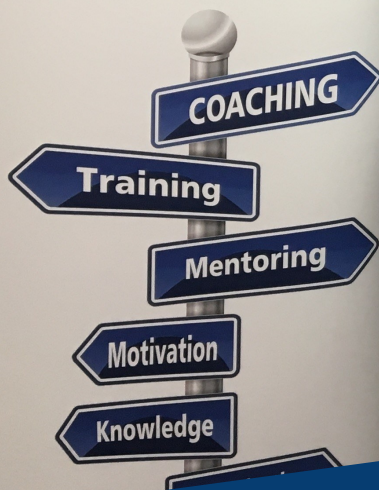


Personal Mentor Network

Are you aged 18 - 24 and in need of support?

We can help.



PERSONAL MENTOR NETWORK FINAL REPORT & EVALUATION

Published December 2019

PETROC™



I can do that!

Adding to Life
pluss


Routeways

**YOUNG
DEVON** 

Contents

Introduction	3
Overall results	4
Referrals and engagement	4
Employment outcomes	5
Participant characteristics	7
The structure of provision	8
Assessment of changes implemented for the PMN II contract	9
Working with young people	10
Case studies	11
Further impact and lessons learned	16
Recommendations	17
Annex 1: Engagement and employment by JCP	
Annex 2: Key delivery statistics by partner	
Annex 3: Statistics per employment outcome: hours and cost	
Annex 4: Distance travelled questionnaire	

Introduction

The Personal Mentor Network or PMN for short, originally started as a pilot in January 2015 which ran until December 2017. Two interim evaluations were conducted by TransForm relating to this contract which we will refer to as PMN I. This evaluation specifically relates to the PMN II contract which was delivered from January 2018 to September 2019.

What is Personal Mentor Network?

The Personal Mentor Network, provided bespoke one to one support for unemployed 18-24 year olds across the whole of Devon and parts of Somerset and Cornwall. To qualify for support, the young person needed to be claiming Jobseekers Allowance or be in the Universal Credit Intensive Work Search Regime which essentially denotes that they are able and ready to work.

After being initially referred by their Work Coach, a young person could access up to 48 hours of face to face support delivered over 12 weeks to help find their way in to new employment. Should they have gained a job in that time, they could then take advantage of up to 26 hours of in work support to help them get to grips with their new routine.

How was PMN managed and delivered?

The Personal Mentor Network was funded by the Cabinet Office through the Plymouth and South West Peninsula City Deal. It was overseen by the Youth Deal Steering Group which consists of representatives from Plymouth City Council, Cornwall and Devon County Councils, Torbay Development Agency and JobCentre Plus (JCP).

The project was managed by Petroc, a Further Education College with campuses in North and Mid Devon and delivered by 4 partners: I Can Do That, Pluss, Routeways and Young Devon. Tomorrow's People Trust was also a delivery partner but unfortunately went into administration in March 2018 which represented an early challenge to the management of the partnership.

The geographical delivery area was divided into 6 lots, with between one and three partners assigned to each lot. Referrals came from JCP Work Coaches to Petroc and were then distributed to the partners whose mentors then contacted the young person to arrange a first meeting. See Annex 1 for a full list of lots, participating JCP offices within them and the partners operating in those areas.

How the information in this report has been sourced

This report has been compiled by staff at Petroc using a range of sources:

- Performance data collected from the project's online reporting system
- Participant Distance Travelled Questionnaire (DTQ) collected by mentors at the beginning and end of mentoring support
- Participant satisfaction ratings and comments collected by Petroc in a telephone survey conducted after the young person left the project
- Feedback surveys completed by delivery partners, JobCentre Plus Partnership Manager
- Discussions at a meeting with delivery partners, September 2019
- Feedback gathered at a presentation to Plymouth City Council Youth Deal Steering Group December 2019
- Case studies compiled by mentors and participants

Overall results

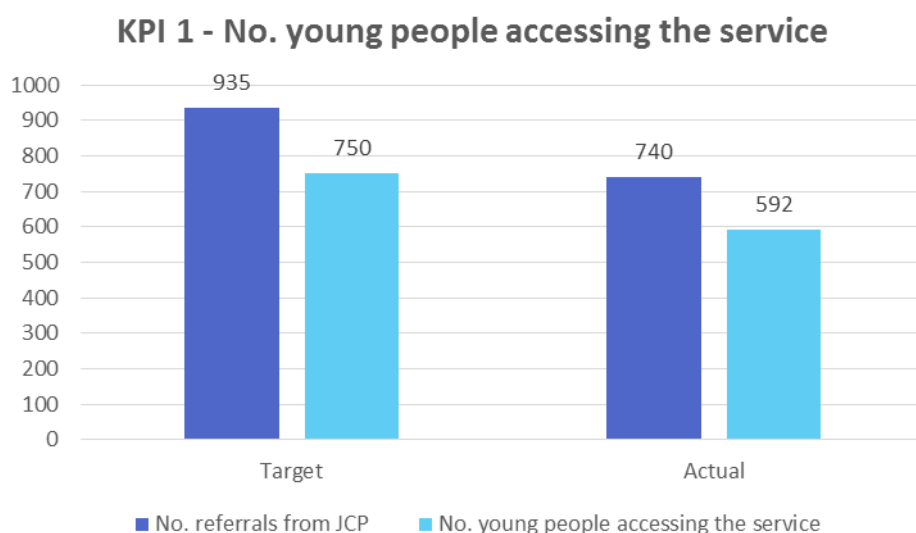
Please note that the statistics referenced in this report relate only to participants who were *referred* during the PMN II contracted period. This does not include any young people who were referred to PMN prior to January 2018, even though there was a small cohort in this category who went on to receive mentoring during the PMN II delivery period.

Key Performance Indicators (KPIs) for the partnership overall:

1. 750 young people access the service
2. Of those young people:
 - a. 125 (16%) find full time employment
 - b. 150 (20%) find full time or part time employment
3. 100 sustain work for at least 6 months

Referrals and engagement

The first key performance indicator focussed on engaging young people and access to mentoring.

