁵¹ Destinations of Jobseeker's Allowance, Income Support and Employment and Support Allowance Leavers, Department for Work and Pensions, 2011.

macroeconomic analysis of the New Deal for Young People, indirect tax receipts accounted for over 20 per cent of the beneficial impact of the programme on public finances.

- **Longer-term impacts** – In our analysis, we consider benefit savings solely during the programme period. However, breaking spells of long-term unemployment, particularly youth unemployment, has been found to have longer-term effects. For example, research by Bristol University found that unemployment during young adulthood entails a wage penalty of between 12 and 15 per cent by the time a person is aged 42, with a lesser penalty if longer spells or repeat incidences of unemployment are avoided. Higher earnings entail higher tax revenues, which will contribute to tax receipts over decades rather than years.
- For participants who did not enter work there may be savings due to soft outcomes, for example improvements in confidence, self-esteem, health or wellbeing. These may have benefits in themselves (from no longer needing to use health services for example) or may result in employment outcomes in the future, with attendant benefits.
- There are also **potential savings to local services** such as NEET services from MyGo, but we have little evidence on the numbers of young people that would use these services and be referred to MyGo.
- Lastly, there should be some **increased tax and national insurance contributions** to the Exchequer from people entering work, but this is difficult to estimate without salary details.

CBA Results

Bringing the costs of MyGo and total benefits together, we get the cost benefit figures presented in Tables 7.7 and 7.8. All values have been adjusted using the appropriate GDP deflators, and then discounted by 3.5 per cent to give net present values as recommended in the HMT Green Book.

We have presented the results using a range of deadweight or impact values.⁵² This is because the additional impact of MyGo cannot be accurately determined, as described in the impact section. The table shows the results for various scenarios:

- Research⁵³ shows the mean deadweight value for sub regional programmes that match people to jobs is 32.1% (i.e. 32.1% of all job outcomes would have been achieved anyway without support from MyGo). At this level of deadweight, the return on investment would be 4.8 for Phase 1 and 2 (i.e. for

⁵² Deadweight refers to the outcomes that would have been achieved anyway, without the programme.

⁵³ BIS Occasional Paper 1, Research to improve the assessment of additionality, October 2009

every £1 spent there is a return of £4.80) and a return on investment of 3.26 for Phase 3.

- If the deadweight is 10 percentage points above the mean rate (i.e. 42.1% of all job outcomes would have been achieved without support from MyGo) the return on investment reduces to 4.09 for Phase 1 and 2 and 2.78 for Phase 3.
- If the deadweight is 10 percentage points below the mean rate (i.e. 22.1% of all job outcomes would have been achieved without support from MyGo) the return on investment increases to 5.51 for Phase 1 and 2 and 3.74 for Phase 3.
- For the costs to equal benefits (i.e. to break even), 14 per cent of all job outcomes in Phase 1 and 2 would have to be 'additional' (to what would have happened without MyGo) and 21% for Phase 3.

Table 7.7: Cost benefit results for the MyGo Programme, Phase 1 and 2

	Deadweight (% that would have got an outcome without any support)			
	32.1%	+10pp = 42.1%	-10pp = 22.1%	Break even = 85.9%
Net Present Budget Impact	£3,249,700	£2,178,175	£4,321,225	-£2,510,243
Overall Financial Return on Investment	1.81	1.54	2.07	0.38
Net Present Public Value	£15,299,264	£12,453,134	£18,145,393	£0
Public Value Return on Investment	4.80	4.09	5.51	1.00

Table 7.8: Cost benefit results for the MyGo Programme, Phase 3

	Deadweight (% that would have got an outcome without any support)			
	32.1%	+10pp = 42.1%	-10pp = 22.1%	Break even = 79.2%
Net Present Budget Impact	-£161,902	-£189,846	-£133,958	-£293,486
Overall Financial Return on Investment	0.54	0.46	0.62	0.17
Net Present Public Value	£795,607	£626,645	£964,569	£0
Public Value Return on Investment	3.26	2.78	3.74	1.00

Tables 7.7 and 7.8 present a number of different net present values:

For the **financial case**, the key measure is the **net present budget impact**, which considers the fiscal costs of delivering the project and the resultant cashable fiscal benefits. This is calculated by taking away the net present cashable fiscal costs from the net present fiscal benefits.

The **financial return on investment** is calculated by dividing the present value of the budgetary savings by the upfront budgetary cost of the intervention. A ratio above 1.0 would be required to indicate benefits that are higher than costs.

The economic case takes a broader view of the benefits of a project with a goal of maximising the total net present value to society, including economic and social benefits. The **net present public value** is the difference between the overall benefits to society and the overall costs to society and is positive for the first three deadweight assumptions shown in Tables 7.7 and 7.8.

MyGo would also have a positive return in terms of the **public value return on investment**, which only takes into account benefits accruing from increased earnings, better health, reduced crime and individual well-being.

Summary

In order to measure the additional impact of MyGo – i.e. the impact for participants over and above what would have happened without the MyGo service - we used a 'difference in difference' approach to compare changes in JSA/ UC claims in MyGo and comparable non-MyGo areas in East Anglia over the two years prior to MyGo and then over 24 months of MyGo operation. It is important to note that the main caveat with this approach is that it only includes MyGo participants claiming JSA/ UC (including those participants assessed as Universal in MyGo who do not receive coaching support) and *excludes* all those MyGo participants not claiming these benefits. Due to data limitations it was not possible to conduct an impact assessment for non-benefit claimants.

The analysis comparing trends in the youth claimant count in MyGo and non-MyGo areas suggests that there has not been a statistically significant impact of MyGo on this measure. The analysis found a small positive difference in performance for Ipswich only (Phase 1) at the end of the observation period (December 2017), which could be attributable to the MyGo service, but this was not statistically significant and was not consistent over the whole of the MyGo period. No differences were detected for the other two phases of MyGo.

The total cost of MyGo in Phases 1 and 2, to September 2017, was £4.32 million. For Phase 3 of MyGo, which was delivered in-house by Suffolk County Council, alongside partners, the total cost amounted to £352,000.

The cost per participant is lower in Phase 3, at £718, compared to £870 for Phase 1 and 2. However, due to lower outcome rates for Phase 3, the unit cost per outcome is higher in Phase 3 (at £2,459 per job outcome) compared to £2,003 per job outcome for Phase 1 and 2.

Given that a positive impact was not observed, we were not able to conduct a cost-benefit analysis for MyGo. However, to inform future commissioning, we have conducted a CBA using different scenarios to show what level of additional impact would need to be observed in a programme like MyGo for a financial return on investment to be achieved. These scenarios consider the percentage of job outcomes that would have been achieved in the absence of MyGo, to calculate return on investment.

Research shows that on average 32.1% of job outcomes would be achieved anyway without the support of sub-regional programmes, which seek to match people to jobs. This figure is otherwise understood as the 'mean deadweight value.' If this was the case for MyGo (e.g. 32.1% of participants would have achieved a job anyway without MyGo support), for every £1 spent on the MyGo service there would be a return on investment of £4.80 in Phase 1 and 2, and of £3.26 for Phase 3.

For the service to break even and for costs to be equal to benefits, deadweight would need to be no higher than 86% in Phase 1 and 2 and no higher than 79% in Phase 3. Another way of interpreting this is that 14 per cent of all job outcomes in Phase 1 and 2, and 21 per cent of job outcomes in Phase 3 would need to be additional to business as usual – that is, they would not have happened in the absence of the MyGo service.

8. Which elements of the MyGo model were most effective?

In this chapter we discuss what worked well in MyGo, what could be built on in the future, and what could be improved or adapted. We begin by assessing the strengths and weaknesses of the three different MyGo models (Phase 1, Phase 2, Phase 3), and then consider which elements of support were most effective in achieving outcomes and for whom.

Strengths and weaknesses of the MyGo models

The MyGo phases

Table 8.1 provides an overview of the differences between the three phases of MyGo:

Phase 1 which started in November 2014 comprised a dedicated MyGo centre in Central Ipswich, delivered by People Plus, with the co-location of Jobcentre Plus staff so that all young benefit claimants received their JCP services at MyGo. The centre also had a dedicated training team, an employer engagement function and a small in-work support team. A range of partners delivered services from the MyGo centre.

Phase 2 was delivered in outlying regions of Suffolk from mid-2016 and was delivered either from Jobcentre Plus offices or from 'pop-up' centres within other youth facilities. It was also delivered by People Plus, in partnership with JCP, and shared the training, employer engagement and in-work resource with Phase 1. However, the absence of a dedicated centre meant that support was more focused on the MyGo coach.

Phase 3 also started in mid-2016, located in Lowestoft and delivered by Suffolk County Council in collaboration with a range of partners. Some JCP staff were co-located in the MyGo centre and delivered both MyGo as well as JCP services. Performance management operated very differently as the service was delivered in-house (so there were no outcome payments) and staff were encouraged to achieve a wider range of outcomes (not just employment). There was no dedicated training, employer engagement or in-work support function.

Table 8.1: Overview of the MyGo delivery model by Phase

	Phase 1	Phase 2	Phase 3
Start date	November 2014	May 2016	July 2016
Location of support	Dedicated MyGo centre in Ipswich.	Co-located or 'pop-up' locations in the districts of Mid	Dedicated MyGo centre in Lowestoft

		Suffolk, Babergh and Suffolk Coastal	
Delivered by	People Plus in partnership with JCP and SCC.		Suffolk County Council, supported by a range of partners including JCP.
Integration with Jobcentre Plus	JCP services for young people co-located. MyGo coaches and JCP work coaches had joint caseloads.	In some areas support was co-located in JCP offices.	JCP staff based at MyGo centre on a part-time basis and both JCP and MyGo coaches delivered MyGo services.
Assessment	Here to Help tool which categorised participants into four categories: Universal, Low, Medium and High		Three categories: Universal, Low and High.
Performance management	Individual coach targets for attachments and job outcomes, plus coaches had shared responsibility for JCP off-flow targets.		Team rather than individual targets and intermediate outcomes were also rewarded (e.g. referrals to provision).
In-work support	Initially outsourced, before being brought in-house. Dedicated team provide support to participants in work for up to 6 months.		No dedicated team – MyGo coaches provide this where necessary.
Employer engagement	Initially outsourced, before being brought in-house. Delivered by team of Employer Relationship Managers.		No dedicated team – responsibility of centre managers.

