

Department for Work and Pensions

Research Report No 366

Gateway to Work New Deal 25 Plus pilots evaluation

James Page, Dr Eleanor Breen and Jayne Middlemas

A report of research carried out by GHK Consulting on behalf of the Department for Work and Pensions

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Summary

Introduction

GHK undertook an evaluation of the Gateway to Work New Deal 25 plus (GtW) pilots on behalf of the Department for Work and Pensions (DWP). The key aims of this study have been to:

- identify and explore the impact of the pilots;
- identify best practice, in terms of which elements of GtW have been most effective in moving clients into employment.

This report draws together the findings from the qualitative field work undertaken by GHK and quantitative analysis of administrative data and statistics undertaken by the Unemployment Analysis Team at the DWP. The qualitative element consisted of four case studies across participating pilot areas involving a combination of face-to-face and telephone interviews with staff in District offices, local offices and some providers.

Gateway to Work

The GtW pilots were introduced into the Gateway period of New Deal 25 plus (ND25+) in 2003, following the national roll out of a similar course on New Deal for Young People (NDYP) in July 2000.

GtW is a two week, full-time training programme which is mandatory for jobseekers that have been claiming Jobseeker's Allowance (JSA) four weeks after joining Gateway. The course provides soft skills training in areas such as communication, team building and problem solving as well as CV writing, interview techniques and support with applying for jobs.

The specific objectives of GtW were to:

- increase the numbers of people moving into jobs in the early stages of Gateway;
- reduce the level of Gateway overstayers;
- improve the participants' motivation and ability to participate in their Intensive Activity Period (IAP);
- improve participants' readiness for employment.

The GtW pilots have taken place in four areas: London (across every District), Manchester, Swansea and Dundee. These formally ended in March 2006.

Key findings

The GtW pilots on ND25+ were introduced by Head Office as an extension of the course already being run on NDYP. As a result, little emphasis was given to communication to District office managers or, in turn, to local office managers and staff. Guidance was particularly needed for District offices in relation to the procurement process and ongoing performance management.

District and local office staff emphasised that job outcomes were their primary concern. This had implications for the funding model, based solely on attendance, which was not seen by District or local office staff to offer an adequate incentive to maximise the number of job entries from the course.

Referrals and starts were relatively low despite GtW being a mandatory course for all clients four weeks after starting Gateway. Fifty-one per cent of Gateway starters were referred to GtW, with a further 18 per cent leaving within eight weeks of starting Gateway which means that 31 per cent were not referred. For over two-thirds of those not referred there was no clear reason for this.

Nearly three-quarters of clients referred to GtW started the course (this represents 37 per cent of all Gateway starters). Clients were referred for a sanction in 13 per cent of cases where they are referred but do not attend the course. Staff identified several barriers discouraging them from using the sanction, although none of these were unique to the GtW course.

Interviewees in District offices, local offices and providers reported some instances of best practice and offered suggestions for how the course could be improved. An important difference between providers that were high performing and less well performing was the availability of work-tasters for clients.

Personal advisers reported a number of issues with the way the course was delivered. In particular, there were concerns about the calibre and turnover of trainers in some instances as well as a lack of intensity and supervision. Several providers had also failed to engage with local employers on the course.

Quantitative data analysis shows that, when compared to similar offices not running the pilot, the impact of GtW has been:

- clients left New Deal from Gateway slightly earlier;
- the proportion that left from Gateway increased by approximately five percentage points (though this is followed by a reduction in the proportion leaving from both IAP and follow-through);
- no increase in the proportion of clients moving into employment.

Cost-benefit analysis using the DSP Cost Benefit Framework shows that, if rolled out nationally, the estimated net cost of GtW would be £190 per person entering New Deal, with no labour market benefits.

Conclusions and recommendations

GtW has not proved fully effective in meeting the four objectives for the pilot:

- aggregate level quantitative data comparing pilot offices with similar offices not running the course showed no evidence that GtW increases the number of people moving into jobs in the early stages of Gateway;
- most personal advisers and adviser managers in local offices felt that the GtW course had little or no impact on reducing the level of Gateway overstayers;
- personal advisers and adviser managers had mixed views on whether or not GtW had improved participants' motivation and ability to participate in their IAP;
- approximately half of personal advisers found that GtW had improved participants' readiness for employment.

The quantitative and qualitative research that has been undertaken suggests that continued investment in GtW may not provide value for money. The cost-benefit analysis shows that the course fails to satisfy the criteria for fiscal effectiveness by a wide margin. The course is relatively expensive at an average price of approximately £750 for the full two weeks and the quantitative analysis shows the impact has been limited.

GtW has not been fully effective, but District staff, personal advisers, adviser managers and providers generated views on lessons learned and good practice in future intervention design:

- in terms of policy and design, the purpose of the course should be clear and internally consistent, accompanied by performance measures that fit closely with the course objectives. The funding model ought to be revised to incentivise providers to maximise job entries. Delays should be minimised and consideration given to how to follow-through on the momentum for job search created by such courses;

- District offices could improve the quality of training delivered by providers through a more competitive procurement process, tighter contractual requirements for providers and improved communication with local office managers;
- at local office level, provision would benefit from communication with providers at the outset, personal advisers taking greater responsibility for the administrative side of referrals and greater managerial scrutiny in terms of referrals, starts and job entries for each adviser.

1 Introduction

This is the final report of the evaluation of the Gateway to Work New Deal 25+. The report draws together the findings from the qualitative field work undertaken by GHK and quantitative analysis of administrative data and statistics undertaken by Jayne Middlemas of the Unemployment Analysis Team at the Department for Work and Pensions (DWP).

1.1 Gateway to Work New Deal 25 plus pilots

The Gateway to Work (GtW) pilots were introduced into the Gateway period of New Deal 25 plus (ND25+) in 2003, following the national roll out of the course on New Deal for Young People (NDYP) in July 2000.

Gateway is a 13 week period on New Deal which takes place for clients on ND25+ after claiming Jobseeker's Allowance (JSA) for 18 months. Time on Gateway precedes a longer period of job related training known as the Intensive Activity Period (IAP). During Gateway, clients have weekly interviews with their personal adviser and additional support to intensify job search.

GtW is a two week, full-time training programme which is mandatory for jobseekers that have been claiming JSA four weeks after joining Gateway. The course provides soft skills training in areas such as communication, team building and problem solving as well as CV writing, interview techniques and support with applying for jobs.

The overall aim of GtW has been to respond effectively to employers' concerns that clients on New Deal were insufficiently prepared for employment. The specific objectives of the programme were to:

- increase the numbers of people moving into jobs in the early stages of Gateway;
- reduce the level of Gateway overstayers;
- improve the participants' motivation and ability to participate in their IAP;
- improve participants' readiness for employment.

The GtW pilots on ND25+ have taken place in four areas: London (across every District), Manchester, Swansea and Dundee. These formally ended in March 2006.

1.2 Evaluation aims and methodology

The key aims of this evaluative study have been to:

- identify and explore the impact of the pilots;
- identify best practice, in terms of which elements of GtW have been most effective in moving clients into employment.

The evaluation has two components: statistical analysis of administrative data at a programme level and qualitative research undertaken in GtW pilot areas. The former provides evidence on the overall impact of GtW in terms of job entries and length of stay on New Deal, as well as evidence about referrals and starts on the course. This analysis was provided by the Unemployment Analysis Team at the DWP in the form of an internal report produced by Jayne Middlemas in April 2006, which GHK has drawn on and combined with the findings from the qualitative fieldwork to produce this report.

The qualitative element constitutes four case studies, covering three of the four GtW pilot areas (London, Swansea and Manchester). Dundee was not included in the fieldwork because it was believed to have stopped running the pilot early. Administrative data, available in January 2006, was used to identify three case studies of 'high performing' individual Districts. Given limited indicators by which to judge performance, 'high performing' Districts were defined in relation to Jobcentre Plus delivery – i.e. effective referral and start rates from amongst the target group, not outcomes such as job entries as might usually be the case. The fourth case study covered the remaining Districts (all of which were in London). The research was undertaken in February and March 2006.

In each of the three single 'high performing' District case studies face-to-face interviews were undertaken with:

- up to three members of the District Programme Quality Management Team (DPQMT) staff in each District office;
- one adviser manager and up to three personal advisers in each of three local offices in that District (two local offices were deemed to be high performing and one performing less well as identified using the administrative data);
- one manager and two trainers in up to two providers in that District.

The remaining case study covered the rest of London, which included five Districts (not seven), as one was included in the above single high performing District case studies and one was deemed to have stopped fully running the pilot. This case study concentrated more heavily on interviews at District office level. A combination of face-to-face and telephone interviews was undertaken with:

- two members of the DPQMT in each of the five District offices;
- one manager and two personal advisers in two local offices (also deemed to be high performing using the administrative data).

This sample was believed to provide a sufficiently robust evidence base, incorporating the views from District offices, local offices and providers fully involved in the pilots. However, the study had two methodological limitations. Choosing the District and local offices on the basis of data relating only to referrals and starts on GtW was at odds with the way that course performance was measured in the field. High performance was universally measured by District and local offices in terms of job entries for those that attended the course, while referrals and starts virtually always went unrecorded. As a result, it has not been possible to draw out best practice simply by contrasting high and low performing District and local offices. Consequently, the 'factors for success' (in Chapter 6) reflects the better practice that was encountered throughout the study as well as interviewees' perceptions of how delivery could have been improved. In addition, the quantitative data on the impact of GtW on off-flows, length of stay on New Deal and movements into employment became available only after the fieldwork was completed so the findings could not be explored with interviewees in the field.

1.3 Report structure

The remainder of this report is structured as follows:

- **Chapter 2** focuses on the purpose, main features and set-up of the pilot;
- **Chapter 3** analyses referrals and starts on GtW;
- **Chapter 4** describes what is offered and the issues associated with the course;
- **Chapter 5** explores the impact on off-flows, the length of stay on New Deal and movements into employment;
- **Chapter 6** presents best practice and factors for success;
- **Chapter 7** draws out conclusions and sets out our recommendations.

The report also has three appendices:

- Appendix A provides background information regarding the compilation of the statistical data;
- Appendix B presents further quantitative data from the statistical analysis between pilot and comparison offices;
- Appendix C provides the topic guides for the qualitative interviews.

2 Purpose, main features and set-up

2.1 Introduction

This chapter presents findings from the qualitative research, focusing on perceptions among District and local office staff of the purpose, main features and set-up of the Gateway to Work (GtW) pilot.

According to District office staff, Jobcentre Plus Head Office had been clear during the set-up of GtW on New Deal 25 plus (ND25+) that the pilot was intended to be an extension of GtW from New Deal for Young People (NDYP) to the ND25+ client group. Set-up was assumed to be relatively straightforward as the purpose and main features of the intervention were not altered from the existing model in use for the younger group. However, there were a number of issues raised by District and local office staff.

