

Elevate-Glasgow PSP Evaluation

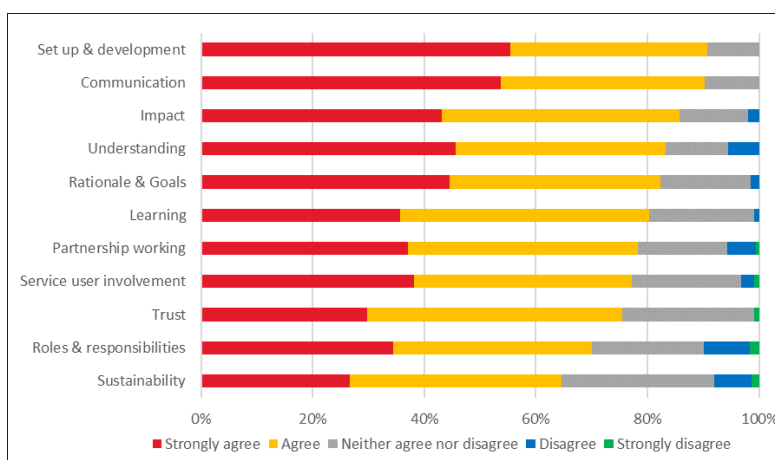
Second Evaluation Report

SUMMARY

June 2019

Introduction

- Iconic Consulting is evaluating Elevate-Glasgow Public Social Partnership (PSP) over the period December 2017 to May 2020. The formative evaluation aims to assess the delivery, impact and outcomes achieved by the PSP in supporting those in recovery from problematic substance use to gain access to personal development, learning, training, volunteering and employment opportunities. This is the second of three annual evaluation reports and it focuses on progress to date, particularly April 2018 to March 2019.
- A mixed methods approach was adopted for the evaluation involving: observation of PSP meetings; consultation with 9 PSP partners, 6 delivery staff, and 12 participants; a review of relevant documents and participant data; and an organisational self-assessment survey completed by 45 individuals across the PSP partners.
- The survey provides a quick reference guide on the PSP’s relative strengths. It shows that, overall, partners were very positive about Elevate. More than 8 out of 10 respondents rated the following issues highly: set-up & development (91%), communication (90%), impact (86%), understanding (83%), rationale & goals (82%) and learning (80%). The lowest ratings were sustainability (65%) and roles & responsibilities (70%) although it should be noted that at least two thirds of respondents still rated these issues positively. Learning, sustainability and communication were rated notably higher in 2019 than they had been in the previous survey.



Governance

- There have been significant changes to Elevate-Glasgow PSP’s governance structures during 2018/19. The four Work Streams have been superseded by an Operational Group and Short Life Working Groups. Consultees regarded these changes positively as it addressed issues highlighted in last year’s report (partner engagement, duplication of effort, and clarity). There were some concerns about the number of Short Life Working Groups which could re-create demands on partners’ time and also, potentially, diminish the purpose of the Operational Group.
- “There is a real passion within the partnership now to get things moving. We feel reinvigorated”.*

PSP partner.
- The Steering Group has continued to meet quarterly throughout 2018/19. Partner attendance and input has remained strong with one or two individual exceptions. However, a number of stakeholders felt the Group had not, yet, fully, addressed last year’s recommendation for greater focus on strategic issues including sustainability and city-wide employability provision. While most consultees felt there had been progress, none felt the recommendation had been fully met, and a small number felt failure to act further on this could lead to the disengagement of some key partners.

- 6 The future development of Elevate would still benefit, in our view, from partners examining its place and contribution to city-wide employability provision for individuals in recovery. Such a review should involve mapping Elevate’s activities onto the City’s employability pathway and assessing these activities to identify strengths and potential gaps that the PSP could seek to develop. Alongside this, labour market intelligence from partners such as Jobs & Business Glasgow should be used to identify potential employment opportunities that Elevate participants could be supported into.

Recommendation 1: Wherever possible relevant issues are discussed at the Operational Group, and Short Life Working Groups are kept to a minimum and only where more detailed work is absolutely necessary.

Recommendation 2: Elevate Steering Group focuses, collectively, on key strategic matters particularly sustainability and city-wide employability provision for individuals in recovery.