Outcomes by Phase

Table 8.2 shows a range of outcomes by MyGo phase. Care needs to be taken in interpreting these findings since each of the phases operated in a different area with different labour markets which will affect outcomes. For example, the areas of Suffolk in which Phase 2 operated have a lower claimant count than Ipswich (Phase 1) and a greater proportion of residents are in skilled and professional occupations. Lowestoft, meanwhile, has a noticeably higher claimant count amongst young people aged 18-24 and higher rates of economic inactivity amongst the working age population, compared to the other areas.⁵⁴

Table 8.2 shows that Phase 1 and 2 recorded very similar job outcome rates (44 per cent and 43 per cent respectively) over the whole programme, while participants in

⁵⁴ As Chapter 7 showed, none of the three MyGo phases performed significantly better than comparable areas in terms of reducing the youth claimant count.

Phase 2 achieved job outcomes more quickly and stayed in their first job for a longer period. It is also noticeable that participants in Phase 2 who were classed as high need had a higher job outcome rate than in Phase 1, and a larger proportion of 16-17-year olds achieved education outcomes.

The better outcomes in Phase 2 may be partly driven by the labour market context and by improvements in delivery over time – Phase 2 started delivery in May 2016 after Phase 1 had been delivering for 17 months, and job outcome rates in Phase 1 had improved over time. Hence good practice would have been transferred to Phase 2 which was delivered by the same provider. Nonetheless, the data do suggest that the absence of a dedicated MyGo centre in Phase 2 and a more limited training offer did not have a noticeably detrimental impact on performance.

Table 8.2: Key outcomes by phase

	Phase 1	Phase 2	Phase 3
Registrations	3,727	1,234	490
Job outcomes	1,625	531	143
Job outcome rate	44% ⁵⁵	43%	29%
First job outcome rates by time on programme			
3-month outcomes	21%	27%	22%
6-month outcomes	30%	37%	27%
9-month outcomes	35%	43%	25%
12-month outcomes	38%	43%	24%
Duration of first job			
1 month & over	78%	80%	
3 months & over	58%	64%	
6 months & over	40%	47%	
9 months & over	36%	40%	
% of jobs that are apprenticeships	10%	11%	
Job outcome rate by support level			
Low	57%	53%	22%
Medium	45%	46%	
High	24%	30%	6%
Education outcomes for 16-17 yr olds	20%	31%	27%

Phase 3 outcomes were substantially lower than in Phase 1 or 2, which may partly reflect the less buoyant labour market context and also the newness of Phase 3, which started in July 2016, delivered by Suffolk County Council rather than by People Plus. However, the cohort data in Table 8.2 shows that 3-month job outcomes were achieved at a similar rate to Phase 1 and 2, while outcomes dropped

⁵⁵ This figure is higher than those for the 3, 6, 9 and 12 month cohorts because 16% of job outcomes were for clients who had been on the programme for more than 12 months.

off after this point, suggesting that young people may have disengaged from MyGo if they did not find a job quickly.

The very low job outcome rate for high need participants may also reflect the different performance management structure in Phase 3 where a wider range of outcomes were rewarded, including referrals to other partners. In practice, it appeared that higher need participants were often referred to other partners for more specialist or intensive support, but due to limitations in tracking systems were not always referred back to MyGo and so their job outcomes were not subsequently recorded. This suggests that the different performance management systems in operation across the phases of MyGo had a role to play in determining outcomes.

It is noticeable that education outcomes for 16-17-year olds in Phase 3 were achieved at a similar rate to Phase 2 and at a higher rate than in Phase 1, which may reflect strong links between MyGo and the local authority's youth services which operated from the Phase 3 MyGo centre.

Strengths and weaknesses

The MyGo centres

Both MyGo and JCP staff were positive about the dedicated MyGo centres in Ipswich (Phase 1) and Lowestoft (Phase 3). They believed that the more informal and welcoming environment encouraged engagement, and this is reflected in the higher numbers of non-claimants that were engaged in Phase 1, compared to Phase 2 (where there was no centre). For example, 54 per cent of participants were non-claimants in Phase 1 compared to just 14 per cent in Phase 2. Furthermore, the positive interaction with staff and presence of peers undertaking training or job-search activity was considered to help to motivate participants.

Participants also reported feeling more comfortable receiving support at the MyGo centres as they were felt to be relaxed with friendly staff. Co-location of MyGo and JCP staff was also valued (by young people who were claimants) because participants could receive support from their JCP work coach, as well their MyGo coach and other specialist services, which were more accessible because they were delivered in a familiar location.

The main downside of the MyGo centres was that the open-plan layout and sometimes noisy, busy atmosphere meant that some participants, particularly those with certain health or sensory conditions, did not like attending the centre, and other channels for receiving coach support (digital, telephone) were not well-developed. Another issue was that participants did not always feel that they had the option of a private space at the centres, which sometimes led to them feeling unable to discuss personal issues.

While participants were broadly positive about the MyGo centres, participants in Phase 2, where support was delivered in a range of pop up locations, also found

MyGo to be a friendly, welcoming space for receiving support. It thus appeared that across all phases, the MyGo brand was recognised, positively, as young people-centred and distinct from Jobcentre Plus. This did not rely on having a dedicated MyGo centre per se. The elements that participants in Phase 2 most welcomed were the convenient local locations and the positive welcome given by staff. In general, participants also preferred to access support at centres dedicated to young people, because they felt that this made the environment more informal, and they felt more able to discuss personal issues, however this did not need to be a distinct MyGo centre.

The lack of a dedicated MyGo centre in Phase 2 did have implications for the provision of some elements of the service. For example, there were limitations on training provision and specialist support due to more dispersed caseloads across rural areas. Thus some participants struggled to access training and those who received support in JCP locations sometimes reported issues with accessing IT facilities. Young people in Phase 1 also liked the opportunity to meet and speak to employers at job fairs or other events held at the MyGo centre, which was seen as a unique offer.

Performance management

Performance management in Phase 3, delivered in-house by Suffolk County Council, was very different to Phases 1 and 2, which was delivered by an external contractor with an outcome-based payment model. The data on job outcome rates across the three phases would seem to suggest, on the face of it, that the outcome-based payment model drove higher job outcomes, particularly for young people who took longer to get into work and for higher need participants. However, the extent to which this reflects higher job outcomes or better recording of job outcomes remains unclear. In Phases 1 and 2, for example, a dedicated in-work support team focused much of their effort on contacting employers to validate job outcomes, which were required for the provider to receive payment.

In Phase 3, a 'softer' approach to performance management was intentionally adopted and a greater range of outcomes were rewarded, such as referrals to wider services, training and work placements, as well as job and education outcomes. It was hoped that this would enable a focus on longer-term sustainable outcomes and enable the support to be better personalised. It appears that due to inadequacies in data tracking systems, however, young people who were referred to other provision may have been helped into work but this was not tracked and reported by MyGo. Hence any role that MyGo played in obtaining outcomes was not recognised. This may partly explain the very low rate of outcomes for higher need participants in Phase 3. However, it should also be noted that there were concerns expressed by managers in Phase 3 that the absence of a strong performance management culture led to some complacency among staff, and hence a greater emphasis was placed on managing performance over time.

While the outcome-based payment model in Phase 1 and 2 appeared to drive higher outcomes and/or reporting of outcomes, it is less evident that the differential payment model worked in driving improvements in support for higher need participants. While job outcome rates for higher need participants, as a proportion of all participants, were higher in Phase 1 and especially Phase 2, than in Phase 3, they were still much lower than for lower need participants in those areas. Assessed support need was a key predictor of outcome rates across MyGo, suggesting that the differential payment model may not have driven provider behaviour sufficiently. One example is that in Phase 1, MyGo experimented with specialised caseloads (either high need or low need) for a short period, but this was subsequently abandoned due to a reported detrimental impact on staff morale. Overall, there appeared to be limited innovation in approaches to supporting participants further from the labour market.

The enhanced MyGo offer

In Phases 1 and 2, the MyGo offer was enhanced compared to Phase 3, with the addition of dedicated training, employer engagement and in-work support teams. This may also have contributed to the higher job outcome rates in Phases 1 and 2, compared to Phase 3. Certainly, the employer engagement service was highly regarded both by young people and by employers. Employer interviews suggested high levels of satisfaction with the service, and both larger and smaller employers saw value in working with MyGo to source candidates.

MyGo employer engagement staff were able to source a range of employment, apprenticeship and work experience opportunities across a range of sectors and had become the preferred supplier for several large local employers. Moreover, the in-house team were able to work closely with the training team and with the coaching staff to better join up participant aspirations, training provision and employment opportunities. In Phase 3, without a dedicated employer engagement or training resource, this activity was the responsibility of coaches and managers, which was found to be resource intensive and inefficient.

In-work support was an area of the MyGo service that appeared least developed. The in-work support offer in Phase 1 and 2 was brought in-house, with the potential for greater co-ordination between the in-work support, coaching and employer engagement functions. However, in practice the scope to realise these benefits was limited by resource constraints, competing commitments and deficiencies in MI systems.

What worked in achieving outcomes

According to staff and participants, the key ingredients that contributed to the achievement of job outcomes for MyGo participants were:

- i) coaching support;
- ii) practical employability support;
- iii) training and work experience; and

- iv) access to employers.

In-work support was also helpful for those participants who were in 'jobs for now' and wanted help to move on to something better.

Coaching support

The MyGo coach was widely considered to be integral to the outcomes achieved. Participants identified the **advice and guidance** provided by MyGo coaches as instrumental in developing their confidence and increasing their motivation to find employment. The Coaches' **approachable nature** was key to building trust with participants. This was especially important for voluntary participants (for example those on ESA) as they were able to establish a good relationship with their coach because they were open and welcoming, and this sustained their engagement with MyGo:

'[the coach] who I saw was extremely welcoming, ... she actually took an interest in what I was doing and all that, and that really sort of puts your mind at ease and eases you into opening up a lot more.' (Male, 21-24, Wave 4, Out-of-Work Participant)

Several participants also stressed the importance of **being able to talk to their coach about personal issues** in their lives. Consequently, some participants were also signposted to other services such as counselling, GP services, food banks and benefits advice.

In addition, respondents spoke about the importance of their MyGo coaches in **providing encouragement**. In some cases, participants felt that their coach's proactive approach benefited them, for example motivating them to apply for jobs through advising on where and how to search for jobs, and regularly informing them about vacancies and training options, or contacting employers on their behalf.