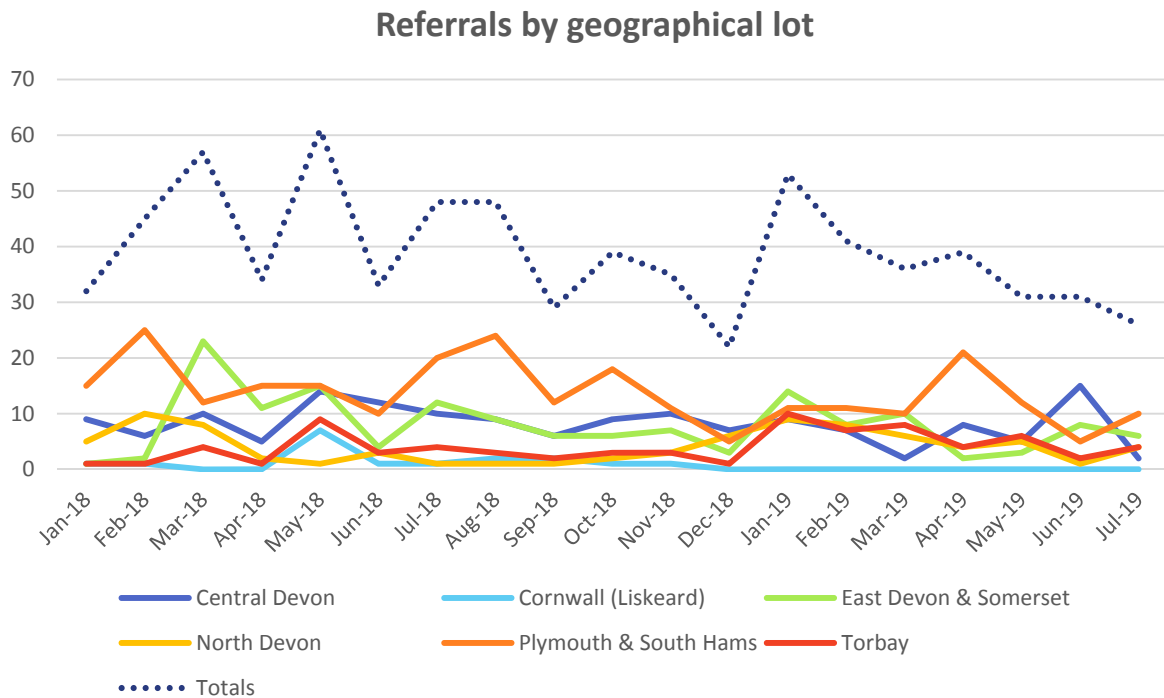


740 young people were referred to the project by JCP offices between 1 January 2018 and 31 July 2019. Of these, 592 young people engaged and went on to access the service and have mentoring. Whilst in terms of absolute numbers this is below the target set, it does represent 80% of all referrals remaining engaged with the programme, which was a target for delivery partners.

As referrals from JobCentre Plus were the only route in to provision, we should consider that there are a number of reasons why the level of referrals was lower than initially expected:

- **Universal Credit rollout.** The impact of this should not be underestimated. With such a major change in the benefits system, entire teams at JobCentre Plus had to undergo extensive training which limited their capacity. And once the office had switched to Universal Credit often the number of claimants and the complexity of their needs increased to such an extent that they needed to recruit extra staff. In July 2018 this impacted on North and East Devon and in September that year it affected Central Devon and Torbay. In practice, many offices effectively took a break from referring to PMN but we were able to work closely with managers once the new system was established to visit JCP teams and make sure that they were well briefed on the opportunity PMN offered their younger claimants.

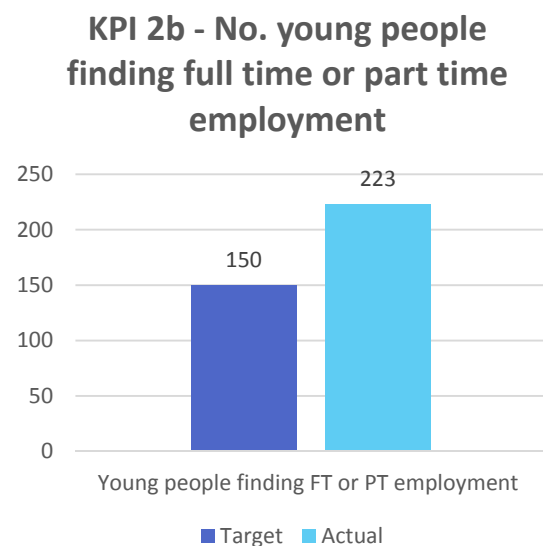
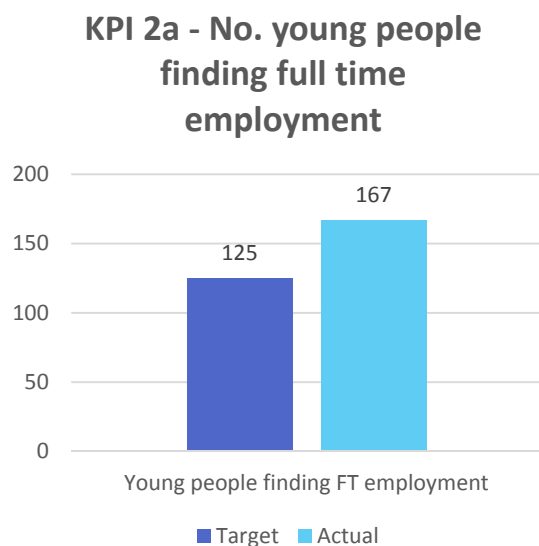
- **Availability of other provision.** In some areas Work Coaches had a range of provision they could refer their younger customers to. In Plymouth for example, a young person could also be referred to The Prince's Trust Programme, Mentoring Circles, or if the young person had particular barriers to employment, Empowering Enterprise.



Further information showing outcomes by JCP office can be found in Annex 1.

Employment outcomes

The number of participants moving into employment after engaging with PMN has well exceeded expectations. The partnership has achieved 134% of the full time employment target 149% of the overall employment target.