2.2 Purpose

The overall purpose of GtW was reported as unclear. A large proportion of interviewees across District offices and local offices felt that the four stated objectives did not match how the course was being run in practice. Just two of the objectives were felt to be important – increasing the proportion of job entries and making clients more job ready. Indeed, these were seen to be potentially conflicting. Having been established initially as an intermediate step to employment (based on 'soft' outcomes related to job readiness), the course was felt to be driven primarily by achieving job entries (a 'hard' outcome).

This had implications for recording and monitoring the impact of the course. District Programme Quality Management Team (DPQMT) staff in the District office (team leaders and District Quality Assessors) were responsible for evaluating the ongoing quality of provision on GtW, yet they did not collect data on three of the four stated objectives for the course. The only performance measure utilised across the pilot

Districts was the proportion of job entries following GtW during the 13 week post-GtW tracking period.

Job entries were the only 'hard', readily quantifiable measure of success and, as a result, was used as the principal measure for judging the effectiveness of the course overall and the performance of each provider against specified targets. Because success against the other three stated objectives was not recorded, they were therefore largely ignored by District and local office staff.

2.3 Gateway to Work main features

The major features of the GtW intervention were its mandatory element and being a full-time routine over two weeks. Personal advisers' views about each of these were mixed.

The mandatory element was felt by personal advisers to have both positive and negative effects, described by one adviser as a 'double edged sword'. Advisers felt it was positive where they were able to require certain clients to attend the course. This demonstrated to clients that the Gateway period was more intense and more was required of them than had previously been the case. However, they felt it also created resistance and meant that even those that were highly unlikely to benefit, and potentially disruptive, had to attend.

In one case, a District had experienced funding problems in late 2005 and instructed advisers to use their discretion to only send those clients they thought would benefit most. The outcome reported by District office staff was that the proportion of job entries from the course went up substantially during this period and decreased again once the use of adviser discretion was terminated.

Set against this, as Section 3.2 shows, advisers did exercise choice over who was referred to a greater extent than was suggested by interviewees. Over one-fifth of Gateway starters were not referred to GtW, with no discernible reason for this.

Sending Gateway clients on a course that was full-time was seen by personal advisers to be positive in terms of enhancing their job readiness. Factors such as 'getting clients out of the house', forcing them to socialise and break down barriers related to isolation, and 'giving a sense of purpose to the day' were all reported as being positive influences on clients. One personal adviser recalled a client that had been particularly motivated by the course:

'I have had one client who was on the 18-24 Gateway, and he turned 25, had been sanctioned and didn't go 6/7 times. But he found it really positive. He didn't get a job directly from it but it made a big difference to his motivation which carried on into the Intensive Activity Period (IAP) too. He got used to a two-week course, getting into the routine and out of the house. He was more motivated and focused as a result.'

However, there were issues raised for clients with other needs, such as caring responsibilities and those in part-time work. Whilst clients must be available for employment, a temporary and full-time disruption to their normal pattern could prove problematic. Staff reported that finding alternative childcare arrangements, for example, may be expensive and difficult to rearrange for just two weeks, whereas employment would require finding a more permanent solution. Advisers thought that a greater proportion of clients on ND25+ were affected by these issues than on NDYP.

2.4 Communication

Communication was an important issue both in the initial set-up and ongoing management of the pilots. District office staff were invited to attend a series of meetings organised by Head Office prior to the implementation of GtW 25+ to discuss issues and views around the pilot. Following implementation, however, District office staff reported that they subsequently had no further contact from Head Office regarding the pilots. The initial cross-District meetings also ended, with no ongoing communication between pilot Districts. As a result, there was no sharing of experience or collective learning.

Local office staff's experiences of how the pilot was introduced to them by the District office were also mixed. Some District offices hosted workshops with each of their local offices and encouraged providers to hold discussions with local offices. Where this occurred it was felt to be positive, helping to initiate relations between advisers and providers from the outset. However, other local office staff reported that their District office had not given sufficient time to introducing the course to them. In some cases an email about the pilot was distributed, with no further formal communication or support. This was thought to be mainly because District offices assumed too high a level of knowledge about the pilots from local offices running of GtW on NDYP.

2.5 Provider base and funding

There were issues around the relationship with providers. There was no explicit guidance from Head Office on procurement. Growing out of the assumption that the pilots for ND25+ were simply an extension of the GtW NDYP, District offices universally chose to extend the contracts of the providers that already provided the course for the younger group. Contracts were not put out for competitive tender though, in hindsight, several District office staff expressed a regret that they had 'not seen what other providers had to offer'. Similarly, the potential to terminate a provider's contract was seen as being an important tool in contract management, and there were instances in which this had taken place. However, the contract for the work was then given, in every case, to one of the other providers already operating GtW in the District rather than being opened up to outside providers to compete for.

Interviewees at District office and local office level generally felt that there was a problem with the funding structure for providers of GtW. Payment was based solely on attendance, with half of the total fee paid if the client arrived on the first morning and the second half paid if the client turned up on the first morning of the second week of the course. This was a policy decision made by Head Office. The model was thought to be inefficient where clients only attended for part of either week, which still triggered payment for the full week's provision to the provider. It was also felt not to offer an adequate incentive for each provider to maximise the proportion of job entries from the course. It was pointed out that this was an unusual funding model, as most courses offered a certain proportion of the payment based on off-flows into employment. Again, this reflected the mixed messages of GtW in achieving job entries and job readiness.

There were issues at District and local office level regarding ongoing performance management. Some of the District offices did not collect job entry data for the 25+ group separately from the 18-24 group. Keeping statistics in aggregate meant that these Districts could not monitor how effective the programme, or each provider, was for the older group. As it was widely acknowledged that the 18-24 group were easier to move into employment, this could mean that job entry targets were successfully met overall but the potentially lower performance of the 25+ group was obscured. As for procurement, there was no direct guidance from Head Office on collecting Management Information or monitoring. At local office level, there were variations in the level of attention shown by personal adviser managers to the pilots. This depended on the general management style – some were more 'hands on' than others, regularly checking each adviser's performance. It also depended on the manager's views on the effectiveness of the programme. Some managers had clear views on whether or not the pilot was having a positive impact or not, which had implications for how closely they scrutinised the performance of advisers individually and overall.

3 Referrals and starts

3.1 Introduction

Between April 2003 and December 2005 there were 22,600 New Deal 25 plus (ND25+) referrals to Gateway to Work (GtW) from the pilot offices and 12,900 starts. This chapter sets out findings from the quantitative analysis on referral and attendance rates, and uses insights from the qualitative research to describe related issues around the referral process. Please refer to Appendix A for further information about how these statistics were compiled.

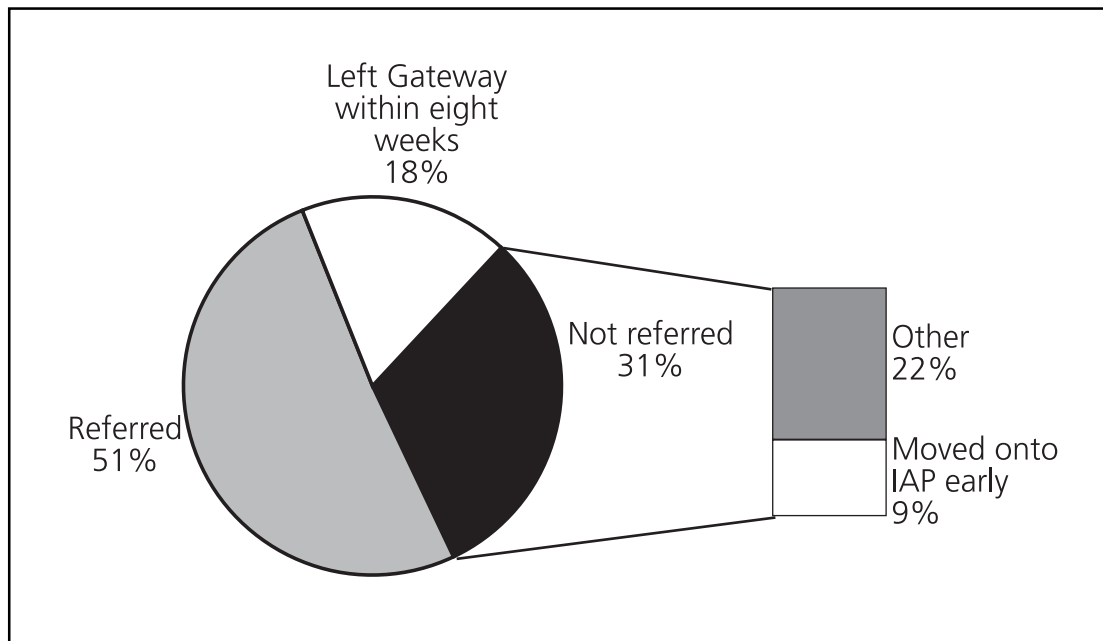
3.2 Referrals from Gateway

Just over half (51 per cent) of ND25+ clients starting on Gateway were referred to GtW. A further 18 per cent left New Deal within eight weeks of starting Gateway and so may not have had sufficient time to be referred to the course. This leaves nearly a third (31 per cent) of those starting Gateway that were not referred to GtW, despite this being a mandatory course for all clients. Of those not referred to GtW, just under one-third (nine per cent of Gateway starters) were moved on to Intensive Activity Period (IAP) early (i.e. before they had spent three months on Gateway). The remainder (22 per cent of Gateway starters) were counted as 'other' and had no obvious reason for not being referred (i.e. clients did not leave Gateway early and did not move to IAP early).

Personal advisers felt there had only been a small role for using their discretion on whether or not to refer a client to GtW, which is at odds with the quantitative findings reported above. The types of clients that personal advisers were open about not referring to GtW were those with alcohol, drug and personal hygiene problems and those with basic skills and English for Speakers of Other Languages (ESOL) needs where it was felt that they could not benefit from the provision. In addition, there was at least one District which faced budget cuts over a quarter of one year which resulted in personal advisers being asked to use their discretion to send those most likely to benefit. Other than these exceptions, personal advisers uniformly reported that everyone was referred and the proportion of clients not referred was felt to be

small. District Programme Quality Management Team (DPQMTs) at District level did not monitor the levels of referrals or starts on GtW in the local offices.

