

DESCRIPTION OF THE PRACTICE

1. Title of the practice

Back to the Future

2. Organisation responsible for the practice

Contractors: City of Vienna (Department for Social Welfare, Department for Public Health, and the Employment Service)

Implementing organisations: Start Working and Craft Jobs (Reintegra)

3. Contact person(s)

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4. Summary of the practice

In 2016, the City of Vienna Department of Social Welfare, the Department for Social and Public Health and the Employment Service launched the pilot project 'Back to the Future-Employment'.

The project is implemented by two organisations based in Vienna who have connections with employers: Start Working and Craft Jobs.

The project aims to help 200 young people (aged 18-24) who are minimum income recipients by successfully integrating them into the labour market.

It aims to do this by providing them with paid work experience to give them the skills and confidence to enter the labour market independently. The key features of the project are:

- The project duration is 12 months per participant and there is the possibility for 50% of them to extend the work experience for another 12 months
- There is a possibility to increase working hours and therefore also the salary and/or to gain more responsibility as they become more confident and improve their skills
- The project focuses on inspiring independence among young people through improving their employability

To begin with there is a training phase that lasts a maximum of 8 weeks where a subsidy is provided for living costs. This is followed by a work placement for 10 months where they receive a salary.

If the course subsidy or the salary is lower than the minimum income, young people continue to receive benefits to match the minimum income. There are low qualification requirements for joining the project and the proposed placements have different skill level requirements.

The main objective of the project is to provide participants with relevant work experience and to assist them in entering the labour market.

5. National/regional/local context of the practice

There are many young people in Vienna that are social services users and recipients of social benefits. The City of Vienna is investing in these young people with the aim of bringing them into the labour market and pulling them out of the social benefits system in a sustainable manner.

Other employment projects have targeted this particular group with little success. The City of Vienna decided to create a programme that focuses more on integration on the labour market and less on training. Social services will continue providing care for the target group, however the focus of this project is on work experience.

The rationale for the project was the rising number of young working age adults receiving minimum income in Vienna. In January 2014 there were 3,303 people aged 18-24 on minimum income. By December 2014 this number had increased to 6,719. Of these young people 72% are aged 21 to 24 years and 63% have a migrant background. Also 45% of the target group received benefits for over one year.

6. Staff involved

The City of Vienna Department for Health Care and Social Welfare Planning, Department for Social Welfare, Department for Social and Public Health and Employment Service staff have regular meetings with implementing organisations to monitor the project.

7. Target group

Young adults (aged from 18 to 24) who are minimum income recipients and registered with employment services.

8. Aims of the practice

Sustainable integration of young people who are unemployed and minimum income recipients into the labour market.

9. Issues for social services

Service Integration/ Cooperation across services		Service Planning	x	Contracting	x
Technology		Skills development (of the workforce)		Quality of services	
Others: _____					

ANALYSIS OF THE PRACTICE

10. Status

Pilot project (ongoing)	x	Project (ongoing)		Implemented practice (restricted areas)	
Pilot project (terminated)		Project (terminated)		Widely spread practice/rolled out	

11. Scope of the practice

Describe the setting of the practice, considering the following criteria:

- *Micro level practice:* practice that involves individuals at local level
- *Meso level practice:* practice that involves organisations or communities
- *Macro level practice:* practice that involves large population groups

Micro level practice. The practice involves young people aged 18 to 24 receiving minimum income in the City of Vienna.

12. Leadership and management of the practice

Description of the leadership of the practice, considering the following criteria:

- *Collaborative management:* shared between large partnerships, often of central, regional and local representation
- *Organisational management:* by one organisation

- *Professional management:* managed by a single person
- *Shared management:* shared with no defined leadership

Shared management. Commissioners in the local authority oversee the results of the project, whereas the contracted organisations (Start Working and Craft Jobs) are responsible for managing the activities.

13. Engaging stakeholders in the practice

Description of the engagement of stakeholders, considering the following criteria:

- *Individual practice:* individuals have sought practice change
- *Network approach:* one or more organisations develop a network
- *Collaborative approach:* large collaboration with relevant stakeholders

Collaborative approach. Public authorities in the City of Vienna collaborate with relevant stakeholders.

14. Involvement of service users and their families

Description of the involvement of service users, considering the following criteria:

- *Team involvement:* service users and carers were part of the practice team
- *Consultative:* a consultative body of users was set up for an on-going dialogue and feedback
- *Involvement in care:* person-centred approaches to care/support

There is no direct involvement of service users and their families in the design and management of the project.

15. Costs and resources needed for implementation

Description of how the practice is financed, considering the following criteria:

- *Within existing resources:* staff time and other resources are provided 'in-house'
- *Staffing costs:* costs for staff investment
- *Joint/Pooled budgets:* two or more agencies pool budgets to fund services
- *Funded project:* external investment

Joint budgets and funded project: Department for Social Welfare, Employment Service and European Social Fund;

Total costs per year: €5 million

16. Evaluation approaches

Description of the evaluation method of the practice, considering the following criteria:

- *Multi-method:* use of both a qualitative and a quantitative approach
- *Single method:* qualitative or quantitative approach
- *Audit:* looks at data sources such as existing medical records, and/or other routinely collected service data.
- *Informal:* refers to in-house service evaluation using locally designed tools and/or collecting opportunistic feedback
- *No evaluation*
- *An evaluation is planned*

Multi-method. An accompanying evaluation is underway, based on interviews to service users/participants in the project, questionnaire survey, target and content analysis etc. This evaluation will be ready by 2020.

17. Measurable effects of the practice and what it has achieved for...

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|---------------|---|
| Service users | <ul style="list-style-type: none"> • 2,097 young people were referred as potential participants in the project (October 2016 - March/2018) |
|---------------|---|

	<ul style="list-style-type: none"> • 352 young people joined the project by the end of February 2018 • 71 of the participants completed the project by October 2017 • Of these 71 participants, 31 are now employed on the labour market. <p>These are preliminary results; the project and the evaluation are still running.</p>
Formal care givers	
Informal carers	
Organisations	
Other	
<p>18. Anticipated or 'aspirational' effects of the practice and what it has achieved for...</p> <p><i>This category can include outcomes which are not documented, quantified or properly evaluated. They can include such elements as improved knowledge, quality, workforce, etc.</i></p>	
Service users	Improved labour market integration of young people on minimum income.
Formal care givers	
Informal carers	
Organisations	
Other	Improved outreach to target group
<p>19. How the practice has changed the way the service is provided (lessons learned)</p>	
N/A	
<p>20. Sustainability of the practice</p> <p><i>Description of whether the practice is sustainable, considering the following criteria:</i></p> <ul style="list-style-type: none"> • <i>Potential for sustainability:</i> practice was newly started or is on-going/not yet mainstreamed. How could the practice be sustained (in terms of resources)? • <i>Organic sustainability:</i> service users have been empowered to take the practice forward • <i>Established:</i> the project has been operational for several years 	
<p>Potential for sustainability. Whether the project is sustainable will show in the results of the evaluation. Among other things, it is important to achieve the target integration rate (25%) in the labour market. Another important factor in the sustainability of the project will be sources of future financing.</p>	
<p>21. Transferability of the practice</p> <p><i>Description of whether the practice has been transferred, considering the following criteria:</i></p> <ul style="list-style-type: none"> • <i>Transferred:</i> transfer to other regions, countries, service user groups, etc. • <i>Potential for transferability:</i> there is interest from the outside; elements of the practice have been taken up and used elsewhere; material for transferability (for ex. training material) has been developed 	
<p>Potential for transferability. The project is certainly transferable to other regions / cities but also to other groups of service users.</p>	