Please note that these employment outcomes could be captured at a number of different points:

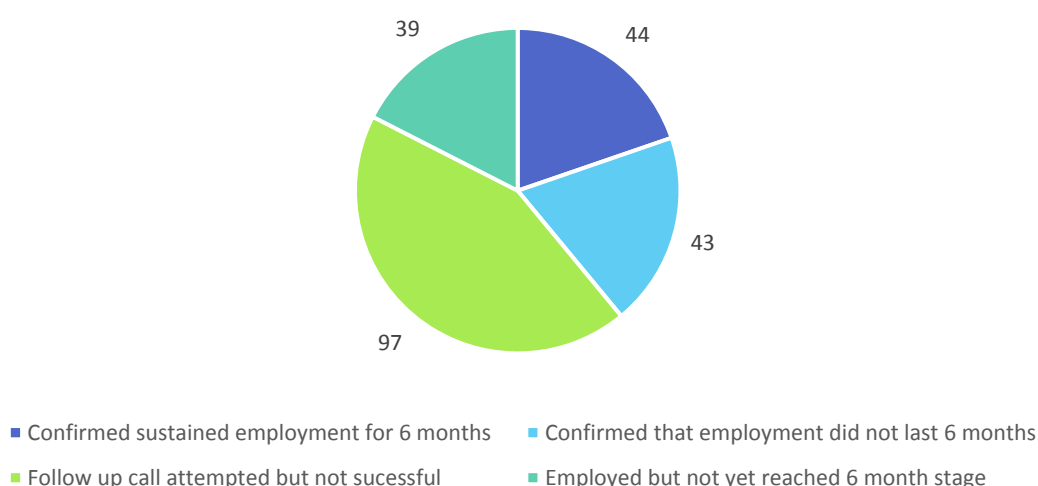
- When the young person leaves the project to go into work
- Whilst the young person is on the project and accessing in work support with their mentor
- After having left the project as unemployed, the young person is employed when they receive a satisfaction or follow up call

KPI 3 required sustained employment outcomes for participants and measured the number of young people staying in employment for at least 6 months. The final figure was 44 out of a target of 100.

We have examined the reasons why this might be so low:

- We were unable to follow up with every employed participant. Although some people hit the six month mark whilst still working with their mentor, most data was gathered via a follow up call from Petroc, scheduled 6 months after they commenced employment. Contact was attempted with each record three times but the success rate for follow up calls was only 34% with the majority of calls going unanswered.
- As illustrated in the diagram below, of those records where we were able to confirm the young person's employment status, approximately half were still employed and the other half were not. It could be reasonable to assume that a similar proportion of the young people who did not answer the follow up call also remained in employment, but this cannot be proven.

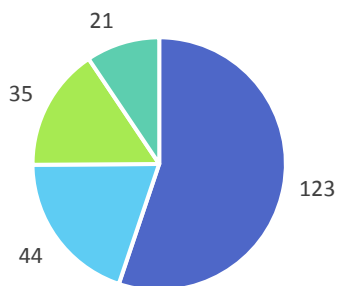
**KPI 3 - of the 223 participants
who gained FT or PT employment**



- Of those who we know did not sustain employment 45% were on temporary contracts.
- Where a young person stopped working within 6 months we do not have categorized data to explain the reasons why. However, a quick spot check shows a wide range of reasons including but not limited to:
 - Taking on caring responsibilities for a relative
 - Redundancy
 - Health issues – physical and mental health
 - Unhappy with working conditions e.g. long hours

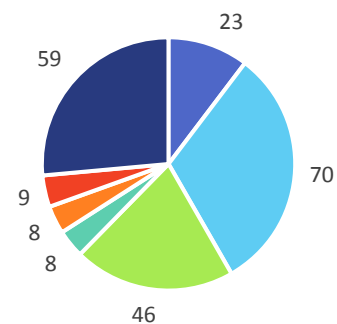
The diagrams below look at the 223 employment outcomes in more detail:

Contract type



- Full time (Permanent) - Working 16 hours or more each week
- Full time (Temporary) - Working 16 hours or more each week
- Part time (Permanent) - Working 15 hours or fewer each week
- Part time (Temporary) - Working 15 hours or fewer each week

Employment by sector



- Care (Social and healthcare)
- Retail & distribution
- Tourism & leisure
- Manufacturing
- Construction
- Finance/business services
- Other sector

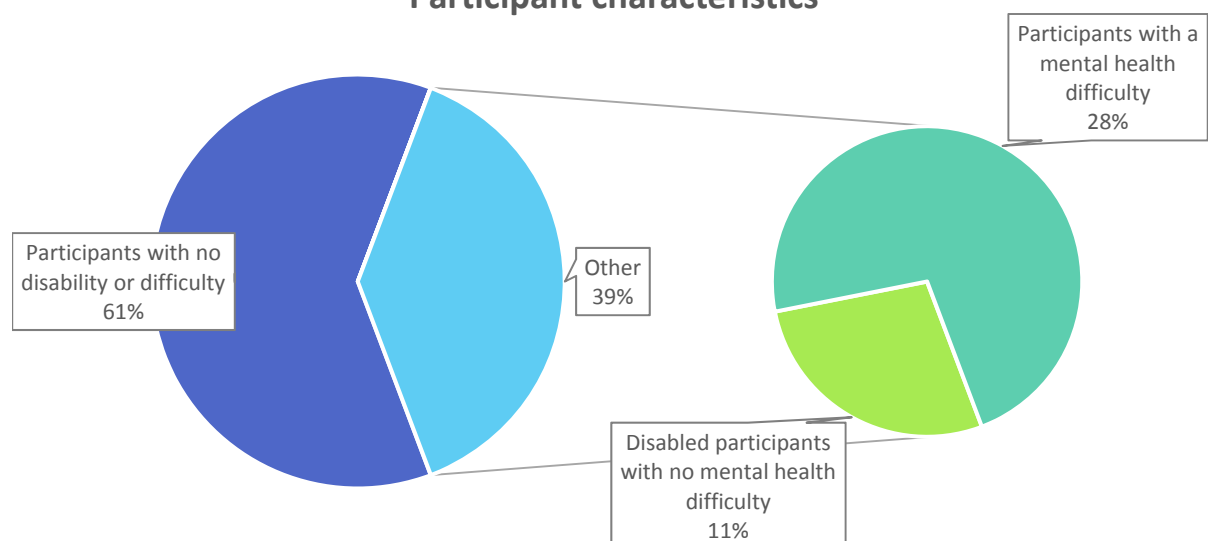
Annex 2 provides more detailed information on outcomes by delivery partner.

