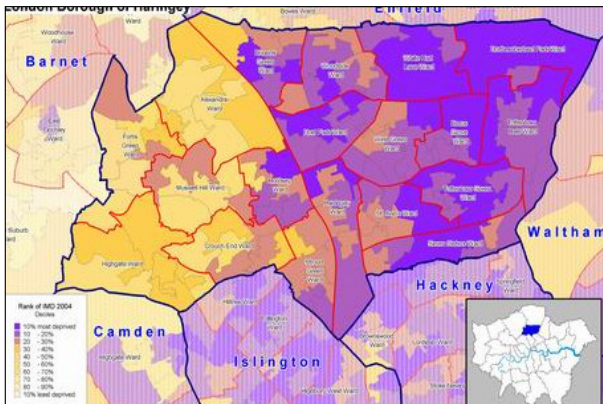


Haringey Guarantee Evaluation: Project Level Reviews

January 2008



HARINGEY COUNCIL

**A Report Prepared for the
London Borough of Haringey**



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INTRODUCTION

As part of its ongoing support to Haringey Council in reviewing progress and evaluating the achievements of the Haringey Guarantee programme, CSC Regeneration & Research Consultants Ltd has undertaken a series of project level reviews to assess the effectiveness of their recruitment, delivery and after care services. The projects' quantitative outputs are being assessed by the Council with support from Urban Futures Ltd, and this element of CSC's evaluation was intended to come to a more qualitative assessment of the services provided to workless people and employers seeking to recruit locally.

During the period October 2007 to January 2008, CSC consultants visited all of the supported projects in order to hold detailed conversations with the respective project managers. These aimed to explore how the projects recruited from the local community, the strengths of their developmental processes, and what support they provided to people who were struggling to stay on the programme. We also looked at the support provided to clients after they were successful in finding employment. Separate reports have been prepared on each project receiving Haringey Guarantee financial support, but this summary document brings together the main points of those reports, and considers:

- i. Strengths of the projects
- ii. Weaknesses to address
- iii. Concluding comments

1. STRENGTHS OF THE PROJECTS

At the time of the project visits, some projects were either in their infancy, or had not yet started operation at all. In these cases, we were only able to look at those projects' plans or ambitions, rather than their actual practices. Despite that caveat, there was a lot to celebrate in the funded projects, and a number of these points are discussed in brief detail below:

1.1 CONTACTS WITH COMMUNITIES

All of the projects are based in easily accessible and welcoming community centres or Council facilities such as Schools or Libraries. All living in the projects' immediate localities will be familiar with these locations, and should not feel intimidated or difficult about seeking the assistance of the projects. This is an important point, as it will be a big step for many who have been unemployed for any length of time (some claimed to have clients who have been out of work for as long as 20 years), and the prospect of re-entering the jobs market will be daunting for many. This level of accessibility and visibility is also enhanced by outreach activities, leaflet drops and a presence at community events and social functions.

While some projects (e.g. Working for Health and Northumberland Park School) are targeted at very specific demographic sectors, the other projects are open to all comers, and claim to have made good contacts with all racial groups in their respective areas. In such an ethnically diverse Borough as Haringey, this is another important issue, as word of mouth promotion was cited by many as an important tool in their recruitment strategies.

Perhaps a key element in the success they have had with their local communities is that there is a strong sense of realism running through many projects. Many recognise the need to manage their clients' expectations, and aim to temper their ambitions by suggesting a step-by-step approach that still enables them to achieve their goals; an example of this is the NLPC/HAVCO work placements course, where a client with an ambition to work in accountancy was first persuaded to prove himself in an administration job before moving into finance. We came across other comparable examples, and many other projects work hard with their clients to ensure that CVs represent a positive, but realistic, view of an applicant, whilst ensuring that the subject is entirely confident that he/she can live up to the image being presented by this document.