Recommendation 3: Elevate partners map current activities onto the City’s employability pathway and assess these activities to identify strengths and gaps, and identify opportunities in the local labour market that Elevate participants could be supported into.

Sustainability

- 7 Funding has been secured to continue Elevate during 2019/20. The Scottish Government agreed a one-year extension at the same level as previous years (£100,000). After discussions with NHSGG&C, instigated by Elevate partners, £75,000 was secured from an underspend at Glasgow City Alcohol and Drugs Partnership (ADP). Elevate also secured approximately £101,000 to extend the Erasmus+ programme from 2018 to 2020.

- 8 Stakeholders ranked sustainability as the lowest of the 11 issues covered by the PSP assessment in 2019, as they had done previously in 2018. The issue was on the agenda of some Steering Group meetings but has not been subject to detailed discussion. A Short Life Working Group met at the end of May to discuss sustainability – the group included several Steering Group members who have the seniority to address this strategic issue although it did not include a representative of NHSGG&C. We recommend NHSGG&C is not only involved in future discussions on sustainability but play a central part for several reasons, not least NHSGG&C specifically chose the PSP model for Elevate and their role as key public sector partner entailed important responsibilities, including due consideration of sustaining the PSP.

“NHSGG&C have completely let Elevate down. How they can justify such a substantial cut in funding for a programme that is literally making a difference to people’s lives is unbelievable. They have not worked with the Steering Group to secure the funding needed to run the programme. They promised at the end of three years they would be in a position to tender for an employability service but did not do anything about this”.

PSP partner.

It would also be helpful if NHSGG&C clarified their future role and responsibilities and identified the specific measures they will use to gauge its success.

- 9 More broadly, less than half of survey respondents (49%) agreed NHSGG&C is fulfilling its role as the main public sector partner – this was the second lowest rating of all the statements included on the survey.
- 10 There are some fundamental questions on sustainability that partners, including NHSGG&C, need to discuss, in our view, before focusing on funding. These include: Should Elevate

continue at all? If so, what elements should be sustained? And, what format/structure should be used?

Recommendation 4: NHSGG&C plays a central part in discussions about the sustainability of Elevate PSP.

Recommendation 5: NHSGG&C clarifies their role and responsibilities within Elevate PSP and identifies the specific measures they will use to gauge its success in any tendering process.

Recommendation 6: Elevate partners set out a clear plan that addresses fundamental questions on what elements, if any, of the PSP should be sustained, a preferred format/structure, and possible sources of funding.

Service user involvement

- 11 Service user involvement / co-production is an integral part of the PSP model. Elevate has taken the view that it will involve a range of activities to gather a broad spectrum of views and experiences rather than one or two individuals representing the views of a large and disparate community. Several activities took place to meet this goal, including a conversation café in January 2019 attended by 97 participants. The session addressed three broad questions on what participants hoped to achieve in the future, how Elevate could best meet their needs, and how to influence employers views on people in recovery. PSP partners provided very positive feedback on the session and the delivery team stated the findings have provided valuable learning which is informing planning and delivery.

“Elevate prides itself on doing things with people and not to people. Programmes, course, projects have listened to the views of participants and where necessary changes have been made. We do not have someone wearing a badge saying they have lived experience and are the voice of lived experience. Instead lived experience is seen as an asset and many people involved in Elevate through partner organisations, the project team and GCA have their own lived experience as well as representing organisations who support people in recovery”.

PSP partner.

- 12 There was limited awareness among some partners of how service user involvement influences Elevate activities.

Recommendation 7: Elevate raises awareness of its service user involvement activity and how it influences delivery.