'I didn't want to really look for a job... and then I went to MyGo and they like basically have given me a boot up the bum... they showed me how to look for jobs... giving me support in my confidence.' (Male, 18-20, Wave 5, Out-of-Work Participant)

Participants also welcomed the personal tailoring of support to their needs and the **sequential nature of the support** provided which helped to build and maintain their progress:

'They don't just put you in at the deep end. You gradually get you to where you want to be. Yes, they're very supportive and they communicate a lot with you which is great, they don't just leave you.' (Female, 18-20, Wave 4 Longitudinal, In-Work Participant)

In this respect, the process of creating a Work and Career Plan was well received by some interviewees, who used this to create a sequence of steps that they could take

to reach their goals, which guided them in the right direction and enabled them to monitor their progress:

'It was useful because it was a step forward for me and a step forward with someone that knew about my condition. It's more reassuring and I know I'm going in the right direction.' (Male, 21-24, Wave 4 Longitudinal, Out-of-Work Participant)

Conversely, where participants did not progress at MyGo or disengaged from the support, this was often due to ineffective coaching support. This was sometimes because participants had been unable to establish an effective relationship with a coach, either because they did not have a consistent coach, they hadn't received practical help when requested or they had struggled to arrange appointments. In other cases, it was because the support lacked appropriate structure or sequencing, which was again sometimes down to having multiple coaches:

'when I go there it's always about the same thing rather than what to do to move forward or... what's been improved from the last time I went there, and I'd like to know what different things that I can do.' (Female, 18-20, Wave 5, Out-of-Work Participant)

Some participants also referred to needs that were unaddressed (such as interview skills). It was often unclear why this was the case and appeared to relate to the quality of coaching staff.

Practical employment-focused support

A second key ingredient was the practical employability support provided by MyGo. Participants who achieved job outcomes often highlighted the support that their coaches provided in **suggesting suitable jobs and assisting with the job search process**. Coaches provided information about job search sites or employment agencies, gave advice about re-approaching or expanding job search strategies, or suggested specific roles for participants:

'The websites MyGo recommended when I got my sign on booklet, I kind of lived off of those sites for about a week and I applied to I think... Oh, I did hundreds of jobs in about four days, I just applied to everything and anything, and that was how I found [current employer].' (Female, 21-24, Wave 4, In-Work Participant)

MyGo coaches' **professional expertise with CVs and job applications** was also highly valued, with young people reporting improvements in their understanding of how to develop an attractive job application. Similar support was reported for interview preparation, with some coaches organising mock interviews to help participants practice and prepare for upcoming interviews. This was particularly well-received where young people lacked confidence or where the training had helped them to identify and overcome poor habits or techniques.

One-to-one help from coaches in refining job goals, making job applications and preparing for interviews was particularly important to those respondents who had limited basic skills and found it difficult to complete application forms.

In-house courses on CVs and interview skills were also highly valued for improving employability skills, finding out about different opportunities and building confidence. Participation in *MyPath* (delivered in collaboration with JCP in Phase 1), for example, was particularly valued amongst those who had not worked before, or for a long time, because of the employability support it offered around CVs, job applications and behaviour in the workplace:

'[MyPath] is the best thing I have done down at MyGo. It has really opened my eyes to how many jobs are out there and how to look for jobs, in fact I would say doing that has prepared me ready for work.' (Female, 21-24, Wave 4, Out-of-Work Participant)

Referral to an in-house business support adviser in Phase 1 (which was subsequently outsourced) was also reported to have provided invaluable support and advice for those who wanted to become self-employed. Benefits included being given direction and motivation, in addition to support and advice with the practicalities of starting a business, such as tax requirements, business planning, funding and budgeting. Support was sustained through weekly phone calls where progress against the business plan was discussed, and received advice on how to continue to develop their venture.

Training and work experience placements

A third key ingredient was training courses and work experience. Participants that obtained jobs through MyGo had often participated in internal or external training or work experience. This included specific training to address an identified need or barrier, for example to obtain a Security Industry Authority (SIA) license required for roles such as security guards and door supervisors, or training to get a CSCS card, enabling participants to work in the construction industry. Short courses on first aid, health and safety and fire safety were also viewed by participants as useful in improving their employability. Courses which incorporated work experience were particularly valued and sometimes led to further opportunities. This type of support was particularly well-received where young people were lacking in qualifications or experience.

Meeting employers

Finally, opportunities to meet employers was another key ingredient. MyGo's role in arranging contact with employers or directly arranging interviews for participants was often key to achieving job outcomes. Several participants had found out about opportunities through employer or apprenticeship fairs, as a direct result of MyGo recruitment events, following work experience placements or after their coach had arranged an interview with an employer.

In-work support

In-work support was also a key element of provision although only for some participants. For most of those in work, any in-work support received had not played a critical role in their job retention. Instead, this was more often down to the quality of the initial job match. Job sustainment was facilitated by having employers and colleagues who fostered a welcoming work environment and by being in roles that they enjoyed and which offered learning and development and provided clear progression routes. This situation was most common among young people who had entered secure, long-term positions, which were clearly aligned to their interests and ambitions.

However, the availability of in-work support was critical to participants who were not in their 'ideal' long-term job; they valued the support available to help them progress from their current roles into ones that suited them better.

Summary

Key to the MyGo model overall were partnership working; integration with Jobcentre Plus; engaging non-claimants and the delivery of personalised, coach-led support. Overlaying this, each phase had distinct elements.

- Phase 1 and 2 were delivered by People Plus using an outcome-based payment model which drove a particular approach to performance management. The two phases shared dedicated training, employer engagement and in-work support teams, although only Phase 1 had a dedicated centre, while Phase 2 was delivered on an outreach basis across rural areas which posed some limitations on the training and employer engagement offer.
- Phase 3 was delivered from a dedicated centre in Lowestoft but was very different in feel to Phase 1, being delivered by Suffolk County Council with partners, and with a deliberately 'softer' performance management approach, and wider range of targets designed to support collaboration between partners.

Findings on the strengths and weaknesses of the three models suggest that:

- **While the centres were viewed positively, this was not essential to the MyGo brand.** This was instead a result of welcoming and friendly staff, effective support and convenient locations. A service dedicated to young people was welcomed and did appear to be effective in the engagement of non-benefit claimants, but this did not need to be a distinct MyGo centre.
- **The enhanced offer in Phase 1 and 2 of trainers, employer engagement and in-work support appeared to add value** and the employer engagement function was seen as high quality by staff, participants and employers alike.

In Phase 3, where this resource was not available, MyGo coaching staff struggled to effectively engage employers.

- **The emphasis on performance management in Phase 1 and 2, with outcome-based targets, appeared to pay off in terms of higher job outcome rates, but it is unclear how much of the difference was driven by better recording or by better achievement of outcomes.** The differential payments for participants with different levels of need did not appear to drive improvements in support for this group to a sufficient extent to lift their job outcomes substantially. Assessed level of need remained a key predictor of job outcomes.
- **The wider range of targets in Phase 3 appeared to promote referrals to other services, but deficiencies in tracking systems meant that any ultimate job outcomes from this were not always identified and recorded.** Hence the data is not available to assess whether this resulted in better long-term outcomes.

Key to all types of outcomes in MyGo were:

- **Coaching support and advice:** MyGo coaches were instrumental in enabling progress, due to the supportive relationship and the provision of motivational support, encouragement and professional advice. Participants especially valued having a consistent MyGo coach.
- **Work and career plans:** The use of work and career plans was helpful to sequence the steps by which to reach their goals and monitor progress made.
- **The MyGo setting and facilities:** The friendly, welcoming space in which to receive support, and the facilities and resources of the MyGo service were felt to be key to progress.
- **Practical employability support:** Participants emphasised the importance of the professional expertise of MyGo staff in helping to refine job goals, make job applications and prepare for interviews, either through one-to-one support or CV and interview workshops.
- **Signposting to external services:** such as counselling, GP services, food banks or benefits advice was helpful.
- **Vocational Training:** Internal and external training courses and work experience placements were valued as a means to develop the vocational skills and qualifications necessary to progress towards employment.
- **Employment brokerage and networking:** MyGo's role in arranging contact with employers and directly arranging interviews as well as opportunities to

meet employers and showcase skills, for example through employer events and work placements, were seen as key to achieving job outcomes.

In addition, for *sustaining* employment, the following elements were identified as important:

- **Matching participant interests and skills to employment opportunities:** It was important to support individuals into secure jobs which matched their individual interests and ambitions, whilst offering clear development opportunities.
- **In-work support:** Among participants who kept their jobs, it was rare for in-work support to be the key to this. However, in-work support was more important for those who were in interim jobs and wanted to move on to something better. There was also evidence of gaps in in-work support for participants who did not sustain their work.

9. Conclusions

MyGo represented an ambitious attempt to transform and join up employment support for young people through improved partnership working, service integration and personalisation. The evaluation has shown the benefits of this approach for young people, employers and local stakeholders. Through successive waves of research, the evaluation found very positive feedback from service users, staff and partners – with key strengths around:

- The quality of support from MyGo coaches
- The wide ranging and high-quality employability support, and
- Effective employer engagement.

Partnership working between Suffolk County Council, Jobcentre Plus, PeoplePlus and range of local stakeholders in the design, management and delivery of MyGo has been a key strength – enabling continual improvements in service performance and in the experiences of participants over time.

The initial, key objective of MyGo was to halve youth unemployment rates in the Greater Ipswich area. In the event, the improving economy (alongside increased participation in education) led to youth claimant unemployment halving nationwide between October 2013 and December 2017. Our best estimate of the impact of MyGo on these trends – by comparing it with changes in the youth claimant count in comparable (non-MyGo) areas – suggests only a marginal and non-significant impact of MyGo on youth claimant rates.

There are important caveats to the impact assessment presented in this evaluation however, most notably that it is limited to assessing impacts on benefit claimants (three fifths of participants), cannot assess impacts on sustained employment, earnings or participation in learning, and does not assess impacts for different groups. Nonetheless, it appears clear that MyGo did not have the transformational additional impact on youth outcomes that was envisaged when it was created. Given the rapidly reducing unemployment rate over the period in question, and the relatively small employment impact made by employment programmes in general, this is perhaps not unexpected.

The remainder of this chapter focuses on findings from the evaluation that are particularly relevant for future efforts to design and deliver integrated youth employment and skills support.

Delivering a single youth employment service

The **overall operating model for delivering a single service** – across Council, Jobcentre Plus and contracted/ partner provision – varied across the three phases of MyGo. In Phases 1 and 2, Suffolk County Council, PeoplePlus and JCP collaborated closely in the ongoing management of MyGo – with near-full service integration in Phase 1, and alignment/ co-location of services in Phase 2. In Phase 3 a wider range of partners were involved alongside Suffolk County Council and

Jobcentre Plus. This partnership approach was effective at a strategic level in generating support for the service across local partners and it enabled operational challenges to be effectively addressed on an ongoing basis.

Joint working between JCP and MyGo has been one of the key successes of the service. Across all phases, it was felt that there was a good working relationship between MyGo and Jobcentre Plus staff. The evaluation did not find that any one model was inherently better than the other in supporting delivery of a single service – however it points to the importance of effective partnerships, collaborative leadership and good governance at both strategic and operational levels.