Figure 3.1 Proportion of clients on Gateway referred to Gateway to Work



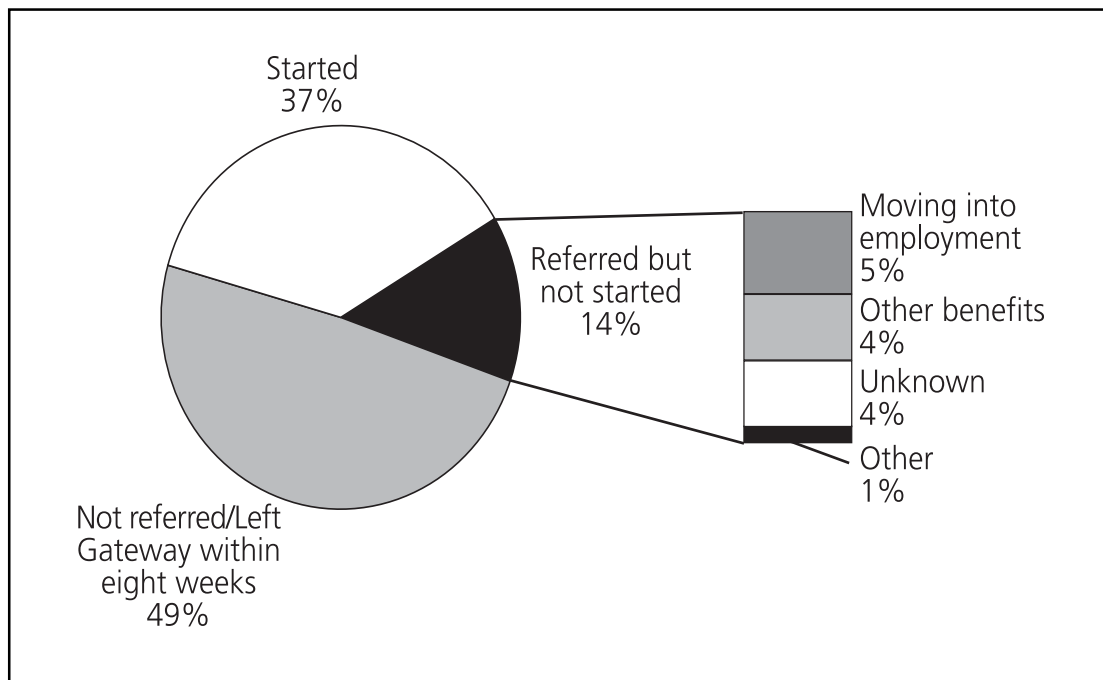
3.3 Starts

The proportion of clients referred to GtW that started the course was just under three-quarters at 73 per cent. Overall this represents only 37 per cent of the total number that started Gateway. It is, however, a higher proportion than for New Deal for Young People (NDYP), which has a start rate of 32 per cent. Of those that were referred but did not start, one-third left New Deal within four weeks of the referral and so may have left before the course started. Among this group, the main destinations were: moving into employment (34 per cent), other benefits (31 per cent) and unknown destinations (25 per cent).

Personal advisers mentioned several common obstacles to clients starting GtW once they had been referred. A number of clients had other responsibilities which conflicted with what is by definition a temporary, two-week full-time course. This included clients that were undertaking part-time work, with whom Jobcentre Plus staff at local and District levels sympathised as they were put in the position of having to give up their current employment to participate in a course designed to make them more job ready and find them work. In addition, a proportion had caring responsibilities for children and other family members. Again, clients must be available for work but it is the temporary disruption which can be problematic in terms of finding and paying for alternative carers for a short period of time. Finally, proximity to the site at which GtW was delivered was widely perceived as being an important factor. This varied for clients in different areas and at different local

Jobcentre offices as there were only a small number of sites for GtW covering each District. Where providers were remote or difficult to access either by car or public transport this presented an obstacle for a group that was considered to be generally unwilling to travel far. In one District clients were picked up and taken to the course in a minibus because of the perceived potential impact on starts.

Figure 3.2 Proportion of clients on Gateway starting Gateway to Work



3.4 Group differences

There were differences in the likelihood of different groups being referred to, and starting, GtW¹. The differences described below are all statistically significant at the 95 per cent level.

¹ This was measured as a proportion of those starting the Gateway period, and therefore does not control for other factors such as advisers deciding who should be referred to GtW and who should not, or certain groups being more likely to leave Gateway early and so not having the opportunity to start GtW. It also does not reflect which clients chose to leave Gateway rather than mandatory attendance on GtW.

Referrals varied as follows:

- male claimants were more likely to be referred to GtW (52 per cent compared to 48 per cent);
- the likelihood of being referred to GtW increased slightly with age but decreased after age 50 (51 per cent of those aged 25-34 compared to 52 per cent of those aged 35-39, 54 per cent of those aged 40-49 and 46 per cent of those aged 50 plus);
- white people were more likely to be referred to GtW than those from an ethnic minority (54 per cent compared to 47 per cent);
- people with disabilities were less likely to be referred to GtW (48 per cent compared to 52 per cent);
- early entrants are less likely to be referred to GtW (33 per cent of those claiming for less than 12 months out of the previous 21, compared to 49 per cent of those claiming for between 12 and 18 months and 53 per cent of those claiming for 18 months plus).

Starts on GtW varied as follows:

- female claimants were more likely to start GtW once referred (74 per cent compared to 72 per cent);
- once referred, the likelihood of starting GtW increases with age (64 per cent of those aged 25-34 compared to 69 per cent of those aged 35-39, 76 per cent of those aged 40-49 and 81 per cent of those aged 50 plus).

There is no significant difference in the likelihood of starting GtW once referred by ethnic origin, disability or claim length.

While advisers noted some issues regarding clients failing to start GtW once referred, none of the interviewees raised as an issue that different groups were more or less likely to be referred to or to start GtW. This suggests that it was not perceived as being a highly salient issue while, in management terms, such differences may have gone largely unnoticed as they were not explicitly measured at local or District level.

3.5 Timing of referrals and starts

Of those referred to GtW, 92 per cent were referred within ten weeks (with the median time for first referrals being 21 days after starting Gateway). Personal advisers did not report any clear problems around the timing of the first referral. The majority of advisers referred clients automatically four weeks into Gateway, while some exercised more discretion as to when clients were referred. The only reason given for delaying a first referral past the four week mark was if a client had a realistic job prospect which they were waiting to hear back from, but this should not have lasted into week ten.

All clients were required to start GtW within ten weeks of entering Gateway. Eighty-three per cent of those that started GtW did so within ten weeks and, despite some variation between offices, very few offices had lower than 70 per cent of their starts on time. The median starting time was 39 days after starting Gateway, which is 13 days after the first referral to GtW. There were issues around start times reported by some personal advisers, where providers ran courses less frequently. In the main, providers ran GtW 25+ courses at least every fortnight. However, due to low numbers some providers only ran courses once every four weeks. This could lead to up to a four-week delay from the referral to the start date. Indeed, where clients failed to attend or complete the course this could mean a lengthy delay until the next course was available. This also had potentially negative implications for the number of Gateway overstayers.

3.6 Multiple referrals and starts

Just over three-quarters (77 per cent) of those referred to GtW were referred once during their spell on New Deal. A further 17 per cent have two referrals and six per cent have three or more referrals on New Deal. The highest number of referrals for any client was nine.

Advisers highlighted as an important issue that a proportion of their clients would be referred to GtW and then either fail to start or complete the course, requiring them to be referred again. Problems with paperwork (such as clients not having a fully completed SL2 form on arrival) meant that clients could be turned away by the provider. In addition, providers in a number of Districts had allowed advisers to book above the maximum number covered by their health and safety insurance (on the basis that a certain proportion would not attend), with the result that extra attendees were turned away on a first come first served basis. Where the fault was seen to lie with the provider or with the administration of the course, advisers felt this to be a particular problem, de-motivating those that had initially been keen to attend the course.

Where clients had particular barriers which prevented them from turning up or completing the course, advisers and providers attempted to make some exception and allow limited extra flexibility for those in part-time work. However, this was not the case with caring or other responsibilities. In addition, some advisers felt that a significant proportion of clients would claim to be sick on the day when they were due to attend the course with the intention of not starting.

Among those that start GtW, 96 per cent have only one start during their spell on New Deal. Most of the remaining four per cent have two starts, although a small number of clients have three or four starts within a single New Deal spell. Unfortunately, because there are no statistics available for the proportion that complete the course it is not possible to conclude categorically whether this is due to a high proportion of those that start GtW completing the course (and so not required to start again), or whether it is due to first time starters that do not complete the course being unlikely to start the course the next time round.

3.7 Use of the sanction

A key finding has been that only 13 per cent of clients who are referred to GtW but do not start are referred for a sanction. As might be expected, only three per cent of those who leave within four weeks of being referred to GtW are referred for a sanction, while 18 per cent of those who do not leave within four weeks of being referred to GtW are referred for a sanction. In the interviews, advisers offered differing accounts of how frequently they employed the sanction. Some had never used it, while others claimed to have taken action very frequently – generally whenever a client was felt to have an inadequate reason for non-attendance or had failed to attend on the second referral.

A number of issues surrounding the use of the sanction were highlighted. First, a proportion of clients were perceived to be 'playing the system'. In practice this meant that clients were aware of how many days they were allowed to claim on sick leave without a sick note, for example, and used this strategically to avoid attending GtW, whilst leaving the adviser unable to take action. Second, the sanction was widely felt to be a burdensome, bureaucratic process. This was felt to be an important disincentive to using it (especially when the adviser was extremely busy), as it added significantly to the adviser's workload. Third, it was felt that taking action jeopardised the central relationship between the adviser and client. Finally, only 45 per cent of sanction referrals resulted in loss of benefit, which compares unfavourably with 58 per cent for all referrals for sanction on ND25+. In combination this was a powerful set of obstacles which decreased the use of the sanction.

However, where the sanction was used successfully, it was felt by advisers to be effective for clients on ND25+ compared to NDYP. Whilst there was a widely held view that clients on NDYP were often living at home with few financial or family commitments, the older group were thought to be particularly affected by any potential loss of benefits due to their greater responsibilities.

4 The course

4.1 Introduction

There were several issues raised in relation to the delivery of the Gateway to Work (GtW) course by District and local office staff and providers. This section outlines what was offered and presents the findings from the qualitative research.

4.2 The offer

The course is full time and lasts for two weeks. In that period, providers typically deliver the following core elements:

- a team building day – usually based around outdoors/physical activity;
- help with writing a CV;
- interview skills;
- advice and guidance on job search;
- facilities and time for job search online and writing letters;
- work tasters/discussion with employers (though this is not required and is not delivered by all providers);
- writing an action plan for each client.

A typical example of the timetabled course (as outlined by one of the providers) is as follows:

Table 4.1 Timetable for Gateway to Work course

	AM	PM
Week 1		
Monday	GtW induction Health & safety induction	Action planning Introduction to job search
Tuesday	Team building	Team building
Wednesday	Job search advice and guidance Producing current CV IT skills, Introduction to internet	Job search advice and guidance Producing a speculative letter
Thursday	Qualities, attitudes and behaviours and self-presentation	Job search advice and guidance with application forms
Friday	Punctuality, timekeeping, Week 1 evaluation	Finish at 1pm
Week 2		
Monday	Proactive job search visiting employment agencies	Job search via out of area job centre
Tuesday	Work taster	Work taster
Wednesday	Work taster	Work taster
Thursday	Visit from providers	Job search advice and guidance
Friday	Communication skills self-presentation Employer visit Action plans and feedback	Finish at 1pm

Whilst the views of those we interviewed were varied about the quality and appropriateness of the GtW course, there were some recurrent themes. There was a cluster of issues around the basic design and approach of the course.