1.2 TARGETING

Despite its many obvious difficulties, Haringey does have a vibrant local job market, and there are many good examples of projects that are specifically targeted on particularly vulnerable or disadvantaged groups:

- Ready Steady Work aims to assist clients to enter different areas of the film and media sector: hands on experience is exceptionally important in this field, and the work placements generated by the project managers' extensive network of contacts will be a most valuable feature of clients' CVs and job applications
- The Employment Support Programme aims to assist people seeking employment as retail security guards – given the shopping areas in Wood Green alone, this is a clear growth sector, and more opportunities will arise as a result of the 2012 Games. The project not only develops the vocational skills and personal attributes required, but also helps them through lengthy CRB and similar assessment processes. This is a drawn out and expensive process, and many can become dispirited and lose interest in this sector as a career option without their support.
- The Tackling Worklessness Project at Northumberland Park School aims to deal with the causes of long term unemployment by encouraging under-achievers at School to continue into further education; similarly, the CoNEL project also works with College students to find ways of boosting their ultimate employability
- Targeted support for the very long term unemployed, Incapacity Benefit claimants and ex-offenders is provided by a number of projects
- The Working for Health project is based on a network of health providers helping those on long term Incapacity Benefit re-enter the jobs market. The project's clients are among the most difficult to reach groups in that many have designated as being unfit for work for as long as 20 years, so must:
 - Overcome their physical or mental health problems
 - Update their vocational skills
 - Deal with the demands of the workplace, which they will be largely or wholly unfamiliar with.

1.3 EXTENT OF SUPPORT

The Haringey Guarantee has always aimed to be more than “just another regeneration-led training programme”. The programme aims to develop new ways of tackling worklessness through its partnership approach, in which local employers play a key role. It is also clear that the projects funded through the programme are offering their clients a much more extensive programme of support than would be found in (for example) SRB or NDC-funded training schemes. All projects are required to stay in touch with clients for 13 weeks after they begin work following support from a project, but it was apparent that this is being taken as a starting point for support, and not an end in itself. Good examples of the comprehensive support provided through the programme include:

- Moving Forward arranging work placements and job tasters with employers who are not necessarily looking to recruit
- NLPC/HAVCO's links with specialist support agencies
- The ongoing pro-active support provided by Haringey at Work
- Artikal Films and others support their clients seeking CRB checks
- Aidevian helps with the processing of Security Industry Accreditation documents.

1.4 INTERNAL REVIEWS

An encouraging feature of the programme is that many projects have instigated internal reviews that not only ensure that their clients achieve all that they are able to do, but that the project itself is working as effectively as possible on their behalf. Some projects (e.g. Haringey at Work and Moving Forward) have in fact recognised areas that needed to be addressed in their performance, and have taken steps to amend their systems and delivery as a result.

Another example is the Employment Support Project, where the project partner accepts that he is being stretched by being unable to keep up with the demand for his project, and has invited the involvement of Piccato Training to help redress this problem and to strengthen the quality of project delivery generally.

2. WEAKNESSES TO ADDRESS

All of the projects can be said to be doing a reasonable job within their own remit, and many are doing much more than a “reasonable” job – some are operating at a very high level. The key issue to have emerged from this review is that some projects are much more advanced than others in working together to deliver the kind of comprehensive service envisaged by the Haringey Guarantee programme.

While some projects are working effectively in partnership with one another, or have developed good links with employers or helpful support agencies and training providers outside the programme, other projects have yet to develop this, and appear to be working largely in isolation. The projects that may need to be encouraged to develop this approach under a new funding round would particularly include the Employment Action Network and Ready Steady Work (although EAN seem now to be working more effectively with HAVCO, and it is still very early days for the RSW project).