A key strength of MyGo was the **quality and effectiveness of the coach/ adviser support**. This builds on a wealth of evidence on the importance of caseworker-led, personalised support, and ‘what works’ in its delivery. Many participants directly attributed successful outcomes to the quality of the support received – with coaches described as being supportive, helpful, knowledgeable and approachable. These relationships, and the co-ordination of activity between MyGo and JCP coaches, were key to delivering a single and seamless service.

Challenges in the early days of the programme around caseload sizes, access to coaches and staff changes were largely addressed as delivery progressed, with caseload size and coach continuity particularly important to this. Trials of specialised caseloads (for particular support groups) were not considered to have been successful, with implementation difficulties outweighing the potential benefits in specialisation and innovation. A key downside related to negative impacts on staff morale – which could be addressed in future provision by providing additional pastoral support to staff and by designing performance measures that can reward progression towards work.

The main areas for improvement identified through the evaluation included continued low awareness of Work and Career Plans among participants (which suggested that these were not being used to their full potential); limited use of digital and remote channels to support participants; and concerns from participants with more complex needs that the support available was less appropriate and personalised than it could be.

Finally, **establishing effective partnerships to engage hard-to-reach young people** was a key feature of delivering a single service that extended beyond either the JCP claimant offer or Council/ partner-led services for specific groups. The data suggests that MyGo was particularly successful in recruiting non-benefit claimants in Phases 1 and 2, with 42 per cent of participants not claiming benefit at the point of referral and more than 40% of participants self-referring to the programme.

Establishing partnerships with organisations that were already in contact with these young people was found to be particularly effective. This included local colleges, the local authority Early Help team and youth organisations. Outreach activities in the

local areas also proved effective in raising awareness of the service. It was also important that when pitching the service to young people, staff tailored their messages based on young people's aspirations and circumstances. It was also important that MyGo could be accessed in outreach locations or through digital services for those who could not or did not want to attend the centre.

However, there were also examples of young people that had disengaged from MyGo after getting the impression that it was primarily an employment service that could not support them with their wider issues. Greater partnership work with providers that engage with specific communities, and staff training around disabilities and health conditions, would help to engage individuals with more complex barriers such as learning disabilities or ESOL needs.

Joining up local provision

A key feature of MyGo was its efforts to join up and align access to a range of wider services to support young people. This was seen as a critical element in delivering personalised and effective support, particularly for more disadvantaged young people – recognising that an effective, integrated employment service must also draw on support with skills development, health and wellbeing, disability, housing, financial capability, family and children, and so on.

There were a range of good practices and successes in joining up and aligning partner services through MyGo. In particular, the ability to **co-locate partners** in MyGo centres – and particularly the Phase 1 centre – proved to be highly effective in improving access to services, encouraging effective working relationships and supporting a shared understanding of roles. There were many good examples of co-located and regular services for participants, as well as areas where there could have been scope for greater co-location had resources allowed.

Effective joining up of provision was also underpinned by **simple referral processes, active management of partners, regular communications** and **effective sharing of information and data**. Each of these aspects were not without challenges. In particular, there were examples of providers 'competing' for referrals, which strained relationships; while data-sharing significantly hampered efforts to deliver co-ordinated and longer-term support across services.

Finally, a key challenge in delivering joined-up support was inevitably the ongoing funding pressures that all services have faced in recent years. In most cases, onward referral could not lead to MyGo participants being prioritised for other services (for example, health services or ESOL provision), which in turn could undermine efforts to work more closely together.

In future provision, there would be real benefits in improving the mapping of local provision and services; building on the good practices in MyGo in actively managing and engaging partners; prioritising efforts to share data and information; and where

possible exploring opportunities to increase (or pool) funding to support onward referral for those with more complex needs.

Achieving sustained outcomes for young people

MyGo intended to focus on supporting young people to gain sustained and good quality employment that met participants' long-term career ambitions, rather than to solely focus on 'work first'.

The evaluation found good examples where participants were supported to enter full-time and permanent jobs that were linked to their interests and capabilities, for example participants who were completing apprenticeships or those that had been supported to follow their ambitions of becoming self-employed. However, it also found participants who were in jobs that were unrelated to their ambitions and skills and who expressed a strong desire to change roles. Survey data suggested that this was a key source of frustration for many participants – particularly for graduates.

More positively, there was a drive in Phase 1 and 2 of MyGo to source training provision intended to improve participants' prospects of finding work, with **greater use and sequencing of work experience, traineeships and work-focused training over time**. This appeared to work most effectively when there were links made between the coaching support, training function and employer engagement – for example, greater joining up between the needs and aspirations of young people using the service, the MyGo skills offer and the vacancies sought. There would be real benefit in developing these models and approaches in future attempts to integrate employment and skills support for young people.

A key challenge for MyGo was in fact its success in integrating JCP support with local services. In effect, as integration increased over time, the JCP approach to performance management – based on off-flow targets for each cohort of young people – became more common currency within MyGo. This in turn reduced the scope to access training and other support that may have longer-term benefits and reduced the relative focus on longer-term sustainment. Therefore, more work remains to be done in designing integrated services that can manage the trade-offs between shorter-term job entry on the one hand and supporting longer-term jobs that lead to careers on the other.

Effective employer relationship management was another key aspect in delivering sustained outcomes. Having sole resource dedicated to employer engagement enabled greater efforts to be placed on sourcing a range of quality opportunities for participants and providing 'after-care' to overcome any initial challenges faced. This should be built on in future programmes. In addition, **changing the targets** for employer relationship managers so as to emphasise job sustainment was felt to have led to a greater focus on meeting longer-term career aspirations. There would be scope to build on this further, for example through exploring the possibility of using earnings outcome targets.

Finally, supporting participants with longer-term career aspirations also requires an element of in-work support to support participants in working towards their longer-term goals while in work, and this was an area of the service that required further development.

Annex A: Further detail on alternative impact assessment approaches

Comparison with a matched sample from the Labour Force Survey⁵⁶

This analysis found that 46 per cent of all young people not in education, employment or training were in employment after twelve months. Due to data limitations, it was not possible to statistically 'match' these LFS respondents with MyGo participants to control for differences between the two groups. So without matching, the closest equivalent measure for MyGo would be the proportion of all participants (including Universal participants) that achieved a job start, which is around 49 per cent. However, this difference would need to be at least 9.7 percentage points to be statistically significant.

Information on NEET young people

The DfE prescribes how data on young people is prepared so that it can report on NEET young people and on how counties and unitary authorities are fulfilling their duties to reduce the numbers who are NEET. DfE reports this information at County and Unitary authority level. Suffolk County Council has in addition provided us with information on local areas within Suffolk, and information on Norfolk areas. The Norfolk and DfE information is presented at a single point each year, using the December figures. Suffolk information is presented in a monthly dashboard.

The DfE changed its definition of how NEET number should be reported in 2015, so we only have information on the new standard for 2016 and 2017. The changes included that young people whose activity was unknown should be included in the 'NEET or Unknown' group, and this should be the headline total. Prior to the change, Suffolk had a substantially larger percentage of 'unknown' than Norfolk, so the change in reporting resulted in a negative step-change in Suffolk's NEET figures (relative to Norfolk) since 2015.

Since then, Suffolk has seen an improvement in the proportion of young people aged 16-17 who are 'NEET or unknown'. However, it is difficult to attribute this to MyGo, since the improvement has been greater in the parts of Suffolk that are not covered by MyGo (Forest Heath, St Edmundsbury and parts of Waveney other than Lowestoft). The Norfolk area figures do not give any indication of relative improvement in areas adjacent to this part of Suffolk that might indicate any underlying socio-economic reason for this pattern.

⁵⁶ This analysis was undertaken for the interim report in June 2017 and was not repeated due to data limitations.

Annex B: Survey results

An online survey was developed to measure the effectiveness of the MyGo programme from the perspective of participants. The questions explored participants' characteristics and situation prior to joining MyGo, before gathering views on experiences of the support and outcomes.

Despite efforts to engage participants with the online survey, only 77 respondents who accessed MyGo support in Phase 1 or Phase 2 completed the survey, thus the results are not statistically significant. Nonetheless, headline findings from the survey are included below.

Survey respondents' characteristics and support desired

This section explores some of the characteristics of the survey respondents, including their education background. It also outlines the type of support desired when they engaged with MyGo.

Survey respondents had started a range of courses including University Degrees, Traineeships and GCSE qualifications (see Table 10.1).

Table 10.1: Types of Courses Started by Survey Respondents (N=17)

	Count	Proportion
GCSE	2	12%
A Levels	0	0%
Foundation Level Courses	0	0%
BTEC	0	0%
Diplomas / Certification of Higher Education	2	12%
University Degree	7	41%
Traineeship	2	12%
NVQ Level 3	0	0%
NVQ Level 2 or 1	2	12%
Other	2	12%
Total	17	100%

As Figure 10.1 shows, around a third (32%) of survey respondents highest qualification was below Level 2, one quarter reported that their highest qualification was Level 2, whilst 24% had Level 3 qualifications and 19% had qualifications at Level 4 or above.

Figure 10.1: Survey Respondent's Highest Qualification (N=72)