4.2.1 Tackling long-term barriers

It was widely agreed by Jobcentre Plus staff and providers that the needs of the New Deal 25 plus (ND25+) group and the obstacles to participating in the labour market were generally greater and more personal than for the New Deal for Young People (NDYP) group. This is because the ND25+ group is more diverse and individuals have been unemployed for longer before entering New Deal. As a result, it was felt that the course was generally more appropriate on NDYP as it was too standardised and homogeneous to address effectively the greater needs of the older group. Whilst the course was perceived to provide a degree of renewed motivation to some clients, it was also thought to be too short to address the deeper, long-term barriers to employment faced by some of the ND25+ clients.

4.2.2 Mixing different age groups

A small number of providers mixed the different age groups in the same GtW course. This was generally because providers could make savings by running fewer courses for larger groups, though some argued that this could be positive as the older

individuals helped motivate the younger ones to participate fully. Some local and District office staff agreed that this was beneficial. However, it was generally seen by District and local office staff as being poor practice with a negative effect on the 25+ group as they were placed alongside individuals on NDYP with a different experience of New Deal as well as different needs, experience and aspirations. One provider failed to separate the groups even after being instructed to do so by the District office and the decision to terminate the provider's contract was closely related to this.

4.2.3 Activities

Some personal advisers had concerns about the type of activities that clients were undertaking on the course. ND25+ clients were felt to be generally reluctant to participate in classroom learning, yet much of the course was based around group discussion and job search based at the provider's site. On the other hand, providers also offered team-building activities generally based around physical activity, which was also felt to be inappropriate for a proportion of the ND25+ group. Whilst not mandatory for all, activities such as ten-pin bowling and rock climbing were felt to make a number of clients (especially older clients) uncomfortable.

4.2.4 Trainers

The number and calibre of trainers were clearly central to the delivery of the GtW course. Yet, in several instances there were perceived issues. Most importantly, there was at times a low trainer to client ratio, with up to 15 clients for each trainer. Related to this, a number of clients fed back to their advisers that there was a lack of intensity and proper supervision on the course. Clients reported that their group went off task and sometimes had little to do which could be unproductive and de-motivating. In some instances, advisers reported there was also a high staff turnover among providers, which adversely affected the relationship with personal advisers as well as having an impact on the quality of provision. Some of the older clients reported to advisers that they had trouble relating to trainers that were significantly younger (and potentially less experienced in terms of employment) than themselves.

4.2.5 Engaging employers

Local and District staff widely agreed that a central part of getting clients job ready was connecting with employers. Whilst some providers continued to offer work tasters which lasted for one or two days and organised for local employers to speak to their clients, a number of providers did not or discontinued this part of the course. One provider, which started by offering work tasters, found that the clients were behaving inappropriately, harming the provider's reputation with the employer.

4.2.6 CVs

Personal advisers felt that they did not have the time or the training to adequately help clients construct a CV. Using the course to ensure that each client had a CV was therefore seen as a major benefit, especially as a high proportion of clients either did not have a CV at all or did not have one of sufficient quality to stand a good chance of successfully finding employment. However, in a number of cases there was a view that the provider did not provide CVs of an adequate quality or that reflected an individual's experience or aspirations.

4.2.7 Site and facilities

Providers delivered the main elements of the course at their main site or at an additional rented space. In many cases, the site was felt to be unwelcoming and inappropriate for a client group that were supposed to be re-motivated by the course. Similarly, a number of advisers had received complaints about the quality of the facilities available. In the main this related to slow computers and out-of-date newspapers used during job search.

Overall, there were a number of positive aspects about how the course was delivered by some providers. In particular, local office staff appreciated provision which incorporated work tasters, producing individual CVs and undertaking intensified job search. However, concerns about the quality of course delivery, as outlined above, were held widely across local office staff.

5 Impact on Gateway clients

5.1 Introduction

This section presents a predominantly quantitative analysis of the impact the Gateway to Work (GtW) course has had on clients on Gateway, interspersed with perceptions of effectiveness from interviews with Jobcentre Plus staff. This section makes use of comparative statistics from the pilot offices and specifically chosen comparison offices which are deemed to provide a reliable control group (i.e. offices in a similar context but not participating in the GtW pilot). It also presents an approximated cost benefit analysis of the course. For further information on how the comparison offices were selected please see Appendix A and for additional comparative data please refer to Appendix B.

5.2 Off-flows following Gateway to Work

Of those who start the GtW course, four per cent leave New Deal within two weeks of commencing the course (i.e. while they should still be on the course). This is roughly similar to the number that would be expected to leave within that period of Gateway if the course did not occur, which means that for those that start the course it is neither an incentive nor a disincentive to leave New Deal. The majority of the remainder will have completed the course, although there are likely to be some who did not complete the course but remained on New Deal. However, there has been no way of measuring this. In addition, a further 30 per cent of those who start the course leave within 13 weeks of their assumed completion date.

5.3 Effect of Gateway to Work on length of stay on New Deal

During the pilot period, the mean length of stay on New Deal in the pilot offices was 170 days. This is a fall of 17 per cent compared to the pre-pilot period, in which the mean was 205 days. However, in the comparison offices, the mean length of stay also fell by 19 per cent from 203 to 165 days.

The median length of stay fell by 19 per cent (from 166 days to 134 days) in the pilot offices compared to 15 per cent in the comparison offices (from 156 days to 132 days). This suggests that the shorter durations decreased more in the pilot offices, while the high values (which have a larger influence on the mean) decreased more in the comparison offices.

Figure 5.1 shows the percentage that leave New Deal each week in the pilot and control offices. This shows that in the pilot offices, off-flows from New Deal have increased in weeks one to seven (by an average of 0.4 percentage points per week). Off-flows in the comparison offices have also increased during this period but by less than in the pilot offices (by an average of 0.2 percentage points per week). In the pilot offices, off-flows in weeks 13 to 26 have decreased (by an average of 0.3 percentage points) while in the comparison offices they have also decreased but by less (an average of 0.1 percentage points).

Given that, on average, referrals take place after 21 days on Gateway and GtW starts occur after 39 days on Gateway, this suggests that mandatory referrals to GtW result in a small number of people signing off to avoid having to do the course. The decrease in off-flows in later weeks suggests that these people would previously have signed off when they had to start Intensive Activity Period (IAP). This was supported by a widely held perception among interviewees, in both local and District offices, that a proportion of clients would sign off New Deal very soon after being informed about GtW as a full-time mandatory course. Of these, a substantial amount were believed to be in employment while claiming on New Deal as they quickly reported having found employment.

Table 5.1 summarises the data presented above. Overall, an additional 1.4 per cent (95 per cent confidence interval 0.8 per cent to 2.0 per cent) of people leave New Deal during the first seven weeks as a result of the mandatory GtW course. However, 2.2 per cent fewer (95 per cent confidence interval 1.5 per cent to 2.7 per cent) leave the New Deal during weeks 13 to 26.

Table 5.1 Percentage leaving within x weeks of starting Gateway

	Pilot offices			Comparison offices		
	Pilot %	Pre-Pilot %	Change %	Pilot %	Pre-Pilot %	Change %
Within first 7 weeks	22	19	+2.8	22	20	+1.4
Within 8-13 weeks	11	11	-0.1	11	11	-0.1
Within 14-26 weeks	23	25	-3.5	25	26	-1.3
Within first 26 weeks	56	57	-1.3	58	58	0.0

Figure 5.1 Percentage leaving within x weeks of starting Gateway

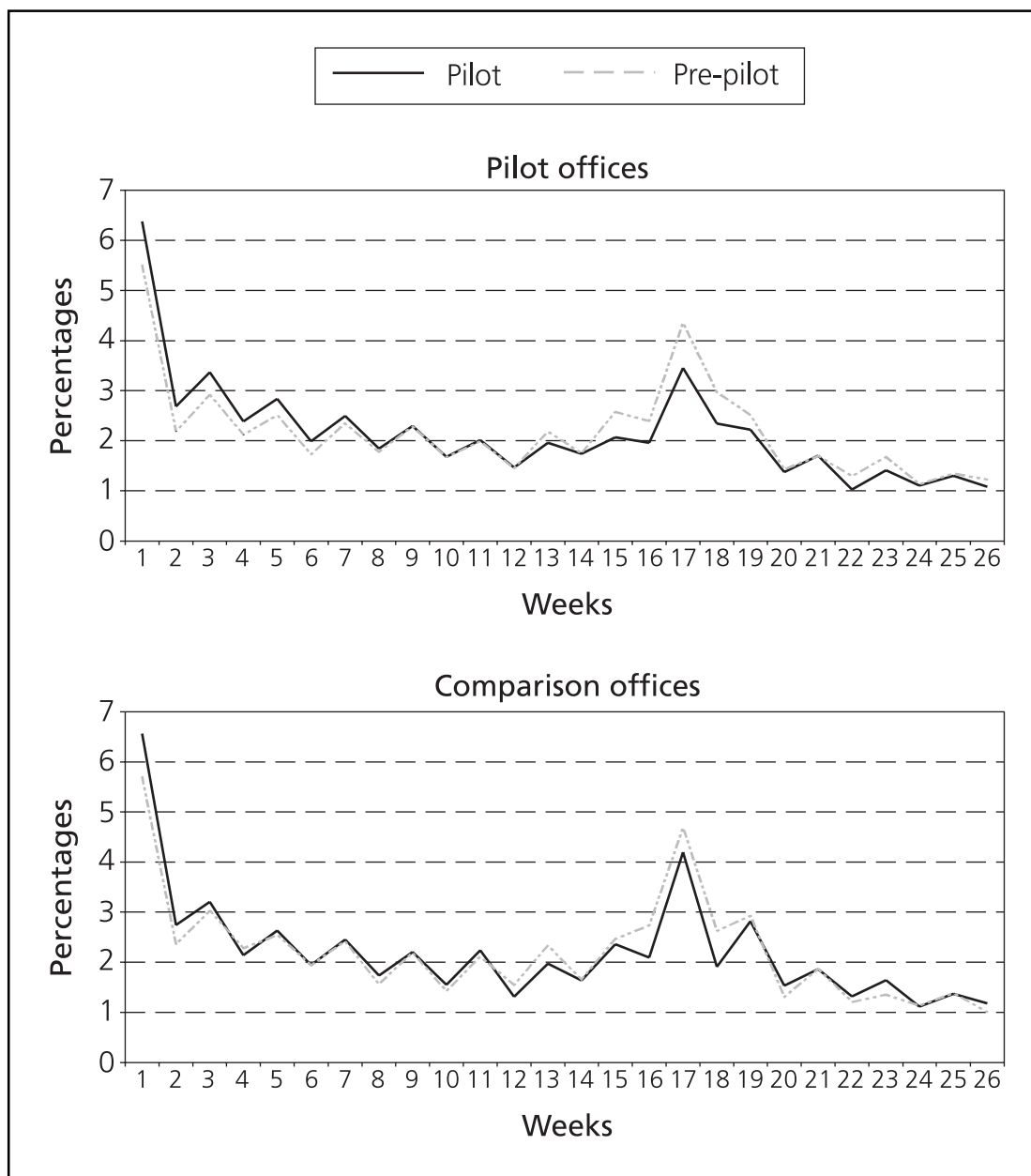


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5.4 Effect of Gateway to Work on stage of leaving New Deal

During the pilot period, 69 per cent of participants in pilot offices left the New Deal from the Gateway. This is an increase of 12 percentage points over the pre-pilot period. However, the proportion leaving from Gateway also increased in the comparison offices although by only seven percentage points.