Although the programme has been running for a considerable amount of time, there still seems to be confusion in some circles about some fairly basic operating and reporting systems, which is surprising given the amount of support that has been provided. Specific examples that have emerged in this review include:

- Concerns about counting clients of related projects as outputs
- A lack of co-ordination has resulted in more than one project seeking confirmation from local businesses that a client is still in employment
- Recruitment practices by some projects appear at face value to be rather hit and miss, and rely on people approaching the project as a result of (for example) leaflets left in community centres or GP surgeries etc; the numbers of clients may justify this, but a more pro-active approach will often be required to attract the most hard core unemployed
- There is no method for sharing information on clients, so that a complete picture of the support provided and the progress achieved can be tracked and duplication eliminated

3. CONCLUDING COMMENTS

As has already been suggested, it is clear that many projects are working well, and are meeting their output and outcome targets in terms of helping some of the Borough’s most disadvantaged residents enter or re-enter the local jobs market, and take advantage of the opportunities available to them. There are also positive signs that the holistic approach developed under the Haringey Guarantee is assisting both residents and local businesses, but the nature of the programme’s target group is such that it will take a longer period of time to become statistically evident.

In order to cement these achievements, and to ensure that the programme works effectively across all projects, we would recommend the implementation of a targeted development programme that:

- Reasserts the unique features of the programme
- Establishes examples of existing good practice in partnership working
- Establishes protocols for cross referrals, and considers ways of developing an holistic tracking system for individuals
- Establishes the Haringey Guarantee's position alongside other mainstream programmes

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON EMPLOYMENT ACTION NETWORK

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Employment Action Network, and is based on a discussion with Dion Solomon and Deborah Cadet, and we are very grateful for their help and co-operation. The paper consists of the following inter-linked sections:

- i. Description of the project
- ii. Recruitment
- iii. Delivery
- iv. After Care
- v. Concluding comments

1. DESCRIPTION OF THE PROJECT

The Employment Action Network (EAN) is a Council-led initiative that provides advice and guidance to job seekers on developing ways of overcoming the various barriers that are preventing them from finding employment. The project runs from three Centres, at Wood Green library, and community centres in Noel Park and Northumberland Park, and operates both a drop-in and appointments based system.

On registration, a new client undergoes a thorough personal assessment in order to identify the key issues that have been preventing them from finding employment. Because this is a very personal process, which not everyone is comfortable with, they sometimes find that other issues arise over a period of time, and have to find strategies to address these also.

Where possible, the team will assist clients in addressing their problems themselves, but there are limitations on the issues that they are qualified to deal with, and will act as a signposting service where appropriate. This could mean, for example, a client is referred to a training provider or to an agency dealing with personal issues such as childcare, ESOL or dependency issues. As well as identifying specific barriers to employment, EAN can also provide the following areas of support:

- Developing a CV
- Completing job applications
- Access to the Internet, telephones and office equipment
- Self presentation and interview techniques
- Confidence building

The personal development support provided by this project supplements the work of other private and public sector agencies (e.g. Reed Employment and JobCentre Plus etc) designed to help people find employment.

Throughout their involvement with clients, the project will aim to analyse why they are not being selected by employers, and suggest strategies for addressing any identified problems and shortcomings. This will include an assessment as to whether individuals are applying for jobs that are appropriate to their skills, and they will seek to dissuade people from making unrealistic applications.

However, some applications are supported, even though there is little obvious chance of success, when there is some value to be gained from learning from the process and experience.

2. RECRUITMENT

As suggested above, EAN operates on a drop-in basis; the two neighbourhood centres tend to attract people from the respective immediate localities, while the project at Wood Green Library brings people in from across the Borough. The service is advertised in public services and community centres, and promotional activity is undertaken at selected local community events. If resources permit, the project would like to recruit an Outreach Worker in the early New Year.

The current practices are said to work well, and the project at Wood Green Library has around 40 or 50 people on the books at the moment. Overall, the client base reflects the demographic diversity of the local community, and they deal with new arrivals to the UK who are professionally skilled, but lack the qualifications and experience required to gain work straight away. There is scope within the staff workloads to take on more clients, and the addition of Outreach Workers (if agreed) can usefully expand delivery of the service.