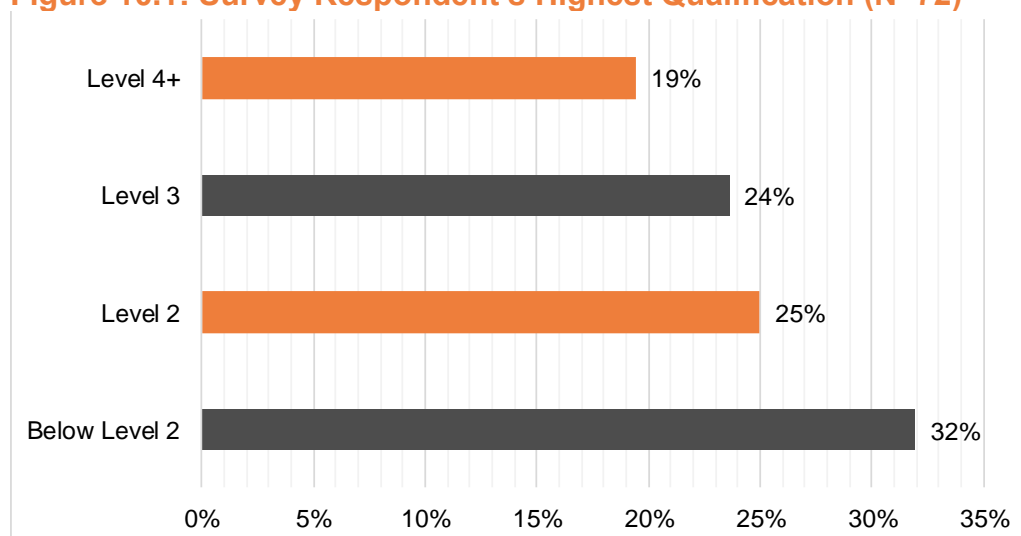
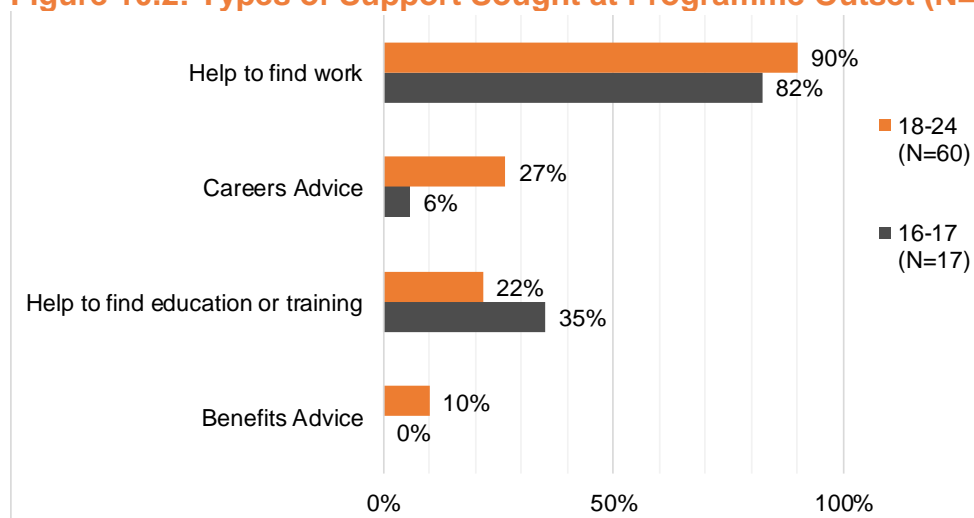


Figure 10.2 outlines the types of support respondents sought when they joined MyGo. Most survey respondents desired help to find work, whilst a greater number of 18-24-year olds sought careers advice than 16-17-year olds, who were more likely to want help to find education or training. 10% of 18-24-year olds who completed the survey sought benefits advice.

Figure 10.2: Types of Support Sought at Programme Outset (N=77)

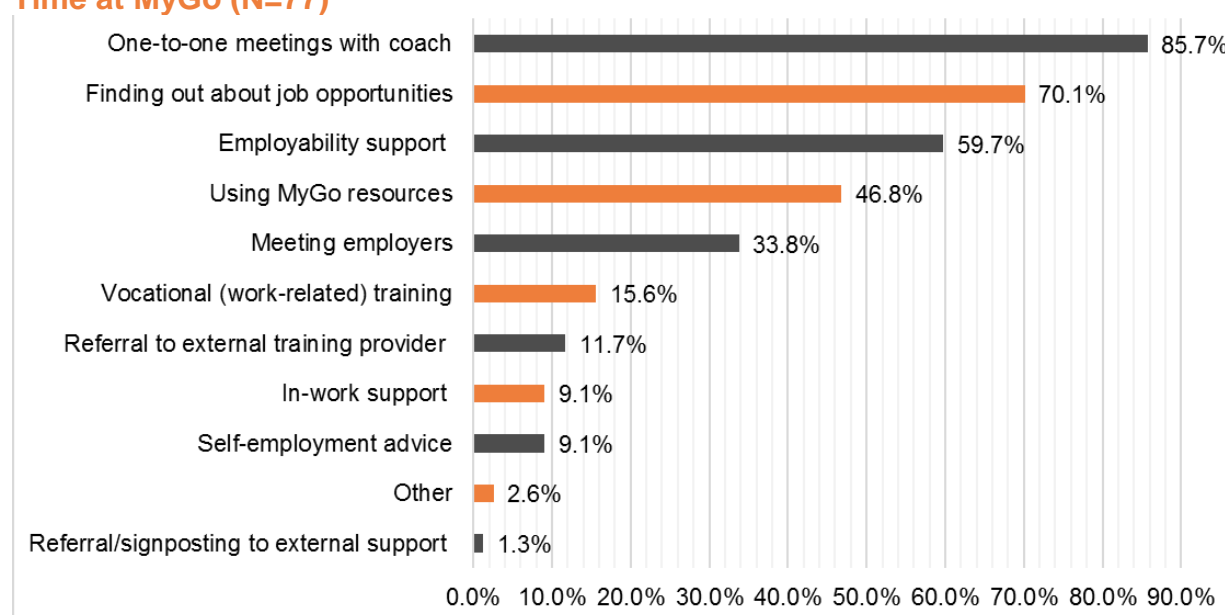


Types of support experienced and views of this

This section outlines the different types of support that respondents accessed whilst at MyGo before exploring their views of this.

As Figure 10.3 shows, survey respondents accessed a range of support options whilst attending the MyGo service. The most common being one to one meetings with their coach (85.7%) and finding out about job opportunities (70.1%). More than half of respondents accessed employability support, whilst less than 10% of respondents accessed in-work support.

Figure: 10.3: The Types of Support Respondents Made Use of during Their Time at MyGo (N=77)



Views of the support accessed were mixed, but more survey respondents gave the different support options positive rather than negative ratings- as can be seen in Figure 10.4

Figure 10.4: Participants' ratings of the support they received

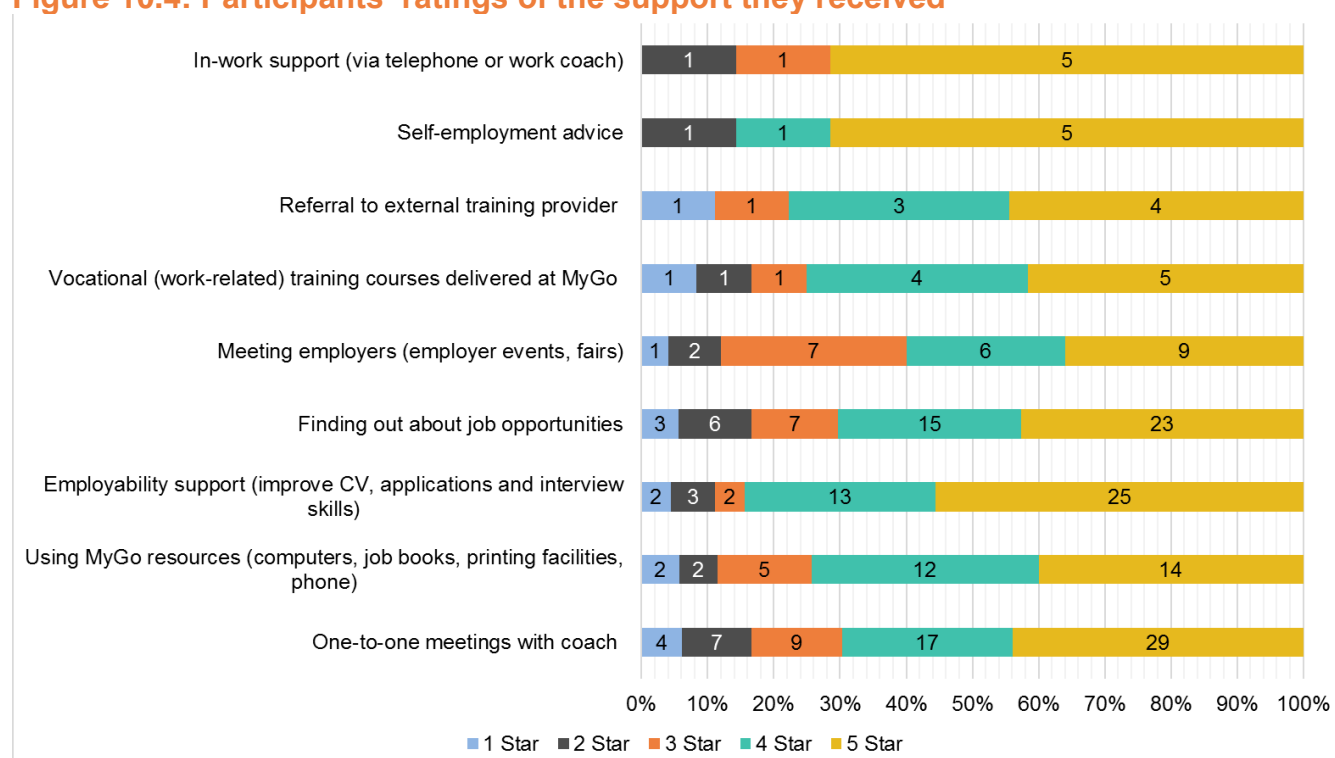


Figure 10.5 shows the extent to which respondents agreed with statements about their MyGo coach. For example, 87% of respondents agreed (strongly or slightly) that their MyGo coach was friendly and approachable, and 78% of respondents agreed (strongly or slightly) that they were knowledgeable.

Figure 10.5: Extent to which participants agreed with the following statements about their MyGo Coach