Learning

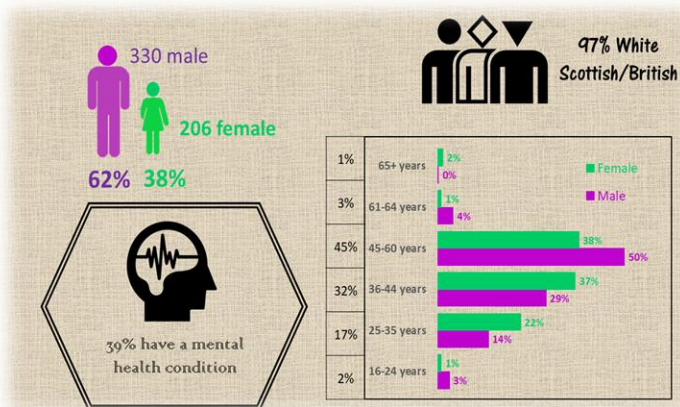
- 13 A significant improvement was evident in how survey respondents rated learning. For example, the proportion of respondents agreeing processes are in place to capture learning was up markedly from 64% in 2018 to 89% in 2019, and respondents agreeing that learning has been applied by PSP partners was up from 50% in 2018 to 66% in 2019. Consultees suggested the formative evaluation was an important part in capturing the learning, and the experience of the last year has shown that partners were keen to apply that learning. They also highlighted how participant feedback had helped inform activities.
- 14 There were some comments from consultees that further work was required to filter learning, and more broadly awareness, down from Steering Group and Operational Group

members to frontline staff in the partner agencies.

Recommendation 8: Elevate partners increase efforts to disseminate information within their own and other organisations, particularly to frontline workers.

Participants

15 Elevate has registered 478 new participants up to the end of March 2019. During 2018/19, there were 205 new registrations which was far in excess of a target of 150. Over the two-year period July 2017 to March 2019, Elevate has registered 443 participants and this represents an impressive achievement which was 148% of the target (300).



16 Participants were mainly male (62%), aged 36 to 44 (32%) and 45-60 (45%), and White Scottish/British (97%). In addition, 4 out of 10 participants had a known mental health condition.

Delivery

17 Elevate has continued, and evolved, delivery of an impressive range of opportunities for participants which have been underpinned by a case management approach from the Support Workers. The delivery team and the majority of consultees, felt the opportunities developed and delivered to date represented a comprehensive programme which had demonstrated success and could be commissioned.

18 Elevate participants benefitted greatly from nine paid and four unpaid work placements during 2018/19. The ten month SQA accredited placements were provided by a range of organisations including GCA, Turning Point Scotland, Phoenix Futures, GCVS, Second Chance, Addaction and Move On. Participants worked towards SVQs in Health & Social Care, and Business Administration, and a catering qualification. The work placements are, in our view, the most impressive element of Elevate’s programme. Based on consultation with participants, and partner agencies that have hosted trainees, the placements provide real work experience and accredited learning in relevant vocational areas. The fact this takes place within a supportive environment is crucial.

“This allows many people to test the water of working before taking the big leap to come off benefits. Without it many people would not be able to jump straight into work”.

PSP partner.

19 The Erasmus+ programmes continued as a key element of the programme with visits to Sweden in May 2018 and Italy in April 2019 each attended by five participants and four staff (from Elevate, GCA, Move On, Phoenix Futures, Addaction, and Criminal Justice Glasgow).

20 A broad training programme included further delivery of courses such as Personal Development and COSCA Counselling, as well as development and delivery of new courses such as Introduction to Counselling and Pathways to Employment. These bespoke courses incorporated feedback from

“It (COSCA Counselling) was quite challenging but I really, really enjoyed it. It’s changed my outlook on life and on counselling as a future career”.

Elevate participant.

Elevate participants. In addition, participants also accessed an increasing range of PSP partners' and other courses such as SAMH's Tools for Living, New College Lanarkshire's Access to Creative Industries and several courses at Glasgow Kelvin College.

"(SAMH's Tools for Living) was fantastic, really, really good. I got to know people and learn things to use in work and in my personal life. It takes you out of your comfort zone".

Elevate participant.

21 To the end of March 2019, 110 Elevate participants had gained a recognised qualification (mainly COSCA or SVQ), 78 had completed volunteering opportunities, and 52 had participated in the work placement programme.

22 An impressive 81 participants had progressed into employment (excluding work placements) which represents 17% of all registrations. Elevate is achieving significant year-on-year increases in participants moving into employment with this year's total (45) more than double the previous year (20). In addition, 26 participants went on to secure subsequent employment suggesting further progress in their employment situation – this is significant as it demonstrates participants are sustaining their employment.

23 Elevate's Support Workers have continued to implement a case management approach that was highlighted in last year's report as such a successful part of the PSP. The Workers provide person-centred support which is tailored to the needs, circumstances, recovery, barriers and goals of each individual. This results in support which is flexible and a number of participants commented positively on this and contrasted it to more structured support programmes they had previously experienced.