In pilot areas, the proportion leaving from IAP and follow-through has fallen by three and nine percentage points respectively while in comparison offices they have fallen by only one and six percentage points.

This suggests that a mandatory GtW course increases the proportion that leave from Gateway by around five percentage points (95 per cent confidence interval 4.0 per cent to 5.4 per cent) and reduces the proportion leaving from both IAP and follow-through.

5.5 Effect of Gateway to Work on movements to employment

During the pilot period, 28 per cent of participants in pilot offices left the New Deal to employment. This is no change over the pre-pilot period. However, the proportion moving to employment increased by two percentage points in the comparison offices. This suggests that GtW has reduced the proportion leaving to employment by two percentage points (95 per cent confidence interval 1.6 per cent to 3.0 per cent) (see Table 5.2).

Table 5.2 Destination on leaving New Deal

	Pilot offices		Comparison offices	
	Pilot	Pre-Pilot	Pilot	Pre-Pilot
Employment	28	28	32	30
JSA	28	26	25	24
Other benefits	19	22	21	25
Other known	8	7	7	9
Unknown	17	14	14	13

Interviewees' perceptions of the effectiveness of the GtW course in moving clients into employment were mixed. District office staff were generally positive about the course, claiming that the course had generally met or had been close to meeting the stated targets for job entries measured over the 13 week tracking period. (These were either 25 per cent or 30 per cent of clients in London Districts, and 40 per cent in Districts outside London for those that completed the course). However, the discrepancy between this and the overall analysis presented here shows that the

District performance measure was set too low.

'I had one client who was so adamant he wasn't going on the course. He'd been unemployed for over ten years and done New Deal over three times. The second time round when he came to GtW he signed off rather than go on it. This time I tried to sell it to him positively, saying that he should go and see how it is for three or four days, and if you then don't want to do it then you can come back and sign off. I spoke to him about what was upsetting – it was talking about his life with others there. He felt he was better than the others going, but I convinced him to go for it initially. I also rang the training provider to see where he was, and they said he was participating 100 per cent. When he came back after GtW he told me about everything he had done on his CV and job search. The provider actually got him an interview with an employer and they had done a lot of one-to-one work with him. That job didn't actually go through, but then he found another one in caretaking. Previously he was labouring in a factory, but at the course they discovered that he liked DIY and fixing things with his hands, which was perfect for being a caretaker.'

Local office staff tended to have more extreme views on the effectiveness of GtW, which were unrelated to the statistical performance of each office. Those that were positive about GtW argued that it was more effective than the longer courses on IAP and made a significant difference in finding employment for clients. One specific example given by a personal adviser is shown below. Those that were more critical of GtW generally felt that the course made little or no difference to clients in terms of 'soft' outcomes, and that the same proportion that found employment would have done so even without GtW.

5.6 Cost benefit analysis

Using quantitative data and the DSP Cost Benefit Framework, it has been possible for the Unemployment Analysis Team to undertake some cost benefit analysis of GtW.

The Cost Benefit Framework provides two measures of cost effectiveness: 'fiscal cost effectiveness' and 'economic cost effectiveness'. Fiscal cost effectiveness is calculated by comparing the cost to the Treasury of providing the labour market intervention with the benefits that accrue when more people are working and paying taxes and fewer people are claiming benefits.

Economic cost effectiveness involves comparing the economic benefits (in the form of extra production from people in work) with the negative impact that raising taxes to pay for the intervention has on economic incentives. This second part involves making a necessarily arbitrary decision about how much economic incentives impact on production. The figure used is generally 25 per cent – meaning that for every £1 raised in taxes, total production in the economy goes down by 25p – so the economy is smaller as a result of the taxes. An intervention will have a positive economic impact then if it manages to increase production by just over 25 per cent of the net fiscal cost of the programme.

The test for economic cost effectiveness relies on a rather arbitrary assumption about the link between taxation and incentives. It is also a relatively easy test to satisfy because it conflates the total value of all increased production with a fraction of the fiscal cost. Fiscal cost effectiveness is much tougher. It compares the total fiscal cost of the programme with just the tax and benefit flow-backs.

With a set of realistic assumptions about the type of benefit conditions that the relevant clients are in and the type of job they get once back in work it is possible to make an appraisal of the outcomes that would justify GtW. The key assumptions are similar to those used for the Jobseeker's Allowance (JSA) Cost Benefit Framework. They basically involve the JSA claimant receiving nearly £4,000 per year in JSA, Housing Benefit (HB) and Council Tax Benefit (CTB) and the job entry being into a £10,088-a-year job.

With these assumptions, economic cost effectiveness is achieved if an additional 168 of the 12,900 GtW participants (or less than 1.3 per cent) find jobs that last for one year. At this level of performance the net fiscal cost of the programme would still be around £8.5 million. In order to pay for itself at a fiscal level, GtW would have to achieve much higher levels of performance. It would have to get an additional 1,400 successful job outcomes.

As discussed above, the outcomes from GtW have been:

- participants leave New Deal from Gateway slightly earlier;
- a five percentage point reduction in participants moving to IAP;
- no increase in the proportion moving to employment.

The only change of any significance then is the decrease in participants going on IAP. There is no evidence of any impact on either the proportion going into work or the amount of time spent on benefits. Therefore, the net cost is:

Cost of GtW courses **minus** change in cost of IAP provision

Thirty-seven per cent of New Deal 25 plus (ND25+) participants go on GtW and the course costs £750 per person so the average cost is £277.50. If the average New Deal for Young People (NDYP) option has been estimated to cost £1,855 and five per cent fewer people go on IAP then the theoretical cost saving would be £92.75. Even allowing for a decrease in the cost of training allowances, and a small reduction in Follow Through activity, it is clear that GtW does not satisfy the financial requirements to make it worthwhile.

Taken at an aggregate level, if GtW was rolled out nationally (with approximately 100,000 ND25+ starts a year) the net fiscal cost of GtW would be £18.5 million. The net economic cost would be £4.6 million, though that figure depends entirely on the deadweight cost of taxation.

6 Factors for success

6.1 Introduction

Despite the statistical analysis showing that Gateway to Work (GtW) has had a very limited impact overall, the course was effective for some people in some places. From the interviews undertaken with Jobcentre Plus staff, this chapter draws out examples of better practice and factors for success in delivering GtW as it currently stands. This is divided into three parts, reflecting the different actors involved: District office, local offices, and the providers.

6.2 District office

6.2.1 Procurement of provision

None of the District offices had put the New Deal 25 plus (ND25+) GtW course out to competitive tender; all of the providers contracted were already delivering GtW on New Deal for Young People (NDYP). A proportion of District office interviewees reflected that they regretted not having explored what other providers could have offered and introducing greater competition.

Similarly, contracting with more than one provider in a District helped to stimulate competition. In areas that had more than one provider there was a clear challenge to underperforming providers who could have their contract terminated. In Districts with only one provider this was not the case. As a result, having at least the potential for other providers to come in was important. Having multiple providers was also important because it meant that personal advisers had a choice of where to send clients. Where there was a choice, it was exercised on the basis of provider proximity.

6.2.2 Quality assurance

District Quality Assessors (DQAs) were a critical part of ensuring that GtW courses were provided to a high standard. Beyond the specified job entry targets, which were monitored quantitatively within each District office, DQAs were the only mechanism for ensuring that contractual agreements as to the quality of provision

were being met. As a result, it was important that DQAs were proactive, visiting providers regularly and keeping in close contact with them. Best practice encountered in this role also involved DQAs, including personal advisers in their quality assurance role. Personal advisers have the closest sense of how much difference the course has made to their clients and can offer important feedback. It is important also for the motivation of personal advisers that they feel included in the process of quality assurance.

In the majority of cases, effective quality assurance throughout the life of the pilots required interacting with underperforming providers. (Underperformance was generally based on job entry figures, but also on DQA assessments). This was best achieved through a mixture of challenge and support. For example, in several cases DQAs worked with providers to develop a detailed action plan, combined with a specific time period (usually around three months) for implementation and to show an improvement in the proportion of job entries. To be successful, however, this relied also on the threat of contract termination being perceived to be real and immediate.

In addition, some District offices benefited from keeping separate statistics for the 18-24 and 25+ groups on GtW. Only a small number of District offices did not do this, but interviewees regretted not having done so. Most importantly, the 18-24 group is perceived as being easier to get into employment which can obscure differences in performance between the groups and, most likely, underperformance for the older group.

6.2.3 Local office performance

District offices generally provided monthly updates on job entries for each local office, which covered all the different programmes on New Deal. However, despite noticeable discrepancies in performance between local offices, there was limited follow-up in terms of discussion or action based on the results specifically for GtW. Rather, District offices tended to focus on the aggregate job entry figures for each provider. Whilst this is important, closer scrutiny of underperformance (in terms of job entries, but also referrals, starts and use of the sanction) by local offices is likely to enhance effectiveness.

6.3 Local offices

6.3.1 Personal adviser–client interface

Personal advisers are clearly central to the referral process and play a pivotal role in the referral and start rates achieved for GtW. Several elements of best practice in relating to clients became apparent from interviewees. How advisers sold the course to clients was crucial, yet advisers' attitudes towards GtW varied markedly with some extremely positive about it and others less so. This translated into the level of enthusiasm with which the course was sold to clients. Related to this, one local office had literature to offer clients specifically about the ND25+ GtW course which was

felt to be helpful in making the course look more 'official' and to give clients information about the course which they could read at home. In contrast, personal advisers in the remaining local offices either used the leaflets handed out with the ND18-24 GtW or had nothing at all to offer clients.

As well as giving support and encouragement, advisers were seen to be most effective where they maintained pressure on reluctant clients to attend GtW. A large part of this was using the sanction in cases where clients were referred but did not start the course and failed to have a valid reason. There was wide variation in the use of the sanction by advisers, and where it was used less frequently there was more chance for clients to 'play the system'. In addition to the sanction, referring clients again that had previously been referred and not started demonstrated to clients that the course was mandatory and it was not avoidable.

The timing of the referral to GtW was also important. Personal advisers in high performing local offices tended to use their discretion more in terms of when they referred clients to the course. One adviser, for example, would refer any of her clients that she felt would take a positive approach to the course in their first or second week on Gateway, whilst leaving other referrals until week four or even later while attempting to build a stronger relationship with the more reluctant clients.