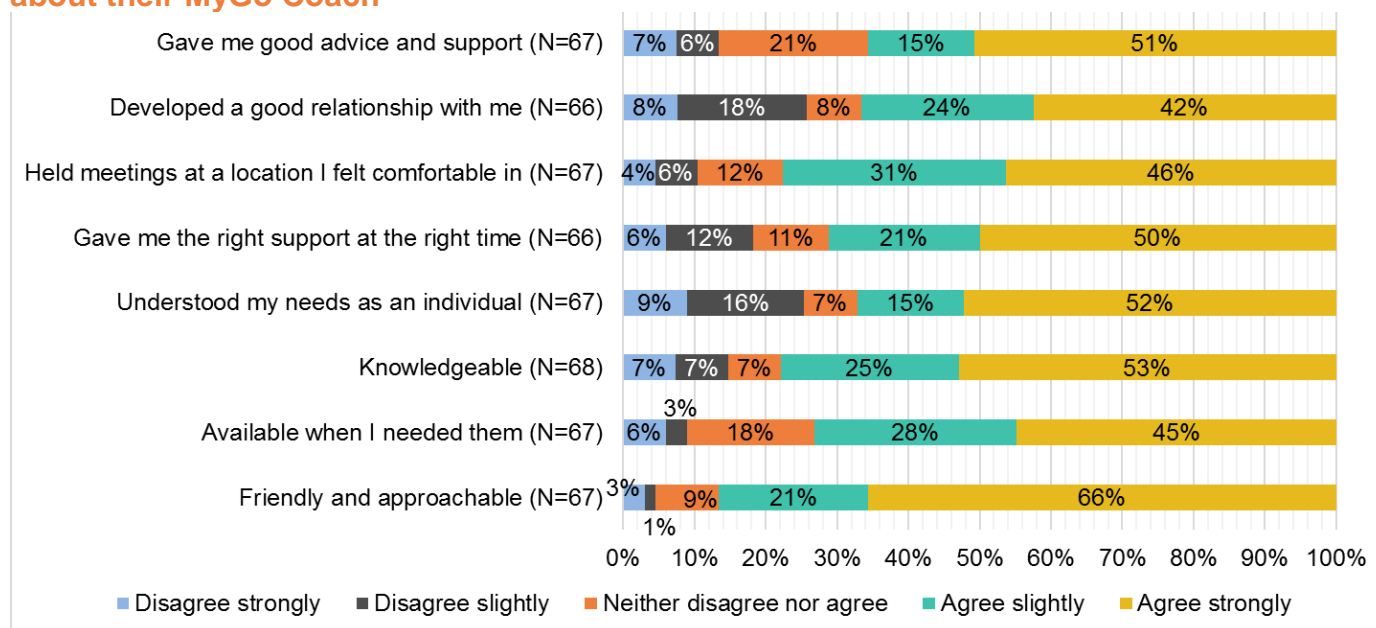
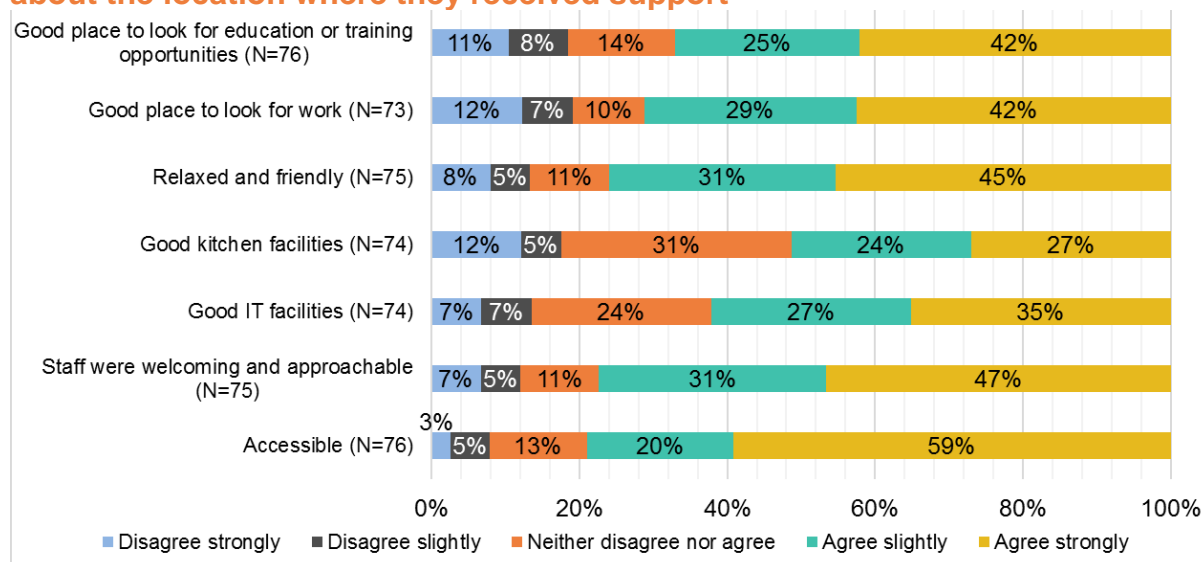


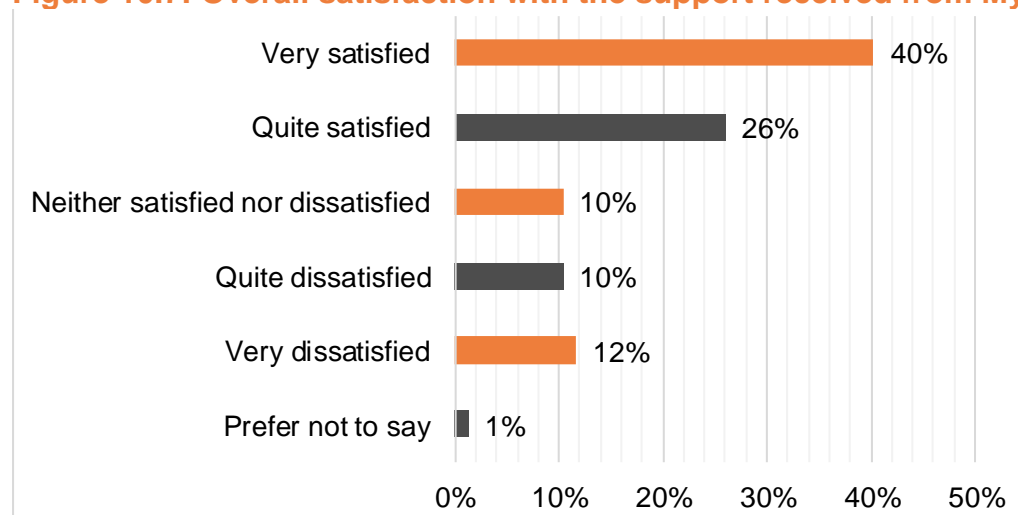
Figure 10.6 shows the extent to which respondents agreed with statements about the location where they received support. 79% agreed (strongly or slightly) that this was accessible and 71% agreed (strongly or slightly) that it was a good place to look for work.

Figure 10.6: Extent to which participants agreed with the following statements about the location where they received support



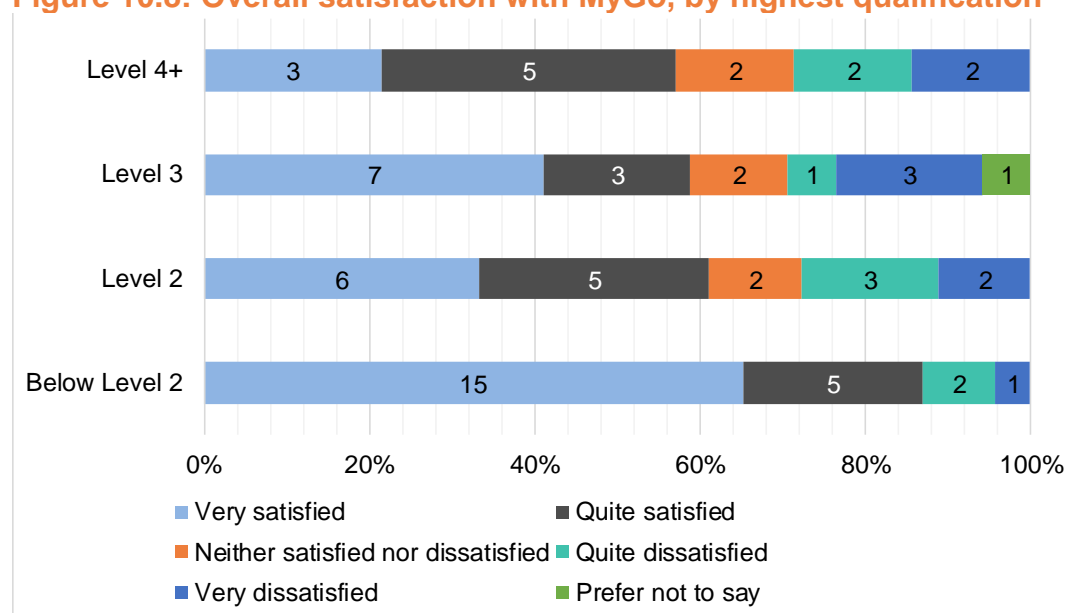
Overall, 40% of survey respondents were very satisfied with the support they received from MyGo, 26% were quite satisfied and 12% were very dissatisfied. (See Figure 10.7).

Figure 10.7: Overall satisfaction with the support received from MyGo (N=77)



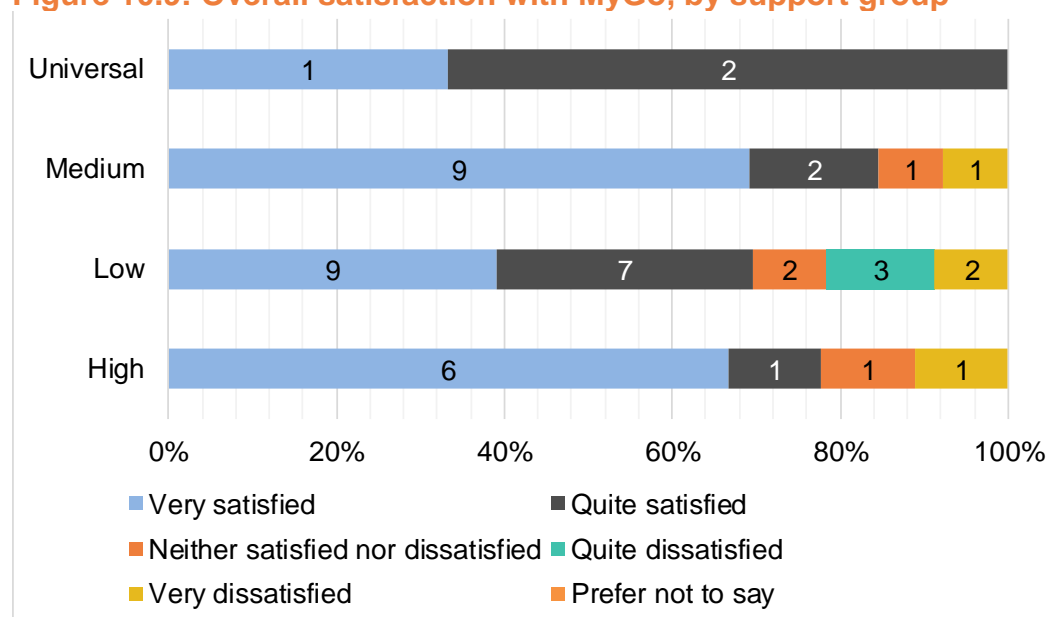
As Figure 10.8 shows, satisfaction with MyGo was highest amongst respondents whose highest level of qualification was below Level 2. Views varied more amongst other categories, but the highest proportion of participants who were most dissatisfied was those with Level 4 or above qualifications.