"They didn't rush me and that was so important whereas the Job Centre put me into work in a shop and I couldn't do it, I got so stressed it encouraged me to drink again".

Elevate participant.

24 Participants provided very positive feedback on the Support Workers. Their understanding, flexibility, and positivity stood out.

"They are very approachable, supportive, friendly, kind, and flexible - they know my circumstances and they tailor everything around my needs".

Elevate participant.

25 The majority of participants did not know where else they could have received the support they had from Elevate. Interestingly, very few had heard of Elevate before they were signposted, usually by an addiction worker or another participant at an addiction service.

Recommendation 9: Elevate provides new participants with a welcome pack containing information on their rights including possible actions in circumstances where they are dissatisfied with their Support Worker.

Recommendation 10: Support Workers reflect on how information is communicated to participants and refer participants to the welcome pack for information on how to keep up-to-date with opportunities.

Recommendation 11: The delivery team reflect on the support provided to participants undertaking learning opportunities including using IT.

Impact

- 26 Limited information was available from a self-appraisal tool which had been co-produced with the team to evidence progress on capture information about participants' self-confidence, skills and abilities, employability skills, health & wellbeing, and personal situation. Greater use of the tool in the future is called for. Participant consultations provided anecdotal evidence of Elevate's impact in this area and highlighted impacts on self-esteem, self-confidence, skills, experience, and health and wellbeing.
- "The main thing for me – so far – is I've got my confidence back. [Support Worker] said to me I'm a totally different person to the one they met 18 months ago. I wouldn't talk to people but now I'm back to how I used to be. It's reminded me that I can do so many different things. I've also gained loads of skills".*
- Elevate participant.
- 27 Almost all stakeholders (98%) agreed the PSP is increasing employability opportunities for individuals in recovery - this was the highest rated of all the statements on the survey. In addition, 91% of stakeholders agreed Elevate is making a positive impact on the health and wellbeing of Glasgow City's local people and communities, and 90% agreed that Elevate is reducing the number of adults in recovery who are unemployed.
- "I believe Elevate provides a vital service that bridges the gap between people in recovery and employment opportunities. The service helps reduce stigma of people in recovery and equips people with the relevant skills to move on to the next stage of their journey".*
- PSP partner.
- 28 Significantly, several consultees highlighted the importance of the PSP delivery team in achieving the success.

Recommendation 12: Support Workers make greater use of the Self-Assessment tool at initial and review meetings.

Conclusions

- 29 At a strategic level, a number of strengths were evident. Changes to the governance structures replaced the increasingly inefficient and ineffective Work Streams with an Operational Group and Short Life Working Groups. This has streamlined arrangements, reinvigorated partners and is beginning to bring greater clarity to operational matters. Partnership working and communications remain strengths, particularly among the various third sector partners. In addition, the benefits of a formative evaluation appear to be helping Elevate identify and apply learning.
- 30 Additional funding from Scottish Government and Glasgow City ADP for 2019/20 provide Elevate with a finite time to address some critical strategic issues. The most pressing is sustainability although this should be tied very closely, in our view, to Elevate's future role in enhancing the employability of people in recovery from substance misuse. The full involvement of NHS GG&C in this process is absolutely critical, in our view, not least because their role as the lead public sector partner in the PSP, that was instigated and developed by the organisation, brings with it responsibilities to duly consider its sustainability. The dissatisfaction expressed by some other Elevate partners that NHS GG&C has not fully engaged in this process to date was noted.

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- 31 Both the Partnership Team and the Support Workers are important elements in Elevate’s successes to date, in our opinion. The Partnership Team has continued to provide the capacity, skills and knowledge to support the partnership and develop and expand the range of opportunities for participants, including the work placements which we regard as the “jewel in the crown”. The Support Workers have also continued to deliver flexible, person-centred support using a case management approach which is valued greatly by participants. The benefits of the support are evident in the hard and soft outcomes.
 - 32 Overall, this evaluation report has demonstrated that Elevate-Glasgow PSP has made very good progress over the period from April 2018 to May 2019 towards its stated purpose to *‘increase employability opportunities for individuals in recovery, reduce the number of adults in recovery who are unemployed and to make a positive impact on the health and wellbeing of Glasgow City’s local people and communities’*.
 - 33 The report makes a number of recommendations, reproduced below for ease of reference.

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