The project is open to all residents, but there appears to have been confusion in some quarters as to whether they are able to accept clients of other projects, such as the Employment Zone, or income support recipients, and this issue needs to be clarified for the benefit of staff and potential clients.

3. DELIVERY

The project aims to support individual clients in addressing the barriers that were identified in the initial assessment, and in subsequent discussions. This can be achieved through the support and guidance provided by the project workers or it may require the intervention of other, more specialist, agencies in some cases.

3.1 CONTACT DURING THE JOB SEARCH PHASE

Project workers maintain regular contact with clients, and will ensure that they are made aware of likely looking job applications, and are given the appropriate support in completing realistic applications. Contact is made by telephone, e-mail or text according to the client's preferences and the project workers will in particular seek to keep in touch with a client if he or she has not been to the project for any length of time.

The project workers are not trained as counsellors, so there is a limited amount that they can do if the client is undergoing some form of crisis that is preventing them from applying for work, but they will seek to advise where it is appropriate for them to do so. They have on occasions acted as a go-between with a specialist agency when the client has said that he or she is happy for this to be done.

3.2 UNSUCCESSFUL APPLICATIONS

EAN will undertake a review exercise when a client has not been successful with a job application, but they do not themselves contact companies for feedback in view of privacy considerations. Generally speaking, they will encourage clients to seek feedback, but do not always do this if they think this will have a negative impact on their client's confidence.

3.3 SUCCESSFUL OUTCOMES

An individual will be deemed to be "Job Ready" when he or she has met the identified targets, and a successful outcome will have been recorded when that individual has found some form of employment.

However, they also recognise that securing voluntary work or lower grade employment as useful stepping stones to finding employment.

The organisation is currently reviewing its outputs records as they are convinced that their outcomes are better than the reports to urban Futures/LBH suggest. They believe that several of their clients who no longer respond to their messages are now in employment, but they also suggest that they have helped many people find work, but these cannot be counted because:

- They live outside the Haringey Guarantee priority area
- They have found p/t jobs at less than 16 hours, which suits their personal needs, but does not meet the output definitions
- They are clients of the Employment Zone or other schemes, and cannot be double counted.

Examples of the outputs that they have achieved, but cannot report to the Council are provided below:

- 370 clients seen (of which 193 are Haringey Guarantee eligible)
- 18 job entries out of which 11 are sustained (confirmed in that there is written evidence from employer)
- 3 have gotten jobs under 16 hours and so are not eligible under the Haringey Guarantee
- 9 EZ clients have been assisted 4 of which have got jobs
- 3 have found work but refuse to disclose who their employers are or the project is unable to contact them
- 9 found work but are not under the Haringey Guarantee priority wards and so do not qualify to come onto the program
- 4 got jobs but also not eligible for the Haringey Guarantee because they have no access to public funds
- 2 who got work left prior to 13 weeks
- 11 who at this present time are only interested in training/courses

They have also suggested that they have helped other people into work, but are unable to produce the evidence that will enable them to count in any of the Guarantee or above categories.

One of the project's major difficulties has been in keeping in touch with clients, although this seems not to have been for the want of trying. The project workers use all means at their disposal to stay in touch with clients, but some just disappear. It may be that the person has moved away from the area altogether, but equally it may be that he or she has found a job, and no longer sees the need to respond to messages from EAN. The project does operate a reward system for people who inform the project when they have found a job, but even that is insufficient incentive in many cases. EAN also has a template letter for a company to send them when they have employed someone who has been on the project's books, but there is no easy way to check that this is being completed whenever is appropriate to do so.

4. AFTER CARE

The project's normal practice is to stay in touch with a client for 13 weeks after he or she has been taken on in employment. All of the usual methods of staying in touch – phone, e-mail and text – are utilised as appropriate. The purpose of this contact is to ensure that the person is making the required transition, and is happy in their new position. So far, they have not been required to provide anyone with additional support while they are in work, but some have left a job after a short period of time, and then returned to the project for support in finding another post.