6.3.2 Personal adviser – provider relationship

Most importantly, communication between personal advisers and providers meant that advisers could give details about the individuals that were attending rather than leaving trainers to use time on the course to find out client characteristics and needs. In cases of best practice, providers were informed of clients' aspirations and experience as well as any individuals that had the potential to be disruptive on the course. This depended critically on a good rapport between advisers and the provider, which also had other benefits. Where there was a strong relationship it led to greater flexibility on both sides in terms of referrals and attendance. For example, when clients were turned away from the course by a provider (if, for example, they did not have the completed paperwork with them) then advisers were able to discuss the case rather than simply having their client returned to them and having to re-refer them to the next available course.

6.3.3 Effective management

A recurring theme in high-performing local offices was effective and aspirational management. In one local office, the manager made clear to his staff that he expected their office to achieve at least 20 per cent better performance than any office in the District. This was followed-up by linking performance data (including statistics for performance on GtW) into staff appraisals, which ensured that each adviser had a strong incentive to ensure that their clients were referred, completed the course and that the sanction was used where this was not the case. Related to this, managers helped set the tone in each local office. Where managers were more enthusiastic about GtW this was generally passed on to advisers. Indeed, managers

that were supportive of the course were also more likely to be proactive in scrutinising the performance of each adviser directly in relation to GtW.

6.4 Providers

6.4.1 Course

The intensity of provision was a key issue among both advisers and DQAs based on feedback from clients. Having a high trainer to client ratio (of less than or equal to approximately 1 to 7) helped to ensure that clients were adequately supervised and had enough attention to their individual needs as well as preventing groups from becoming difficult to control. Having more than one trainer for the course also meant that the main group remained supervised while individuals or smaller groups of clients received more intensive and personal support. In addition, it was important to use trainers that were experienced in working with this client group and understood their particular needs and context.

The most commented on feature of the course, which was not universally offered by providers, was employer engagement. All of the high-performing providers offered work tasters for their clients for one or two days. In addition, certain providers also invited local employers to speak to the group about how they could improve their chances of finding employment and what would be expected of them in work. This helped clients become more job ready and make contacts with employers that sometimes led directly to employment. Some providers also invited advice groups to deliver a session for clients. This might focus on the changes to benefits in relation to employment status, for example, and was seen to be effective in helping clients to understand their financial position.

A central task for providers was to develop an effective CV for each of the clients. This was seen to be best accomplished when providers did not use an overly formal or inflexible template which was seen to misrepresent some clients. Following from this, job search was most effective when it was intensive, overseen by trainers supplying advice on how to look for jobs and undertaken with a range of up-to-date newspapers and computers with fast internet connections. One example of best practice also involved providers offering 'after care' for clients that had attended GtW. This included an open door policy, allowing clients to come back after the course had finished to use the facilities for job search, and providing ongoing job alerts for individuals through their personal adviser. This occurred despite there being no extra incentive beyond the contracted job entry targets for this provider. One of the advisers gave a brief account of a client that had attended there and found the experience very positive:

'I had a 58 year old former accountant and high flyer, but he had given up looking due to his age. At first he thought he'd be doing the teaching on the course, but his feedback afterwards was so positive about how helpful they were and he wished it had been longer. He is going back to them to keep using them afterwards to find a job, and he is about to begin the Work Directions course with them.'

In addition, advisers found detailed action plans for each of their clients extremely useful. The best examples included clear reference to any change in the type of employment that the client was willing to consider, a concise report of how the individual had participated on the course and any obstacles to work which had been uncovered on the course.

6.4.2 Delivery

A major issue was the frequency with which GtW courses were run. This varied from once every week to once every four weeks. Having courses at least every fortnight was important. This meant that clients were less likely to be turned away from an oversubscribed course and that there was less delay between referral and start dates, which was perceived to have an impact on the proportion of starts following referral and the number of Gateway overstayers.

The provider's site for delivering GtW was also an important factor. Having sites near to local offices, for example, was seen to help with start and completion rates on GtW, especially in large Districts in which travel was potentially more difficult. Further, the best providers tried to ensure that their site was bright and welcoming for clients as well as being appropriately laid out for the different activities involved on the course.

7 Conclusions and recommendations

7.1 Introduction

Building on the evidence presented so far, this section presents our conclusions about the effectiveness and value for money of Gateway to Work (GtW), as well as setting out our recommendations emerging from the evaluation.

7.2 Effectiveness of Gateway to Work

An assessment of GtW against the four stated objectives for the programme suggests that, overall, it has not been effective in providing the intended benefits. Our findings against each objective are presented below. In summary, the administrative data and statistical analysis shows that the impact of GtW has been to:

- produce no increase in the proportion moving to employment;
- result in participants leaving New Deal from Gateway slightly earlier;
- produce a five percentage point reduction in participants moving to Intensive Activity Period (IAP).

Increasing the number of people moving into jobs in the early stages of Gateway was the most important objective as it was *de facto* the primary performance measure for the course. In practice, this meant that the purpose of the course was orientated towards increasing the proportion of job entries. Quantitative evidence suggests, however, that on this measure the pilots were not successful. At District level, targets were set between 25 per cent and 30 per cent job entries for those that completed the course in London and 40 per cent for those outside London (as measured by the number of job entries achieved in the 13 week 'tracking period' after participants completed the course). District offices reported that they generally met, or were close to meeting, these targets. However, when aggregate level data (comparing

pilot offices with similar offices not running the course) was analysed, there was found to be no evidence that GtW increased the proportion of clients on New Deal moving into employment.

Views at District and local office level were mixed on whether or not GtW had increased the proportion of job entries among their clients. Several interviewees, particularly District office staff, felt that, having met District level performance targets, the course had a significant impact. Others felt that GtW was not in fact responsible for the job entries that were achieved and recorded on the tracking period.

Findings from the qualitative research were that GtW was perceived to have no impact on the level of Gateway overstayers. Rather than reducing the level, the only link which was seen to exist was a potentially negative one whereby clients were being referred repeatedly to GtW without completing the course which created the potential for more overstayers. However, the quantitative data shows that clients did leave New Deal from Gateway slightly earlier in pilot offices due to GtW. This is not direct evidence of reducing the level of overstayers (as it does not measure what stage individuals are at on the Gateway), but this will have counter-balanced the reported negative effects.

Views were also mixed on whether or not GtW had a positive impact on clients entering IAP. On the one hand, the course was seen to provide a helpful dry run for the longer full-time course on IAP as well as providing some underlying level of motivation for a proportion of clients. On the other hand, the course did not deliver any specific training for clients which might help them to better understand the options available to them on entering IAP. In addition, some clients (that did not enter employment in the intervening period between completing GtW and starting IAP) were thought to have been de-motivated due to a loss of momentum.

About half of personal advisers thought that their clients were more job ready following the GtW course, mainly in terms of improved motivation and other 'soft' skills. However, the New Deal 25 plus (ND25+) group as a whole were also generally acknowledged to be facing greater barriers preventing them from entering employment than the younger clients on New Deal for Young People (NDYP). It was widely felt among advisers that these barriers were not being adequately addressed on the course. GtW was seen as being delivered in a homogeneous fashion rather than tackling the personal needs of participants. Overall, personal advisers that were more positive about the course thought that it succeeded in breaking down 'short-term' barriers (such as demotivation), whilst more critical advisers suggested that the course failed to tackle longer term obstacles to employment.

7.3 Value for money

The quantitative and qualitative research that has been undertaken suggests that continued investment in GtW may not provide value for money. Most specifically, the cost-benefit analysis produced by the Unemployment Analysis Team shows that the course fails to satisfy the criteria for fiscal effectiveness by a wide margin. The course is relatively expensive at an average price of approximately £750 for the full two weeks, whilst the quantitative impact has been that participants leave New Deal from Gateway slightly earlier and the proportion of participants moving to IAP has been reduced by five percentage points, but there has been no increase in the proportion moving into employment. Overall, this is estimated to produce a net cost of £190 per person entering New Deal, with no labour market benefits.

7.4 Recommendations

Our assessment of the effectiveness and value for money delivered by GtW pilots indicates that the programme has not been entirely successful in its current form. However, it was successful for some people in some places. Drawing on the interviews and better practice identified, we would make the following recommendations based on the issues and factors for future intervention design.

Policy/design:

- ensure there is a close fit between the stated programme objectives and performance measures;
- set programme objectives such that the overall purpose of the intervention is clear and internally consistent;
- ensure a funding model which pays a proportion to providers based on subsequent job entries, thereby incentivising providers to maximise the proportion of job entries;
- build-in flexibility for those that are unable to attend a short, full-time nine to five course because of having other responsibilities (such as caring) which can be difficult to shift on a temporary basis;
- minimise delay between referral and start on the course, which would require providers to have sufficient capacity to run courses at least every fortnight;
- consider how to follow-through on the momentum for job search created by such courses.

At District office level:

- undertake procurement through competitive tender during initial implementation and when an existing provider's contract has been terminated;
- more specific requirements regarding the quality of provision to be written into the contract with providers and monitored continually;

- quality assure through the life of the course, including ongoing programme-specific communication and monitoring of performance by District Programme Quality Management Team (DPQMT) staff for each of the local offices, as occurred in some high performing Districts;
- develop data monitoring that is specific to the ND25+ group.

At local office level:

- providers should be required to visit local offices at the outset, once a contract for provision has been agreed, to discuss the content of the course and to be easily accessible to personal advisers in case of issues arising. This took place relatively rarely but contributed to a better ongoing relationship between local office and the provider;
- personal advisers to take greater responsibility for the administrative functions involved in referring clients to providers;
- managers to scrutinise performance by each personal adviser in terms of referrals, starts and job entries from the course.

Appendix A

Background to quantitative data analysis

A.1 Considerations relating to statistics for pilot offices

The number of referrals during the first quarter of the pilot (April to June 2003) is lower than that in subsequent quarters suggesting that there may have been ‘teething problems’ in at least some offices. The number of referrals has also fallen since June 2005. This is thought to be due to stretched resources within some offices and a decision being taken locally to end the pilot early since it was felt that it was not likely to be rolled out nationally anyway. The analysis therefore concentrates on the period when the pilot was operating fully (i.e. July 2003 to June 2005).

The referral rate by office varied from a low of less than one per cent to a high of 74 per cent. Some of this variation will be due to some offices having higher off-flows during the early weeks of Gateway. However, there are seven pilot offices with a referral rate of less than ten per cent and a further five offices with a referral rate of between ten and 30 per cent. Some of the smaller offices may not have had sufficient Gateway participants (although New Deal 25 plus (ND25+) participants usually attend the same courses as New Deal Young People (NDYP) participants) to warrant the operation of regular Gateway to Work (GtW) courses. However, many of the offices with very low referral rates are large or medium sized offices.