Participant characteristics

Of the 592 young people who engaged in the project:

- 65% were male; 34% were female and 1% preferred not to say
- 3% were from an ethnic minority
- Almost 40% self-identified that they had a disability or difficulty – see the below chart for further detail

Participant characteristics



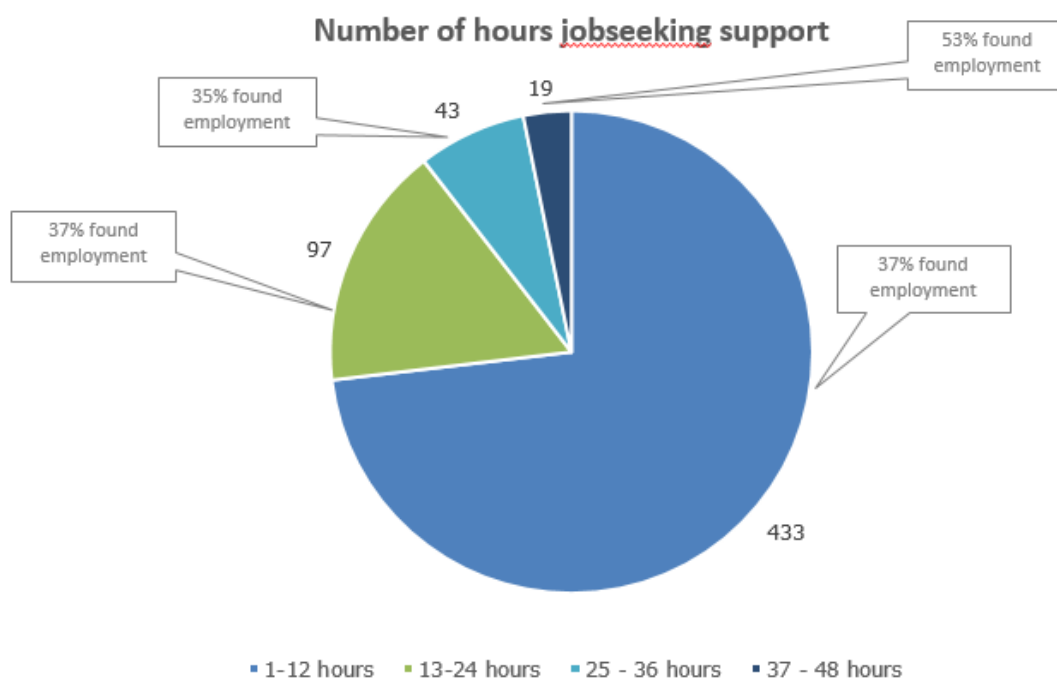
The structure of provision

Jobseeking support

It is important to remember that whilst this time could be spent working on CVs and job applications, for many young people there were challenges in their day to day life that the mentor was also able to help with. These are dealt with in more detail on page 10.

Although participants could access up to 48 hours of jobseeking support, on average participants spent just over 8 hours with their mentor focussing on support whilst looking for work. This figure rises to almost 11 hours amongst the cohort who found employment.

Using averages, however, does not show the true range of provision whereby a quarter of participants had well over 12 hours of jobseeking support, as illustrated by the below diagram. Although after 37 hours there is a spike in employment outcomes we should remember that this represents a very small sample of 10 participants. It is also possible that the remaining 47% who received the maximum hours may take much longer to become work ready and could be better suited to different, longer-term provision.



In work support

One of the key elements of the PMN provision was the ability to provide In Work Support to participants so that they could meet with a mentor to help with their transition into the world of work. 65% of those going into employment accessed the In Work Support option, receiving an average of 5.15 hours of mentoring. It is particularly striking that of all of the young people who we know have sustained work for more than 6 months, 73% of them had accessed In Work Support for an average of 8 hours each.

Annex 3 provides more detailed figures on the number of hours spent with participants in each lot and the costs per participant.

Assessment of changes implemented for the PMN II contract

Retainer

An upfront payment of 26 hours per week, i.e. half of the achievable hours per week for one full time mentor, was introduced to help organisations resource PMN, especially in times when referral numbers were low.

Feedback from organisations differed depending on their size, the expanse of their delivery area and how they chose to staff PMN. One larger organisation said *'[the retainer] didn't assist us as we were delivering across a number of areas with a number of different mentors'*. This organisation used mostly existing staff who were sessional workers and took PMN customers when they had some capacity. The retainer didn't enable them to resource any better, they would have benefited more from payment for travel time, rather than just the face to face delivery hours. However, a small organisation said of the guaranteed income: *'As a small charity without this guaranteed income we would not have been able to participate in the service. It allowed us to have the right staff with the right skills for the length of the contract'*.

Partners also found that the retainer motivated them as the project and partners felt more valued. It enabled them to allocate staff to the project properly, rather than squeeze it into an existing workload which made it feel less important.

The upfront retainer was an attempt to ensure partners were not at risk of a shortfall delivering PMN. It worked in so far as smaller organisations were secure, but it did not benefit large organisations or those covering wider geographical areas. In these circumstances partners were especially disadvantaged by the fact that whilst mileage was paid for, the contract did not pay for travel time and if after a long journey the young person failed to attend, the loss of potential income was even greater.

Geographical expansion

Eligibility for PMN I was initially limited by postcode meaning that Work Coaches were in the difficult position of having a service available to some but not all of their 18-24 year old job seekers. For PMN II, the provision became available for any 18-24 year old served by the partner Job Centres with no geographical limitations.

This was positive because it meant that every young person who needed support was referred; Work Coaches did not need to remember which postcodes were covered. This saved time and eliminated ineligible referrals.

On the negative side, the catchment area for PMN grew substantially and mentors found they had single young people dotted about these large areas causing long journey times for just one person who may not even turn up. In future, it may be useful to consider amending the referral process so that individuals who live near each other can be referred to the same partner and dealt with more efficiently by one mentor, rather than referring to partners always in turn regardless of young person's home address.

Mentors in JCP offices

During PMN I, we trialled paying for mentors to spend a short time each week sitting in a JobCentre Plus office so that they could be available to answer questions about PMN from staff and interested young people, and discuss clients, where appropriate, with Work Coaches. Whilst this made no discernible difference in referral numbers or outcomes, it did improve working relationships and information sharing between mentors and Work Coaches, increasing confidence in PMN amongst JCP staff and resulting in good quality referrals and better understanding of the provision.