It is of course impossible to provide support to a struggling employee when that person does not ask for it, but there may be a case in staying in touch with a company's HR manager for a few months in order to check that they are also happy with the progress being achieved.

5. CONCLUDING COMMENTS

EAN is providing a very useful service that complements the work of other agencies supporting local jobseekers. Its operating systems seem appropriate to their needs, although the apparent uncertainties about their ability to work with clients of other projects and benefit recipients should be clarified as a matter of urgency.

We would also suggest that the project is doing a good job, but largely in isolation, and therefore missing the key element of the Haringey Guarantee approach, which aims to develop a more holistic approach to tackling worklessness. The key issue in this respect is that they are not working in any way with employers, particularly in the crucial area of gaining feedback from unsuccessful applications. We would strongly suggest that:

- All clients should be encouraged to seek feedback themselves
- The project should ask permission to seek feedback when clients are unwilling to do this
- Employers members of the Haringey Guarantee should be asked to give written feedback as a matter of course

A similar communications issue has arisen in relation to its dealings with other projects. EAN has recently established a referrals agreement with Talent at Work, and there is a loose agreement on sharing outputs, but this has not been confirmed as yet. Given the difficulties relating to counting outcomes when a client is also registered with Employment Zone, this should be rectified before further problems develop.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON THE EMPLOYMENT SUPPORT PROGRAMME

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Employment Support Programme and is based on a discussion with Aidan Cochrane; we are very grateful for his help and co-operation. The paper consists of the following inter-linked sections:

- vi. Description of the project
- vii. Recruitment
- viii. Delivery
- ix. After Care
- x. Concluding comments

1. DESCRIPTION OF THE PROJECT

The project is run by Aidevian Consultancy, which has 15 years experience of delivering employment focused training, mentoring, advice and guidance to support personal development, confidence building, and the achievement of goals.

The project supported under the Haringey Guarantee programme focuses on helping people find work as retail security guards. SIA accreditation is now a legal requirement for all security staff, and getting this qualification will give them a better chance of getting work at a range of venues and organisations, including the 2012 Olympic Games.

2. RECRUITMENT

The project most makes of its initial contacts with participants through Wood Green Library. The Library is very supportive by providing rooms for meetings and training sessions, and by advertising the project with leaflets put out at the library and elsewhere. They also get referrals from Further Education Colleges and from other training providers.

3. DELIVERY

The project aims to support its clients through all stages of meeting the stringent conditions placed by the industry in terms of vocational skills and evidence of their personal integrity. Their main involvement with clients takes place up to and including the securing of professional qualifications of competence, but they are working to expand this, as is shown below.

3.1 CONTACT DURING JOB SEARCH PHASE

A client's barriers to employment are primarily identified during an initial telephone assessment, and then through the Action Planning process that takes an in-depth view of the issues to be addressed. Once these have been identified, a plan is developed to address these problems, which is tailored to the strengths and needs of that individual.

Many barriers are based around a lack of confidence, caused by the fact they may have been long term unemployed, or by the fact that their English language skills are poor. All participants have to undergo a CRB check, and those who are new arrivals to the UK, or who have lived abroad for any length of time also need to undergo a separate Security Industry check.

3.2 SUCCESSFUL OUTCOMES

The key outcome target to be achieved is a NOCN level 2 award in security, and the achievement of this demonstrates that they have met the requirements of the industry and employers, and are therefore deemed “Job Ready”.

So far they have trained 100 people, 75 have gained qualifications, and 30 of them have successfully found jobs. The project manager, Aidan Cochrane, has referred another 12 people for work by negotiating with security companies to interview them.

It is difficult to get evidence from the employer about how the person is doing after starting their work, but they receive some information from clients (pay slips etc) to show that they are still employed. A lack of time and resources means that he has not built the relationships with employers that would allow him to develop this as a resource to them, as well as to the clients.