Figure 10.8: Overall satisfaction with MyGo, by highest qualification



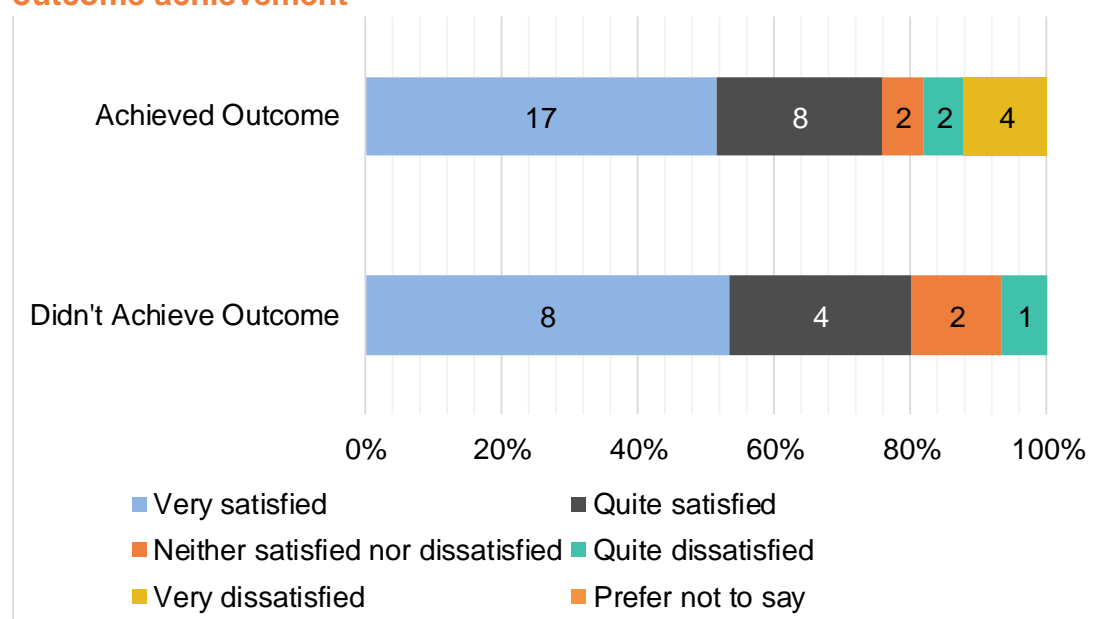
Furthermore, a higher proportion of survey respondents in the High and Medium support groups reported greater satisfaction with the MyGo service. (See Figure 10.9).

Figure 10.9: Overall satisfaction with MyGo, by support group



A slightly greater proportion of respondents who did not achieve an outcome reported satisfaction with the support received from MyGo, compared to those who did achieve an outcome. (See Figure 10.10).

Figure 10.10: Overall satisfaction with the support received from MyGo, by outcome achievement

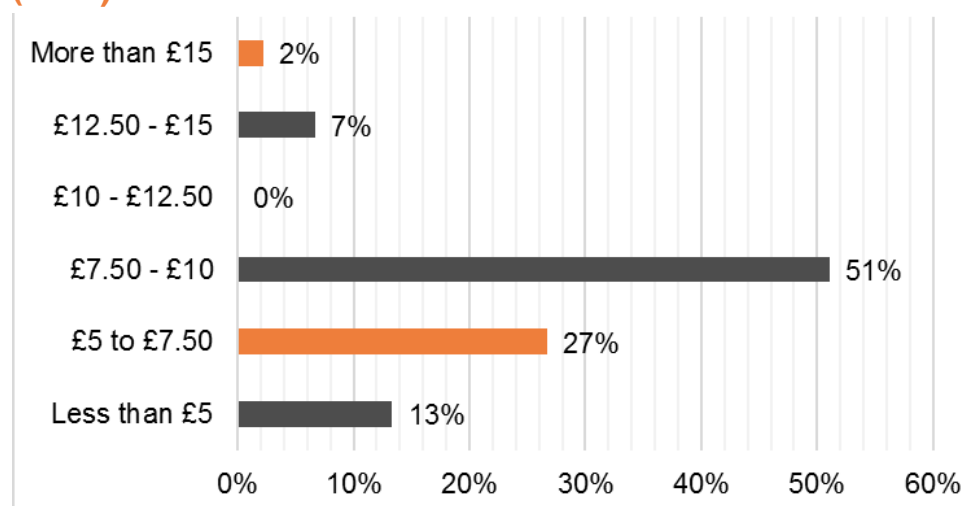


Outcomes achieved amongst survey respondents and views of these

This section explores the outcomes achieved by survey respondents and their views of these outcomes, broken down by different characteristics.

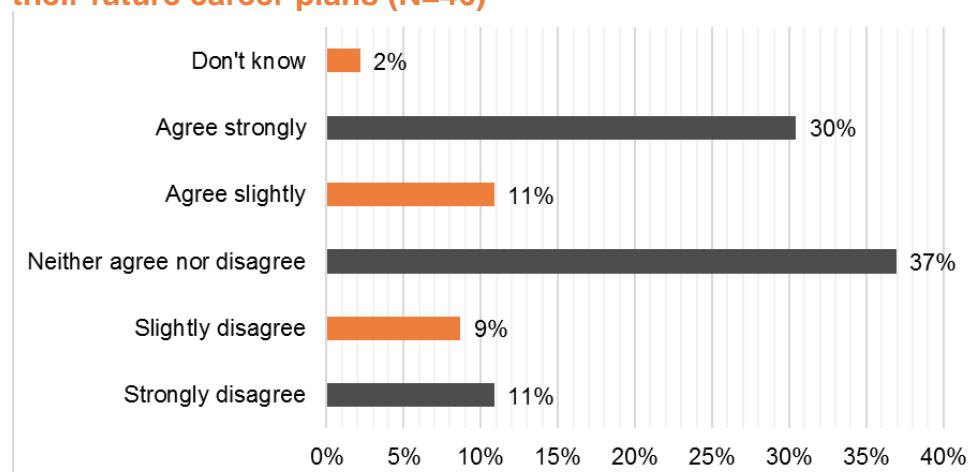
As Figure 10.11 shows, just over half of participants who entered work were earning between £7.50 and £10 per hour, 27% of participants were earning between £5 and £7.50 per hour, whilst only 2% of participants were earning more than £15 per hour.

Figure 10.11: Hourly Wage of Participants for Current or Most Recent Job (N=45)



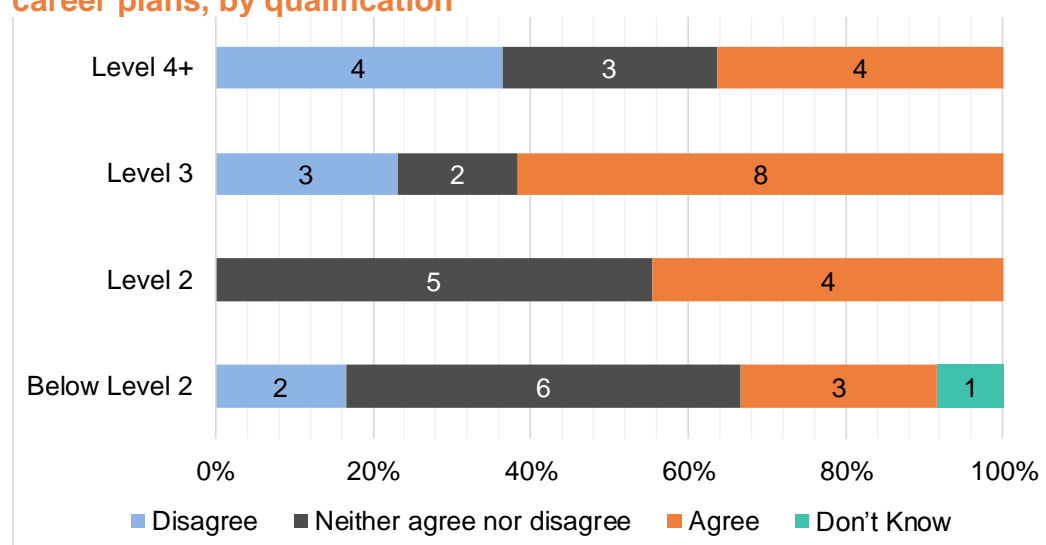
The extent to which participants felt that their job fitted with their future career plans varied. 41% agreed (either strongly or slightly) that it did, whilst 20% disagreed (either strongly or slightly). (See Figure 10.12).

Figure 10.12: Extent to which participants agree that their current job fits with their future career plans (N=46)



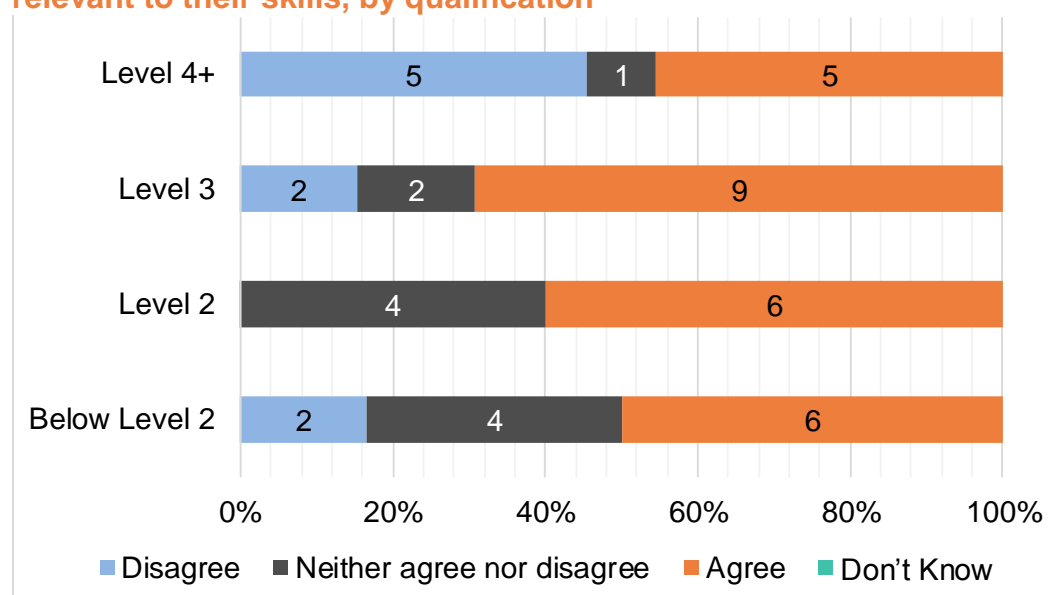
The greatest proportion of participants with Level 3 qualifications agreed that their job fitted with future career plans. (See Figure 10.13).