Working with young people

Key barriers facing participants

As indicated in the interim evaluations of the PMN I contract, against a backdrop of low overall employment, it was common for participants to present with multiple barriers. These included:

- **Mental resilience.** Low self-esteem; anxiety; mental health issues; fear of rejection, or becoming worn down with repeated rejection; depression; loneliness; previous negative experiences.
- **Unsatisfactory home life, no emotional or practical support historically.** No idea how to apply for a job; no role models at home; chaotic lifestyles; nocturnal young people gaming all night and sleeping all day; poor social skills; single parenthood without support; homelessness or poor housing, sofa-surfing etc.
- **Language and cultural barriers.**
- **Poor finance and personal admin.** No finances for bus fare, kit, uniform etc; no bank account; no phone; no ID.
- **Geography.** No public transport; no vehicle; no local opportunities; limited range of employment.
- **No experience, qualifications and long-term unemployment.** Some not work ready.
- **Criminal behaviour.** Criminal record; drug use; restrictions e.g. on internet usage; probation requirements.
- **Attitude.** Unrealistic expectations e.g. wanting to be a computer game designer with no relevant qualifications; overly fussy about which jobs to apply for; can't be bothered; don't want to work; won't be 'told what to do'.

Interventions that work

Based on feedback from both mentors and participants, here are some best practice recommendations.

- **Multiple contact methods.** Young people generally preferred not to speak on the telephone so text, email and social media where appropriate worked well. To limit failure to engage and no shows, prompt, repeat and persistent contact was necessary within reason.
- **Avoid formality, but involve the Work Coach if young person agrees.** Going for a hot chocolate helped, and the project was able to cover such expenses.
- **Work with JCP.** If the young person agrees, arrange their first meeting at the JCP with their Work Coach; a familiar environment and someone they know being present may give them the confidence to turn up.
- **Listen and respond to all issues.** The young people need to know that you are interested in them as a person, they will feel valued and will be more likely to open up.
- **Play to their needs and interests and find out what matters to them.** If a young person is stressed about a housing issue that should be this initial focus, job search will follow. One mentor listed activities as diverse as advocacy & befriending; health & wellbeing including registering with dentist, GP, seeking counselling, tackling issues of self-harm and social thoughts; housing issues; issues relating to historic abuse and domestic violence; liaising with food banks and managing debt.
- **Get out & about.** We found some young people were more likely to open up on a walk, in a cafe, at the gym, even playing table tennis. Young people also appreciated mentors accompanying them on speculative CV drops.
- **Be an advocate for the young person.** Many young people on PMN really appreciated having someone to support them and assist them in navigating various things they needed to address e.g. talking to Citizens Advice, completing paperwork, supporting them in talking to their manager if there was an issue. One of the young people would have left her job if

her mentor hadn't been there to support her in dealing with an issue with her manager. The issue was relatively simple to resolve but she just needed an experienced, supportive person to assist her.

- **Help them develop independence.** Young people need help with opening bank accounts, getting their provisional driving licence, completing DBS check paperwork, finding suitable housing, accessing mental health support all to enable them to have the support network they need to live independently.
- **Accept defeat when appropriate.** Recognise that not all young people referred genuinely wanted to do it and know when to withdraw the referral!

Feedback from participants

98% of participants spoken to as part of the feedback process rated their experience on PMN as satisfactory or higher (a rating of 15 out of 25 or higher). 39% of participants gave the experience a top rating of 25 out of 25. Feedback from young people demonstrates that they felt listened to and valued by their mentors; comments include:

- *'[the mentor] was concerned about my feelings and wellbeing'*
- *'Really good to have someone to talk to'*
- *'K [...] appreciated being treated as an individual and said that the mentoring greatly improved her confidence. She would recommend PMN to anyone.'*

Impact on participants

Aside from the employment outcomes, there have been solid and measurable soft outcomes for young people. As part of the Distance Travelled Questionnaire participants were asked to complete a personal mindset and skills review during their first session with their mentor and again at exit. See Annex 4 for the full set of questions. When reviewing their personal mindset, participants rated themselves an average of 6 points more favourably on leaving the project. When reviewing their skills and abilities, participants rated themselves an average of 11 points more favourably on completion.

Case studies

The stories of participants are best brought to life over the next few pages with case studies provided by each of the partners involved in PMN. We have been careful to present a range of stories, from those who have been successful in gaining employment to those for whom that was not an outcome but where progress has doubtlessly been made.



Esme's story

When Esme was referred to Personal Mentor Network by her Plymouth Old Tree Court Work Coach she was shy, and sometimes suffered from anxiety and a lack of confidence. But she was also smart, artistic and creative.

At our first meeting Esme stated two things: she did not want a full-time job and she didn't feel she had any skills. As well as some charity work, she was teaching Ariel Dance on a casual basis and wanted working arrangements that could accommodate this. Her future plans involved a possible move away and to carry on teaching, eventually getting her own studio.

Esme started receiving mentoring in early July 2018, she rarely missed appointments and worked hard on her CV and understanding her skill set, which included art, health and safety, leadership qualities, teaching as well as flexibility instruction, retail experience and customer service.

We arranged an informal chat with a potential employer in August 2018 which turned out to be

an interview and Esme got the job as a Junior Business Administrator. She continued meeting her mentor until February 2019, to help her settle in.

Esme has been working for over a year now and is still really enjoying it. She has excelled in social media and marketing and this is the main focus to her part-time role. She works across all of the projects and so is able to promote them well. Her confidence has grown, and she has settled in really well with the organisation. Esme is passionate about Aerial Dance and working part-time allows her to still train really hard every week. She is competing in competitions nationally with professionals and winning awards so has excellent work life balance which is what she was looking to achieve when she first came to PMN.

“

My mentor wanted to know about me and what I wanted to do with my life and then we worked towards it. It was important to know that someone cared about what I wanted to do and helped me get there. I would recommend Personal Mentoring to others.

”

K's story (as told by their mentor)

K was referred by Exeter JCP office. They were extremely reluctant to engage but made real progress once they had spent time with their mentor. Although they eventually withdrew from PMN, the impact of the support is clear.

K was initially very reluctant to meet, stating that they “didn’t want to meet a stranger in a strange place”. They declined the offer of a meeting over the course of 4 emails and 5 phone contacts. Eventually a first meeting was arranged at JCP with the help of the Work Coach.

At this meeting K was extremely reserved and kept a hood over their head and part of their face. They seated themselves at a 90-degree angle to avoid eye contact.

