



HOLISTIC APPROACH COMBINING
EMPLOYMENT AND SOCIAL CARE SERVICES

Perspectives for families – employment and youth services working together to provide families with a better outlook for the future (Tandem)

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GERMANY

The project targets long-term unemployed parents and single-parent households. Participants face significant barriers to re-employment, in particular due to low professional qualifications, poor language skills and difficult living conditions. To achieve its objectives, the project requires close cooperation between the institutions working on employment, youth and social services. The holistic approach has led to the re-integration of unemployed parents into the labour market while helping to stabilise families, by positively impacting on the development of children.

Name of the PES

Bundesagentur für Arbeit (German PES)

Scope of measure
(a pilot project or a national reform)

The project has been implemented in the city of Nuremberg, Federal State of Bavaria.

When was the practice
implemented?

The first phase of the project was implemented between July 2010 and June 2013. The second phase began in July 2013 and ends in December 2016. It will continue into 2017, albeit financed through different funding mechanisms.

What was the driver for introducing
the practice? Was it internal or
external?

The project was initiated by the German Federation of Trade Unions in the Bavarian region of *Mittelfranken* and the City of Nuremberg in response to major layoffs following the closure in 2009 of the German mail-order company *Quelle*. This particularly affected single-parent households.

Which organisation was involved
in its implementation?

- ▶ Jobcentre Nuremberg: selection of project candidates and delivery of employment, training and placement service.
- ▶ Youth Welfare Office and Social Service Office Nuremberg: providing family support services.
- ▶ City of Nuremberg, Youth, Family and Social Affairs Unit: project lead and project management.
- ▶ Bavarian State Ministry for Labour, Social Affairs, Family and Integration: responsible for funding.

Which groups were targeted
by the practice?

The project targets long-term unemployed parents and single-parent households – including their children (18 years of age or younger) – who receive basic jobseekers' allowance (unemployment benefits II/income support).

What were the practice's
main objectives?

- The main objectives of the project are:
- ▶ To reduce/end long-term unemployment and welfare dependency, and increase employability.
 - ▶ To stabilise families by supporting them through education and social care services, and by reducing stigmatisation.
 - ▶ To intensify and optimise the cooperation between employment and youth welfare services.

What activities were carried out?

Long-term unemployed parents are referred to the project by case managers at the Jobcentre or the youth office. Participation in the project is voluntary. After a family has been selected for the project, a 'family case manager' from the Jobcentre develops an individual action plan for the family. This plan outlines the employment goals for the unemployed parent(s) in conjunction with their support service needs, which will be delivered by social services. Family support service needs may include learning support for the children, family counselling, childcare etc. The family case manager assists the parent(s) to find and maintain employment (on-the-job coaching for up to six months), and to access training and education as well as other required services.

What resources and
other relevant organisational
aspects were involved?

At the start of the second phase of the project, the project teams – consisting of one case manager from the *Jobcentre* and one social worker from the Youth Welfare Office – were spread across three different *Jobcentre* locations in Nuremberg. In the future, all project teams will be moved to the same *Jobcentre* location in Nuremberg.

What were the source(s) of funding?

The project is co-funded by the Bavarian State Ministry for Labour, Social Affairs, Family and Integration, the City of Nuremberg, and the *Jobcentre* Nuremberg.

What were the outputs of the practice: people reached and products?

A total of 333 long-term unemployed jobseekers participated in the second phase of the project between July 2013 and August 2016. Of this total, 129 (39%) were integrated into the primary labour market.

What outcomes have been identified?

In addition to the re-integration of unemployed parent(s) into the labour market, the project aims to strengthen family resilience. The holistic approach, which targets both the unemployed parent(s) and their children, has helped to stabilise families by positively impacting on the development of the children. The positive experiences gained by the parents during the project, in particular, the establishment of a daily routine and the provision of a stable income, have had a positive effect on the children's development by exposing them to a stable, structured environment.

What are the lessons learnt and success factors?

Balancing all three project objectives was one of the main challenges. The dual aim of re-integrating long-term unemployed into the labour market and stabilising the family environment required partner organisations to closely connect and understand each other. It was important to overcome compartmentalised thinking. A pre-established agreement regulates the cooperation between the Jobcentres and the Youth Welfare Office. Such close cooperation supports the development of common objectives, more structured and transparent working methods, and the preparation of well-targeted individual action plans for jobseekers and their families, taking into account their individual needs.



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