Figure 10.13: Extent to which participants agree that their current job fits with career plans, by qualification



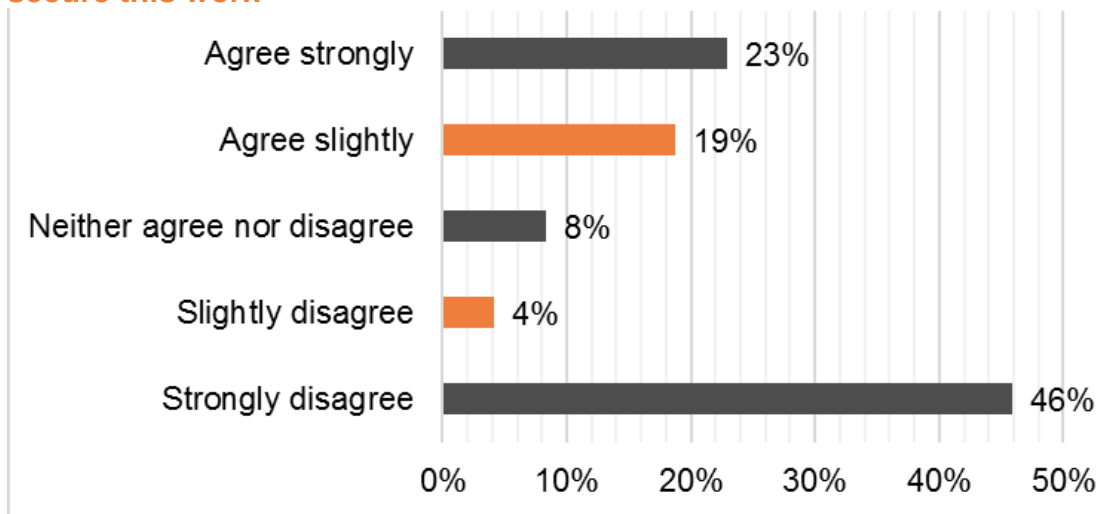
Likewise, the greatest proportion of participants with Level 3 qualifications agreed that their job was relevant to their skills. (See Figure 10.14).

Figure 10.14: Extent to which participants agree that their current job is relevant to their skills, by qualification



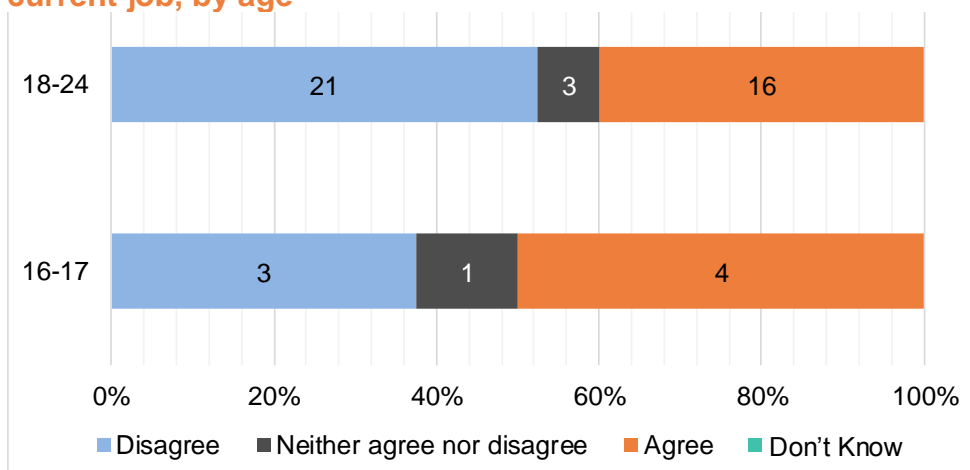
Overall, half of survey respondents disagreed (either strongly or slightly) that MyGo helped them to secure their current or most recent job, whilst 42% agreed (either strongly or slightly) that MyGo had helped them to secure their current or most recent job. (See.10.15)

Figure 10.15: Extent to which respondents agree that MyGo helped them secure this work



Half of survey respondents aged between 16-17 who found work and 40% of 18-24-year olds who found work agreed that MyGo had helped them to secure this. (See Figure 10.16).

Figure 10.16: Extent to which participants agree that MyGo helped secure their current job, by age



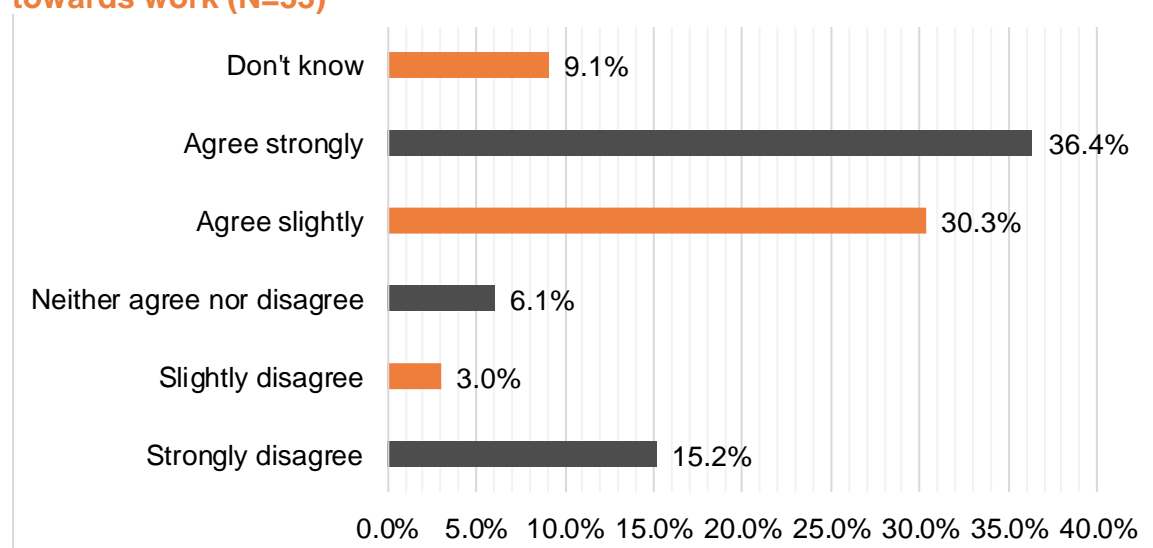
As Figure 10.17 shows, 49 survey respondents reported that they now had more confidence in their ability to find work, 48 survey respondents felt that they had a better idea of the job opportunities available to them and 46 survey respondents reported that they now had more confidence in their ability to get a job.

Figure 10.17: How strongly participants feel the following statements apply since starting using the MyGo Service



A smaller number of survey respondents answered the question on whether MyGo had aided them in their movement towards work. Of those that did, over 65% agreed (either strongly or slightly) that MyGo had aided their movement towards work, whilst around 18% disagreed (either strongly or slightly).

Figure 10.18: Extent to which participants agree that MyGo aided in movement towards work (N=33)



Lastly, Table 10.2 below compares the characteristics of respondents with the current MyGo population in Phase 1 and 2. As it demonstrates there were similarities in the average age of participants, the proportion of participants in the High support group and the split across Phase 1 and 2. Greater differences were observed in the

split across different benefit groups (particularly the proportion claiming JSA and UC) as well as amongst the other support groups.

Table 10.2: Comparison of Survey Respondents and Total MyGo Population

	Survey	Total Population
Age		
Average Age	19.69	19.26
Progression		
Education	23%	8%
Job	46%	34%
Not matched (assumed no progress)	31%	57%
Percentage achieving any progress	69%	43%
Benefits		
Carers Allowance	0%	0%
ESA	2%	6%
Income Support	0%	6%
JSA	35%	19%
Not On Benefit	29%	39%
NULL	8%	20%
Universal Credit	25%	10%
Support Category		
High	19%	20%
Low	48%	34%
Medium	27%	21%
Universal	6%	25%
Location		
Phase 1	83%	81%
Phase 2	17%	19%

Annex C: characteristics of young people interviewed

Table A1.1: Young people interviews, Respondent Characteristics							
		Wave 1	Wave 2	Wave 4	Wave 5	Wave 6	Total
Gender	Male	16	31	12	9	20	88
	Female	9	36	8	15	12	80
Age	16-17	0	13	0	6	2	19
	18-20	12	29	5	11	5	57
	21-24	13	25	15	7	3	60
Benefit Type	JSA	20	22	5	11	2	60
	Other	4					4
	- ESA		14	3	2	2	21
	- IS		7	2	1		10
	- UC			7	2	19	28
	None	1	23	3	8	7	42
Support Level	Unknown		1			2	3
	Universal					4	4
	Low	17	31	4	5	14	71
	Medium	7	15	6	11	3	42
	High	1	13	8	8	11	41
	N/A		8	2			10
Phase	Phase 1	25	50	14	16		105
	Phase 2			6	8	11	25
	Phase 3					21	21
	N/A		17				17
Disability or Health condition	No	15	39	14	19	19	106
	Yes	10					10
	- Physical		1	1	1	5	8
	- Mental		13	4	1	4	22
	- Physical and mental		2		1		3
	- Learning disability		12	1	2	4	19
Employment status	In work	4	21	9	9	14	57
	Not working	21	46	11	15	18	111
Total		25	67	20	24		168

Annex D: MyGo Outcomes

Outcomes/positive progressions 16-17 year olds	Sustained progressions 16-17 year olds
<ul style="list-style-type: none"> • Enrolled on a full-time education, RPA-compliant programme and attending for at least four continuous weeks. • Participation in an Apprenticeship, Traineeship or job with accredited training, equivalent to 280 guided learning hours per year (around one day per week) for a minimum of four continuous weeks. • For young people in the higher intensity support category, participation in part-time education funded by the EFA. Young people will be participating in at least 7 hours of directed learning per week. • For young people in the higher intensity support category, participation in voluntary activity aligned to a Work and Career Plan for at least 7 hours per week for 8 consecutive weeks. 	<ul style="list-style-type: none"> • Sustained participation for at least 6 months in full-time education or training leading to an accredited qualification funded by the EFA. • Sustained participation for at least 6 months in an Apprenticeship. • Participation in an Apprenticeship or job for at least 6 months in full-time employment with part-time training equivalent to at least 280 guided learning hours per year.
Outcomes/ positive progressions 18-24 year olds	Sustained progressions 18-24 year olds
<ul style="list-style-type: none"> • In employment and off JSA (or if on Universal Credit can evidence paid work for more than 16 hours) for a minimum of four continuous weeks. • In employment and off Employment and Support Allowance (ESA) (or if on Universal Credit can evidence paid work for more than 16 hours) for a minimum of four continuous weeks. • Obtained funding to set up their own enterprise (e.g. the New Enterprise Allowance). • Participation in an Apprenticeship or Traineeship for a minimum of 4 consecutive weeks after the start of the Apprenticeship/Traineeship (ILR Evidence required) • For those in the higher intensity support category, voluntary work is accepted as a positive progression. 	<ul style="list-style-type: none"> • Sustained employment (including self-employment) and off JSA/ESA (or if on Universal Credit can evidence paid work for more than 16 hours) for at least 6 months.