Over the next few sessions the mentor developed a rapport that allowed K to relax a little. The barriers K faced soon became clear:

- Lack of self esteem—living at home in an awkward environment
- Anxiety and depression
- Nocturnal lifestyle—an avid gamer with poor sleep patterns
- Lack of ambition
- No resilience—walking away or saying no was the easiest option

In order to build confidence and move forward K and their mentor worked on:

- Confidence building—left K choose the meeting venues and agenda. Aimed high with job applications so that rejection would not knock confidence

- Writing a CV—an opportunity for K to share some experiences and improve chances of employment
- Exercises in applied thought—worked together on these to build rapport and confidence. K became noticeably better at problem solving within 2 sessions
- Examined opportunities—discussed wants over needs to ensure that employment opportunities were not being overlooked

After the third session, K was making good eye contact, and after session 4, they stopped putting their hood up and started walking taller. Their Work Coach also commented on the change in confidence and manner.

A few months later, K had found the confidence to walk into a restaurant with a copy of their CV and ask for a job. They were offered a trial.

Unfortunately at that point K broke contact with their mentor so it was not possible to carry out an official exit but the progress they made is an excellent example of how a person-lead approach can be highly effective in building confidence and leading to employment.



Personal Mentor Network

Fergus' story

Fergus was new to Devon when he was referred to the Personal Mentor Network for help getting to know the local jobs market.



As Fergus and his family had only just moved to North Devon, one of the key things his mentor Jason was able to do was to help him to find out more about local employers:

“One time when me and my mentor met up, he drove me into Bideford, and showed me the local job agencies there. He took me around the area and helped me get a bearing on where the employers I’d been applying for were located and he told of employers he knew that actively hired new people. And we handed out CVs, after he had helped me with a few adjustments to make it look more professional. We also went into Barnstaple, and he showed me easy ways to get into the town centre from the bus station, introduced me to the Green Lanes shopping centre and showed me all the different opportunities there. It gave me ideas of places to apply for, how to approach them and what I wanted to say.”

Having the mentoring has also helped to change Fergus’ outlook. As he says “...the only person who will be able to get you a job, and keep that job in future, is yourself. I was fortunate I’d already been in working environments in the past, I’d suffered a few knockbacks from

employers even after giving them 100% through the probation period. And that had unmotivated me a lot in many ways. But what my mentor has done is helped me believe in myself and that I set my own boundaries. Before I would be applying for one job and getting disheartened when I wasn’t successful, now I’ve learnt you can’t put all your eggs into one basket and that the more applications I make, the more likely I am to secure an interview from one of them.”

Over the course of their time working together, Fergus identified that he would like to go back to college and so his mentor was able to guide him through the applications process and help him to define a plan of action at the end of the project which prepared him for education and also for finding a part-time job.

Bideford-based Work Coach Mark Edwards said: “Jason has worked hard to build up the confidence and belief that Fergus lacked and this has resulted in Fergus starting a full time college course in the last two weeks. This is a major step forward and would not have happened without the Personal Mentor Network.”

“***He always treated me as an equal and has been a great friend. He has helped me feel confident in myself and what I am capable of.***”



Adding to Life
pluss

George's story

George lives in Plymouth and was referred to the Personal Mentor Network in April 2019 to get help with finding a job that suited him.

Initially George was shy and lacked confidence. We spent a considerable amount of time discussing what direction he wanted to take, as despite having good qualifications he had not stayed in any positions for long. We identified that as well as initial employment we needed to identify a career path that offered long term job satisfaction and career progression. Together we put together a good CV and supporting statement and initially applied to coffee bars and restaurants with little success. We then upped his game and he had an interview with HMV but was not offered the post. We have made a lot of applications, including the Theatre Royal, the new Barcode building in Plymouth. He has applied to Lidl, Tesco, the Post Office for Christmas, and quite a few others.

At our final meeting, he said our time together had made a lot of difference to him, and he now felt both confident he would find employment and that he was very happy with his CV and supporting statement/s, documents he would be able to adapt for all applications. His confidence is reflected in his final Distance Travelled Assessment, where he rated his skills and attitudes over 20% more favourably than when we started working together. I emphasised that he was very employable and not to lose heart, but to be tenacious and continue to apply for as many posts as he felt would be suitable. He has promised to let me know the outcomes and I am confident he will soon find employment.

“

He said our time together had made a lot of difference to him and he now felt both confident he would find employment

”

Further impact and lessons learned

Impact on mentors

Mentors appreciated the flexibility of delivery which gave them the opportunity to trial innovative support ideas. Examples include taking a young person out to play table tennis on an outdoor table. This got them outdoors, allowed them time to talk and reflect in an environment that was not intimidating, and they could open up whilst playing the game as they could avoid the intensity of 1:1 sessions.

One mentor said *'I think PMN is a first class scheme (...) I feel there are many young people out there (...) much in need of this kind of practical support'*.

Working with young people with diverse and significant challenges was at times difficult for mentors so a future project of this type may wish to consider how mentors are supported with self-care consistently across the partnership.

Impact on organisations

PMN created an opportunity for small organisations to develop their infrastructure, policies and processes in order to take on larger contracts. For example, the contract had an influence on how they manage their staffing. This has varied by organisation but to a certain extent the retainer enabled smaller organisations to retain staff even at quiet times so that an experienced worker was always available to respond to referrals promptly. For others PMN enabled development of robust management of sessional staff, with support from Petroc and in order to meet Petroc's management requirements.

PMN was valued amongst staff; it was flexible and relied on the mentors' expertise to work with each young person in a way they felt best suited their needs rather than following prescribed format. This was appreciated and resulted in good job satisfaction. It was considered to be a nice project, even if not always financially reliable.

The relationship with JobCentre Plus developed on a new level throughout PMN: most organisations had a working relationship with JCP at a senior level, but this project encouraged and resourced working together on a delivery level, so mentors were encouraged to communicate with Work Coaches directly about engaging with the young people. Through *Mentors in JCP offices* mentors had a chance to speak with Work Coaches, promote the service, answer questions, discuss cases and on a very basic level get to know each other personally and put names to faces.

Flexibility in contract management allowed for the partnership to evaluate provision, test new ideas and improve delivery during the life of the contract. This would have been more difficult to achieve if funding bodies with more restrictive rules were involved. As a result, Petroc as the managing partner, was able to develop a collaborative approach centred on the sharing of best practice which has led directly to further activity with some organisations within the partnership on other contracts delivering employability skills and support for NEETs. Successful aspects of the project such as the reporting database developed by Petroc's Information Systems team have been adopted on other projects. Young Devon said *'we would like to congratulate Petroc on the efficiency of the scheme and how it is managed and monitored'*. The personal style of management with regular phone contact and constructive meetings has resulted in a positive, supportive partnership.