The start rate, as a percentage of referrals, varied from 25 per cent to 85 per cent (excluding a number of offices with extremely low referrals who had a 100 per cent start rate – their exceptional start rate suggests that they only referred those people who asked to go on GtW). The start rate as a proportion of all Gateway starters varied from less than one per cent to a high of 56 per cent.

14 offices with very low referral or start rates have been excluded from further analysis as they were not felt to be operating the pilot fully. A list of the offices included in the quantitative analysis is below.

A.2 Analysis with comparison offices

To determine the effect of the pilot on off-flows and the proportion moving to employment, we compare the pre-pilot period with the pilot period. However, it is likely that there have been other changes over this time period which may have affected off-flows and the proportion moving to employment (e.g. improving/declining labour market conditions, changing priorities within Jobcentres etc). We therefore compare the change from the pre-pilot period with the change seen in a set of similar comparison offices, assuming that these offices will have experienced the same changes (except the introduction of the pilot).

Many offices outside the pilot areas are using GtW courses for a significant number of their ND 25+ clients. It was therefore difficult to identify whole districts that could be used as comparison districts. We, therefore, looked for offices with similar labour market characteristics (i.e. in the same Jobcentre Plus cluster) to the pilot offices which had no or very low (less than ten per cent) GtW referrals.

Once a possible set of comparison offices had been identified, the proportion of leavers who left from the Gateway and the proportion that left to employment were compared for the pilot and comparison offices in the year prior to the pilot starting. Any offices which appeared dissimilar to the pilot offices in the same cluster were removed from the list of comparison offices. This resulted in several comparison offices for each pilot office in clusters B, E and F, but less comparison offices than pilot offices in clusters G and H. The data from the comparison offices was therefore weighted so that the distribution by cluster of New Deal participants in the pilot and comparison offices matched. A list of the comparison offices included in the quantitative analysis is presented below.

To ensure that the comparison offices taken together were a good match for the pilot offices, data on several characteristics pre-pilot was checked. This suggested that the pilot and comparison offices were similar in terms of the gender, age and length of claim on starting New Deal. However, the pilot offices contained more people from an ethnic minority (particularly from black origins) and fewer disabled people than the comparison offices. The length of stay on New Deal was very similar in the pilot and comparison offices. In the comparison offices, a slightly higher proportion of leavers left from the Gateway stage and to employment. More details can be found in below. Overall, the comparison offices were felt to be similar enough to the pilot offices to allow robust results to be obtained.

A.3 List of offices included in the quantitative evaluation

A3.1 Pilot Offices

Action Armstrong Road	Ealing	Neath
Alexandra Park	East Ham	Newton Heath
Arbroath	East Ham Central	Openshaw
Balham Irene House	Edmonton	Palmers Green
Barnet Hill Combined	Eltham	Perth
Barnsbury	Enfield	Port Talbot
Battersea	Feltham	Putney
Bexleyheath	Finchley	Romford
Brixton Hill	Finsbury Park	Romform Main Road
Brixton Stockwell Road	Gorseinon	Rusholm Wilmslow
Camden Town	Greenwich	Seven Kings
Catford	Hendon	Southall
Cheetham Hill	Hornchurch	Stockwell
Chiswick	Hounslow	Streatham
Clapham Common	Hounslow Montague Rd	Swansea
Dagenham	Ilford	Swiss Cottage
Deptford	Kentish Town	Upper Holloway
Didsbury	Lewisham	Walthamstow
Dundee Gellatly St	Leytonstone Lemna Road	Woolwich Riverside
Dundee Wellgate	Morrison	Wythenshawe Simon House

A.3.2 Comparison Offices

Accrington	Failsworth	Runcorn Bridgewater
Arnold	Goldthorpe	Runcorn Rutland
Barry	Goole	Scunthorpe A
Belper	Halifax BA	Selly Oak
Beverley	Hammersmith	Shepherds Bush
Bideford	Hayes	Sheriffs Court Coventry
Billingham	Heanor	Skelmersdale
Birmingham South West	Hessle	Smethwick
Blackburn	Houghton-Le-Spring	Solihull
Bolton 1	Hoylake	Southport
Bolton 2	Hucknall	Sparkhill
Bridge House	Kings Heath	St Helens A
Brunswick House	Kirkby	St Helens B
Buxton	Lanark	Stafford Greyfriars
Cannock	Leicester Charles St	Staveley
Caradog House	Leith	Stockton
Chapel Court	Livingston	Stourbridge
Chapelton	Mansfield Byron House	Sutton
Charles Street	Mansfield Stockwell Gate	Thornaby
Chesterfield	Matlock	Tile Hill Coventry
Clay Cross	Morpeth	Tipton
Coatbridge	Motherwell	Torquay
Cradley Heath	Newcastle West	Upton
Crown House	Nottingham Castle Blvd	Viking House
Cwmbran	Nottingham Watercourt	Wallasey
Darwen	Oldbury	Wallsend
Derby Normanton	Oldham	Washington
Derby St Peters	Paignton	Wednesbury
Derby Wardwick	Pallion	West Moor
Dinnington	Portobello	Whitley Bay
Driffield	Prestwich	Wombwell
Dudley	Rawtenstall	Worsley
East Kilbride	Rotherham	

Appendix B

Comparison of pilot and comparison offices pre-pilot

Table B.1 Gender of ND25+ starters

	Pilot offices %	Comparison Offices %
Male	81	83
Female	19	17

Table B.2 Age group of ND25+ starters

	Pilot offices %	Comparison Offices %
25-29	15	14
30-34	18	18
35-39	18	17
40-44	15	15
45-49	13	13
50+	21	24

Note: Percentages may not add up to exactly 100 due to rounding.

Table B.3 Ethnic origin of ND25+ starters

	Pilot offices %	Comparison Offices %
White	64	84
Asian or Asian British	8	6
Black or Black British	18	7
Other	11	4

Note: Percentages may not add up to exactly 100 due to rounding.

Table B.4 Disability of ND25+ starters

	Pilot offices %	Comparison Offices %
Disabled	77	72
Not disabled	23	28

Table B.5 Claim length of ND25+ starters

	Pilot offices %	Comparison Offices %
Up to 12 months	8	7
12 to 18 months	10	11
18 months plus	81	82

Table B.6 Stage of leaving New Deal

	Pilot offices %	Comparison Offices %
Gateway	57	62
Intensive Activity Period	13	13
Follow-through	30	25

Table B.7 Average length of stay on New Deal

	Pilot offices	Comparison Offices
Mean	205 days	203 days
Median	166 days	156 days

Figure B.1 Percentage leaving within x weeks of starting Gateway

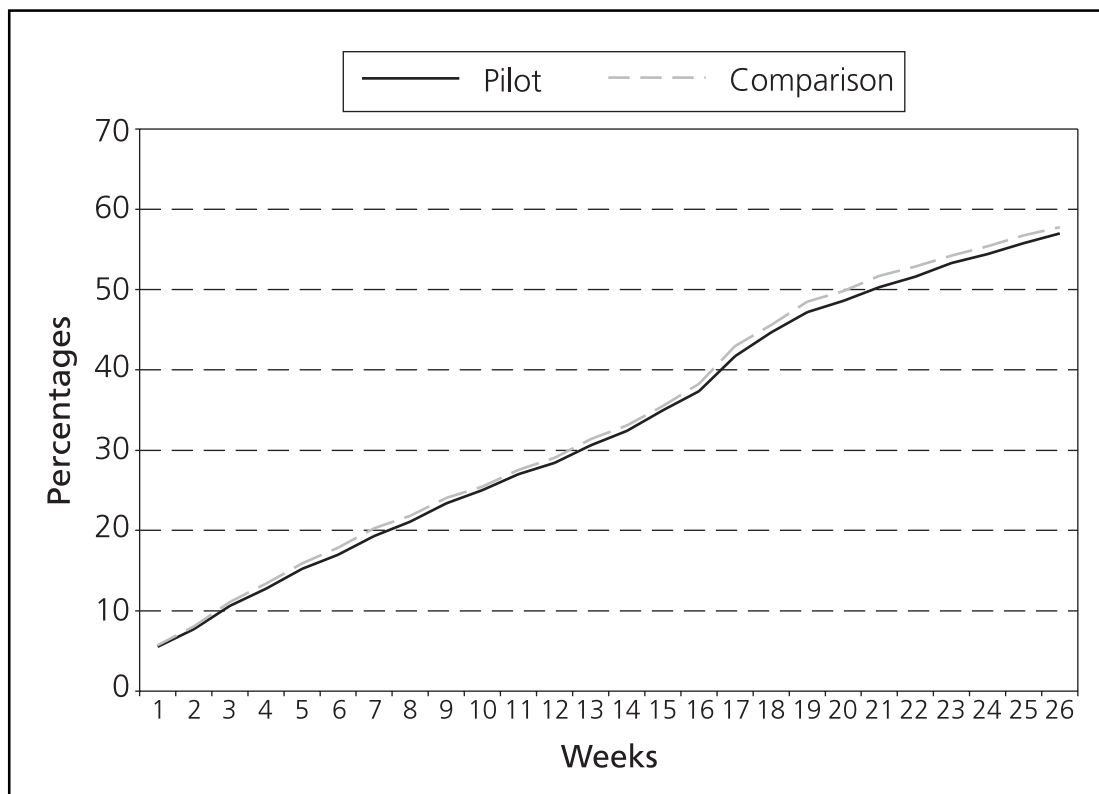


Table B.8 Destination on leaving New Deal

	Pilot offices %	Comparison Offices %
Employment	25	28
JSA	36	32
Other benefits	18	20
Other known	7	7
Unknown	14	12

Note: Percentages may not add up to exactly 100 due to rounding.

Appendix C

Topic guides

C.1 District Office – GtW Pilot Project Manager/District Manager

C.1.1 Delivery and practical issues

What do you see as the purpose behind the Gateway to Work (GtW) pilots?

How did your District become part of the New Deal 25 plus (ND25+) GtW pilots?

Have you had any ongoing support for implementing GtW? Has there been any knowledge sharing between pilot Districts? If so, has this helped in planning delivery?

Has the guidance material been adequate and clear?

Were any specific workshops or events undertaken to enhance understanding of GtW? How effective were they?

What specific measures did you take to communicate the purpose of GtW with Jobcentre Plus offices?

Was the pilot targeted at clients with specific characteristics in your District? Are you trying to address any specific issues through the GtW pilots? If so, which?

What were your expectations from the pilot?

Has there been any element which you focused on more than others for your District?

Have there been any constraints on referring clients that might benefit from GtW? If so what?

How many providers of GtW have you contracted with? How have you chosen the GtW providers in your District? How much competition has there been to provide GtW?

How prescriptive were you in the design of GtW?

What selection criteria did you use for selecting providers?

What was the offer from the selected providers? Do you have any documents describing the offer?

Have you specified clear performance measures in your contract with providers? If so what were they?

Have you used any other measures of progress or outcomes across GtW providers in your District? If so what?