Partnership working in PMN was a big positive. Regular partner meetings were an opportunity to discuss issues face to face and work together to find solutions, as well as sharing good news. Mentor support afternoons gave mentors a chance to share ideas and challenges, build on skills and provide mutual support in what could otherwise be a relatively isolated role. Mentors being paid to spend

time in JCPs developed the working relationships of those people most closely associated with the young people. Petroc reported to the stakeholders monthly and had regular calls. With stakeholder support it was possible to pilot several ideas within the project delivery.

Wider impact

Whilst the impact on individuals receiving mentoring was at times so significant as to be life changing, the project itself was not big enough to have a revolutionary impact on the local landscape. However, it sat comfortably alongside other provision on offer in the South West and there are some broader outcomes for PMN:

- **A collaborative partnership** working across LEP areas (Heart of the South West and Cornwall and Isles of Scilly).
- **A good practice delivery model** that sits alongside other provision such as Empowering Enterprise, Princes Trust and Mentoring Circles.
- **Local networks** developed at mentor and organisational level, connecting with local services for housing, health, and employment to name a few. This will contribute to the visibility and sustainability of support services across the region.

Recommendations

The following are recommendations to stakeholders for future provision. Whilst they have been based on the partnership's experience of working with 18-24 year olds many of these points would be relevant to support for unemployed people of all ages.

- **Be led by the client group.** Personal Mentor Network was co-designed with young people right from the start and the client-led approach to delivery has been key to its success.
- **Avoid large geographical lots.** In East Devon and Somerset Pluss struggled to cover an area containing 8 JCP offices where referrals were widely spread. Where mentors have to travel large distances between appointments time and money is lost to travel. An alternative could be 'intelligent referral allocation' that groups together referrals that are close together so that one mentor or partner can focus on a cluster of participants.
- **Consider paying travel time as well as mileage.** Recent changes to contracts for sessional workers mean that their employer must pay them from the time they leave their home. This was not reflected in the PMN contract.
- **Keep referral and reporting processes simple.** Database and reporting processes were very popular with partners. JCP acknowledged that the referral process was designed to be quick and simple which is important when a Work Coach only has a few minutes with each customer. Paperwork was considered to be straightforward and reporting requirements were not burdensome. Young Devon said *'it was the best, most user-friendly young person database we've ever used'*.
- **Adopt a flexible management style.** Allowing for flex in delivery where it could be justified, has worked well.
- **Allow resource for relationships to develop between mentors and JCP Work Coaches.** In this way the Work Coaches become more confident in the service being provided and mentors are able to collaborate with Work Coaches in the best interests of the participant.
- **Support young people to stay in work once they have gained employment.** Almost three quarters of those reaching 6 months of employment had benefitted from In Work Support.
- **Create a more detailed framework for reporting soft outcomes.** More detailed reporting on outcomes beyond gaining employment would paint a better picture of the positive results the project achieved. These are particularly important to capture for those who do not find

employment as many of them will nonetheless have gained life skills and improved their employability. Other outcomes such as progress into voluntary work or education would also be useful to capture and could be planned in to future provision.

- **Consider making the first session compulsory.** Pluss said they found mandating attendance on a project gave it more gravitas and have young people the feeling that it was special provision just for them. PMN was meant to be an opt in provision, but making the first session mandatory would ensure the young person at least turns up to find out about the project, meets the mentor and takes it seriously.
- **Research effective ways of measuring sustained employment outcomes.** Following up with young people by phone does not give a complete picture as often contact cannot be made. This experience has also been shared by Ambitions Project in Cornwall and JobCentre Plus.

Annex 1: Engagement and employment by JCP

Lot	Delivery partners	Job Centre	Total Referrals	Engaged		Completed		Exit		Withdrawn		Did not engage		Total employed	% participants finding employment
				Total	%	Total	%	Total	%	Total	%	Total	%		
Central Devon	I Can Do That, Young Devon	Exeter	85	61	72%	39	46%	5	6%	17	20%	24	28%	29	48%
		Newton Abbot	70	53	76%	29	41%	10	14%	14	20%	17	24%	25	47%
Cornwall	Young Devon	Liskeard	17	12	71%	8	47%	1	6%	3	18%	5	29%	6	50%
Devon & Somerset	Pluss	Bridgwater	59	49	83%	21	36%	12	20%	16	27%	10	17%	13	27%
		Frome	5	4	80%	2	40%	1	20%	1	20%	1	20%	2	50%
		Honiton	21	16	76%	6	29%	2	10%	8	38%	5	24%	5	31%
		Minehead	2	2	100%	2	100%	0	0%	0	0%	0	0%	1	50%
		Taunton	45	32	71%	13	29%	7	16%	12	27%	13	29%	9	28%
		Tiverton	8	6	75%	3	38%	0	0%	3	38%	2	25%	2	33%
		Wells	5	5	100%	1	20%	2	40%	2	40%	0	0%	2	40%
		Yeovil	5	3	60%	1	20%	1	20%	1	20%	2	40%	1	33%
North Devon	Pluss, Young Devon	Barnstaple	23	19	83%	14	61%	3	13%	2	9%	4	17%	10	53%
		Bideford	57	45	79%	22	39%	5	9%	18	32%	12	21%	22	49%
Plymouth & South Hams	Routeways, I Can Do That (Totnes only), Young Devon	Devonport	108	91	84%	56	52%	6	6%	29	27%	17	16%	33	36%
		Plymouth Old Tree Court	127	107	84%	55	43%	16	13%	36	28%	20	16%	27	25%
		Totnes	27	22	81%	14	52%	3	11%	5	19%	5	19%	10	45%
Torbay	I Can Do That, Young Devon	Brixham	29	27	93%	13	45%	5	17%	9	31%	2	7%	14	52%
		Torbay	47	38	81%	17	36%	2	4%	19	40%	9	19%	12	32%
		Totals	740	592	80%	316	43%	81	11%	195	26%	148	20%	223	38%

Annex 2: Key delivery statistics by partner

Note that these statistics include figures for Tomorrow's People Trust, who unfortunately went into administration in March 2018.

Engagement and employment outcomes by partner

Partner	Total Referrals	Did not engage		Engaged		Completed (with DTQ)		Exit (without DTQ)		Withdrawn		Employed	
		Total	% referrals	Total	% referrals	Total	% engaged	Total	% engaged	Total	% engaged	Total	% engaged
I Can Do That!	177	42	24%	135	76%	79	59%	20	15%	36	27%	64	47%
Pluss	199	39	20%	160	80%	73	46%	29	18%	58	36%	56	35%
Routeways	149	18	12%	131	88%	81	62%	5	4%	45	34%	36	27%
Tomorrow's People Trust	4	2	50%	2	50%	0	0%	0	0%	2	100%	0	0%
Young Devon	211	47	22%	164	78%	83	51%	27	16%	54	33%	67	41%
Totals	740	148	20%	592	80%	316	53%	81	14%	195	33%	223	38%

DTQ - Distance Travelled Questionnaire, a self assessment completed by the participant at the first session and again at the last session. Mentors reported that sometimes it was difficult to meet participants for a full exit session, particularly if they had found employment. In these cases a basic exit would be recorded.

Session stats by partner

Partner	Declined Referrals		Delivered Sessions	No Show Sessions	No Shows as % of all sessions
	Total	%			
I Can Do That!	3	2%	1403	408	23%
Pluss	0	0%	1056	362	26%
Routeways	0	0%	807	439	35%
Tomorrow's People Trust	1	25%	28	10	26%
Young Devon	78	37%	1448	302	17%
Totals	82	11%	4742	1521	24%

Hours by partner

Partner	Job Seeking (JS)	In Work Support (IWS)	No Show	Total	Average Total Hours Per Person	Average JS Per Person	Average IWS Per Person Accessing IWS	Average No Show Per Person
I Can Do That!	1844.25	279.50	320.75	2444.50	18.11	10.42	6.82	2.38
Pluss	1248.50	108.50	282.75	1639.75	10.25	6.27	3.50	1.77
Routeways	763.00	81.50	181.25	1025.75	7.83	5.12	2.81	1.38
Tomorrow's People Trust	6.00	0.00	2.00	8.00	4.00	1.50	0.00	1.00
Young Devon	2152.25	277.75	214.50	2644.50	16.13	10.20	6.31	1.31
Totals	6014.00	747.25	1001.25	7762.5	13.11	8.13	5.15	1.69

Progress and satisfaction results by partner

Partner	DTQ average change in personal review score	DTQ average change in skills review score	Average satisfaction score (out of a possible 25)	Unsatisfied YPs (defined as a score lower than 15 out of 25)	
				Total YPs	% of responses
I Can Do That!	7	13	24	0	0%
Pluss	5	10	23	2	4%
Routeways	5	8	22	1	3%
Tomorrow's People Trust	0	0	0	0	0%
Young Devon	6	12	22	2	5%
Totals	6	11	23	5	3%

Annex 3: Statistics per employment outcome: hours and cost

Hours per participant and hours per employment outcome

Geographical lot	Total participants engaged	Total employed	% participants finding employment	All participants				Per employment outcome			
				Average jobseeking hours	Average in work support hours	Average no show hours	Average weeks of support	Average jobseeking hours	Average in work support hours	Average no show hours	Average weeks of support
Central Devon	113	54	48%	9.71	1.42	1.60	21	14.73	4.01	1.94	26
Cornwall (Liskeard)	12	6	50%	11.76	1.46	1.09	21	12.50	4.13	0.92	22
East Devon & Somerset	118	35	30%	5.94	0.53	1.44	18	6.86	2.08	1.33	18
North Devon	64	32	50%	6.93	0.87	1.44	15	8.71	2.11	1.61	17
Plymouth & South Hams	220	70	32%	8.27	0.86	1.29	18	10.83	3.11	1.19	21
Torbay	65	26	40%	9.21	1.71	2.30	19	11.52	4.99	2.22	22
Totals	592	223	38%	8.13	1.01	1.50	19	10.97	3.27	1.57	21

Cost per participant and cost per employment outcome

Geographical lot	Total participants engaged	Total employed	% participants finding employment	Overall cost per lot (ex VAT)	Cost per participant per lot	Cost per employment outcome
Central Devon	113	54	48%	£ 96,648.53	£ 623.51	£ 1,789.79
Cornwall (Liskeard)	12	6	50%	£ 14,182.60	£ 950.10	£ 2,363.77
East Devon & Somerset	118	35	30%	£ 88,717.25	£ 520.05	£ 2,534.78
North Devon	64	32	50%	£ 43,866.74	£ 453.63	£ 1,370.84
Plymouth & South Hams	220	70	32%	£ 142,733.10	£ 417.00	£ 2,039.04
Torbay	65	26	40%	£ 49,748.62	£ 533.58	£ 1,913.41
Totals	592	223	38%	£ 435,896.82	£ 504.53	£ 1,954.69

Self-Assessment

Young Person Name:		Date:	
Mentor Name:		Delivery Partner:	

Consider the questions below and circle the number that best represents where you feel you are on the scale today (**1 = not at all** to **10 = totally**)

Personal review

How confident do you feel in general?	1 2 3 4 5 6 7 8 9 10	/40
How would you rate your self-esteem?	1 2 3 4 5 6 7 8 9 10	
How motivated are you to find work? If you are already employed: how motivated are you to keep working?	1 2 3 4 5 6 7 8 9 10	
How hopeful are you of finding work? If you are already employed: how hopeful are you of keeping your job or gaining promotion?	1 2 3 4 5 6 7 8 9 10	

Skills review – If you are employed, think about future job seeking

How would you rate your communication skills?	1 2 3 4 5 6 7 8 9 10	/80
How would you rate your CV writing skills?	1 2 3 4 5 6 7 8 9 10	
How confident do you feel about completing job application forms?	1 2 3 4 5 6 7 8 9 10	
How would you rate your online job search skills?	1 2 3 4 5 6 7 8 9 10	
How would you rate your interview skills?	1 2 3 4 5 6 7 8 9 10	
How confident do you feel about presenting yourself for an interview?	1 2 3 4 5 6 7 8 9 10	
How would you rate your money management abilities?	1 2 3 4 5 6 7 8 9 10	
How prepared do you feel for employment / keeping your job / seeking promotion?	1 2 3 4 5 6 7 8 9 10	