C.1.2 The GtW Programme

How has GtW fitted in with existing provision on the Gateway and other interventions offered by Jobcentre Plus (or local partners)?

Have you tailored the pilot in any way for your District?

Do you feel you were able to convey the purpose/rationale of GtW to local offices? If not, why not?

Have there been any delivery issues with GtW? Do you think it has been implemented in the way it was originally designed?

To what extent have local offices and advisers been able to exercise discretion in the referral of clients on to GtW? How has this been exercised?

Have sanctions been applied at all? To how many clients and under what circumstances? Has the introduction of sanctions had an impact on referrals, starts and leavers and ultimately on effectiveness? Have you been monitoring referral rates?

Do you think that GtW courses adequately address the pilot aims? If not, which aims have not been fully addressed?

How important do you feel the different elements have been in the GtW programme? Which ones have been most important and effective and why?

C.1.3 Outcomes and effectiveness

What is your existing performance on indicators related to Gateway?

Has GtW made a difference to the number of people moving into jobs in the early stages of Gateway?

Has GtW reduced the level of Gateway overstayers?

Has GtW had any noticeable impact on participants' attitudes and motivation to work, over and above the effect from the Gateway programme previously in place?

Do you think that GtW has improved participants' readiness for employment?

Do you believe that GtW represents good value for money?

Do you feel that the pilot has been effective in your District? If not, what could be improved?

Has there been any feedback from PAs and Adviser Managers on how effective the pilot has proven?

Do you feel that anything you have done in implementing GtW represents innovative/best practice? If so, what?

What lessons do you think you have learnt that would be relevant to Department for Work and Pensions (DWP)/Jobcentre Plus in implementing or designing a GtW type of intervention?

C.2 Local Jobcentre Plus Office – New Deal/Personal Adviser Manager

C.2.1 Delivery and practical issues

How was the pilot introduced to you? What guidance materials were provided and were they adequate?

What measures were taken by your District office to communicate the purpose and content of GtW to you? Do you feel this was adequate and clear?

Have you had any ongoing support for implementing GtW? Has there been any knowledge sharing with your District office or other Jobcentre Plus offices? If so, has this helped with delivery?

Have there been any specific issues in setting up the pilot in your office? Have you had to make any local adaptations?

What specific measures did you take to introduce GtW to PAs in your office?

Have you provided ongoing support to PAs in your office with regard to GtW? If so, what specific measures have you taken?

Have you monitored PA practice in referring clients to GtW? If so how? Were there any issues and/or examples of good practice in relation to the advisers' implementation of GtW?

Do you feel that you have had sufficient resources to implement the GtW pilot successfully?

What are the specific issues among your clients which GtW has been used to address primarily? What characteristics have you looked for? When have people been referred to GtW?

Have there been any specific implementation issues with GtW? If so, what have they been? How were they addressed?

Do you think that clients have adequately understood the purpose of GtW and where it fits with the rest of the Gateway period?

Have there been any constraints on referring clients to GtW? If so what? Have they been addressed?

How have you monitored progress and outcomes? Have you put any specific additional measures in place?

Do you believe that the GtW occurred at an appropriate point in the Gateway period for clients? If not, why not?

Do you know how many of those clients referred to GtW attended the course? How do you know? What reasons were given by those that did not attend?

C.2.2 The GtW Programme

Who do you refer clients to? Have you had a choice of providers?

What is offered under GtW? Is it the same for each provider?

How have you chosen which provider to send people to? (e.g. matching client needs and provider offer – logistics of travel and accessibility – availability of places)

What have clients' reactions been to GtW? Has there been any resistance to GtW? How effective has the potential sanction been in persuading clients to attend GtW?

Have you had to apply sanctions? In how many cases and why? Did the threat of sanctions motivate clients to attend or cause clients to sign off?

What proportion of clients referred to GtW did not start? Why was this? What were the consequences (for the clients and for the work load of PAs)?

Have there been any delays between referring clients to GtW and starts? Have there been any waiting lists /shortage of places?

Do you think that the GtW course adequately addressed the pilot's aims? If not, which aims were not fully addressed?

How important do you feel the different elements are in the GtW programme? Which ones were the most effective and why?

C.2.3 Outcomes and effectiveness

What did you hope the pilot would achieve? Has it been effective?

What is your existing performance on indicators related to Gateway?

Has GtW made a difference to the number of people moving into jobs in the early stages of Gateway?

Has GtW reduced the level of Gateway overstayers?

Has GtW had any noticeable impact on participants' attitudes and motivation to work, over and above the effect from the Gateway programme previously in place?

Do you think that GtW has improved participants' readiness for employment?

Do you believe that GtW represents good value for money?

How have different stakeholders/partners reacted to the pilot?

Do you feel that the pilot has been an effective response to client needs? If not, what could have been improved?

Has there been any feedback from PAs on how effective the pilot has been? If so, what elements have they perceived to have been most effective?

Has there been any indication that clients on GtW have responded positively to the provision?

Do you feel that anything you have done in implementing GtW represents innovative/best practice? If so, what?

What lessons do you think you have learnt that would be relevant to DWP/Jobcentre Plus in implementing or designing a GtW type of intervention?

C.3 Local Jobcentre Plus Office – Personal Adviser

C.3.1 Delivery and Practical Issues

Explore Adviser's background and how long they have been working with ND25+ clients

How was the pilot introduced to you? What guidance materials were provided and were they adequate?

What support did you have prior to the pilot? What additional support have you been given and do you feel it has been adequate?

What do you feel the pilot has introduced which is additional to the existing Gateway provision?

What have been the specific issues among your clients which you believe GtW can be used to address most effectively?

Have there been any issues specific to implementing GtW for the 25+ age group? If so, what were they?

How have you decided who should be referred to GtW? What characteristics have you looked for in clients or providers?

Do you think that clients have adequately understood the purpose of GtW and where it fits with the rest of the Gateway period?

Have there been any constraints on referring clients that might benefit from GtW? If so what?

Do you believe that the GtW has taken place at an appropriate point in the Gateway period for your clients? If not, why not?

Do you know how many clients referred to GtW actually attended the course? How do you know? What reasons have been given by those that do not attend? What were the consequences, if any for the client?

C.3.2 The GtW Programme

Who have you referred clients to? Have you had a choice of providers?

What is offered under GtW? Has it been the same for each provider?

How have you chosen which provider to send people to?

What have clients' reactions been? Has there been any resistance to GtW? How effective has the potential sanction been in persuading clients to attend GtW? Has it led to clients signing off?

Has there been any delay between referring clients to GtW and them starting?

How has GtW fitted with existing offers on the Gateway and other interventions in the Jobcentre Plus offer?

Do you think that the GtW course adequately addressed the aims of GtW? If not, which aims have not been fully addressed?

Have you communicated the specific needs of individual clients to GtW providers?

How important do you feel the different elements have been in the GtW programme? Which ones have been most important?

C.3.3 Outcomes and effectiveness

Has GtW had any noticeable impact on participants' attitudes and motivation to work, over and above the effect from the rest of the Gateway programme?

What do you think the benefits of the pilot have been? Can you give an example of someone that you think has particularly benefited from GtW? How and why have they benefited?

Has the pilot allowed you address your clients' needs more effectively?

How have clients responded to GtW provision?

What lessons do you think you have learnt that would be relevant to other PAs implementing GtW?

C.4 GtW Provider – Manager

C.4.1 Delivery and practical issues

How did you get involved with the GtW pilots? Do you provide any other services for Jobcentre Plus (and specifically at this site)? If so, what? Do you have any other offices providing GtW services in other Districts?

How was the purpose and content of GtW communicated to you? By whom? Do you think this was adequate and clear?

Is GtW a new offer, an adaptation of an existing offer, or simply the integration of the ND25+ client group into existing provision?

Have there been any specific issues in setting up GtW? Have you had to make any adaptations to the offer over time?

How many GtW trainers do you have? What are the trainer/client ratios? What backgrounds do your trainers have? Was there any additional training for the ND25+ GtW client group?

Approximately, how many GtW clients do you think you have trained per month? What is your maximum capacity and contract for GtW provision? Is your capacity and contract fully utilised?

Did you already provide GtW for NDYP before the ND25+ pilot? Have there been any issues specific to implementing GtW for the 25+ age group? If so, what are they?

Do you think that clients referred to you have been appropriate for GtW provision?

Have you monitored progress and outcomes? If so, what specific measures have you put in place?

What information do you share with Jobcentre Plus District and local offices?

Do you know how many of the clients referred to you actually started their course? Do you know how many have dropped out before completing the course? How many have had a job outcome from GtW?

Have clients been motivated by the threat of a sanction, or has it caused clients to attend under duress? If clients have not attended how has this been notified to Jobcentre Plus and has it always been done?

C.4.2 The GtW Programme

What specifically are clients offered during the two week training period with you? Collate detail on the activities; the structure and content of the course; the mode of delivery; any pre and post course assessments; any certificates or qualifications offered; job search activity and/or work experience etc.

Have you tailored the pilot in any way for your clients? On what basis is the offer tailored?

How does this differ from GtW provision for New Deal for Young People (NDYP)? Have you kept the two groups separate? (If relevant)

Do you think that the GtW course has adequately addressed the aims of GtW? If not, which aims have not been fully addressed?

C.4.3 Outcomes and effectiveness

What is your existing performance on indicators related to GtW?

Has there been any indication that clients on GtW have responded positively to the provision?

Are there any parts of the course which you think have particularly benefited clients? Are there any parts that you think have not been effective or could be improved?

Do you feel that any part of how you have delivered GtW represents innovative/best practice? If so, what and why?

C.5 GtW Provider – Trainer

C.5.1 Delivery and practical issues

How did you get involved as a trainer on the GtW pilots?

What are your roles and responsibilities?

Have you been a trainer on any other services for Jobcentre Plus? If so, what?

Have you been a trainer on GtW for NDYP? Have there been any issues specific to delivering GtW for the 25+ age group? If so, what are they?

Approximately, how many GtW clients have you personally trained per month?

Have there been any specific issues in delivering the GtW pilots? Have you had to adapt the training for your clients?

Have you monitored progress and outcomes? If so, what specific measures have you put in place?

Do you know how many of the clients referred to you actually started their course? Do you know how many have dropped out before completing the course? How many have gone on to get jobs?

Do you have any direct contact with Jobcentre Plus staff? If so who and why?

Have clients been motivated by the threat of a sanction, or has it caused clients to attend under duress? If clients have not attended how has this been notified to JCP and has it always been done?

C.5.2 Training

Have you received any training specific to GtW ND25+? If so what? Do you think the training was adequate in helping you to deliver GtW?

C.5.3 Outcomes and effectiveness

How have clients reacted to GtW provision? Can you give an example of someone that has particularly benefited from GtW provision?

Are there any parts of the course which you think have particularly benefited clients and why? Are there any parts that you think have not been as effective?

Do you feel that anything in the way you have delivered GtW represents innovative/best practice? If so, what?