They are, however, able to track progress by monitoring formal parts of the process such as checks on criminal records, confirmation of identity and gaining the certificate of competence, and will be working to establish a continuous assessment of progression.

3.3 UNSUCCESSFUL OUTCOMES

The project manager is aware that there are shortcomings in their procedures for dealing with people who drop out of the course early, as this really depends on him providing one to one support or being flexible so that people can complete the programme in their own timeframe. However, as he essentially runs the programme by himself, there are sometimes limits as to what he is able to do, and he is not able to provide this type of support as evenly as he would like. He is, however, taking steps to address this in the new project that is being developed with the assistance of the Haringey Guarantee delivery team. He only recently became aware of other Guarantee projects’ practices, and will seek to learn from their experience, so that:

- Additional support can be provided to those who are struggling with the course
- More can be done to help people into jobs, rather than simply identify opportunities for clients to follow up under their own steam

3.4 DEVELOPMENT OF THE PROGRAMME

Aidevian are currently developing a new initiative where they will engage with more participants. It currently takes four weeks to get the qualification confirmation and another eight weeks for the licence application, so people can be registered and trained, but still be waiting for a licence, and therefore unable to get a job. The new initiative will involve more client engagement as well as funding for the licence. At present, graduates to Level 2 need to pay £245 for their own Security Industry Authority licence once they are qualified.

In the new model, clients would do a First Aid course and go on a work placement, where progress could be more effectively assessed. Piccato Security have been asked to join the project in order to address gaps in the coverage of the programme, and they will provide in house training, and Aidan Cochrane would carry out the follow ups and monitor progress through Train to Gain; through this, they can devise a short track, as clients have already achieved the underpinning knowledge, for in work support. By doing it this way, clients will develop their practical experience while the licence is being processed.



4. AFTER CARE

Tracking progress into employment has been problematic because of the length of time involved. The whole process of getting to the point of application can take at least two to three months. The nature of the course is that it takes around four to six weeks to get the exam results, then around ten weeks to get the licence, before they can apply for work. So there can be a three to six month wait from start to finish. At the moment they are half way to their job targets – there are 10 people per course – then they can focus on the employment outcomes.

Clients do come and see him on a drop in basis, and about 30% do this, but he is not contracted to stay in touch with their clients after three months. As suggested above, he does not yet have a strong enough relationship with employers to provide an after care service to clients who are now in employment, but it is hoped that the new initiative will address this.

5. CONCLUDING COMMENTS

This project appears to be on track to meet its output targets, and is exploiting a local vibrant jobs market, given the extensive shopping facilities especially in Wood Green. They are aware of areas where services can be improved, and are taking steps to address these. The key issue to be resolved would appear to be the lack of contacts with employers, and the networks being developed under the Guarantee seem to be an appropriate way of resolving this in a cohesive fashion.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON HARINGEY AT WORK

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Haringey at Work, and is based on a discussion with Mukesh Oza, and we are very grateful for their help and co-operation. The paper consists of the following inter-linked sections:

- xi. Description of the project
- xii. Recruitment
- xiii. Delivery
- xiv. After Care
- xv. Concluding comments

1. DESCRIPTION OF THE PROJECT

The project is led by Talent at Work, which is a nationally based regeneration recruitment agency, specialising in helping people, especially those from minority communities who are often missed by mainstream agencies, into sustainable employment. The Haringey project provides drop in support to job seekers, and acts as a broker between the client, potential employers and any necessary support agencies, such as training providers. Clients also receive support from Job Retention Consultants, who will support and advise people making the transition from living on Benefits to full time employment.

2. RECRUITMENT

The project primarily operates from two locations: Wood Green Library and North Tottenham Customer Services Centre. Both operate on a drop in basis and over 60% of new clients approach them on a word of mouth recommendation. In order to broaden their appeal, and their accessibility to priority target groups, the project is about to begin operating from the Marcus Garvey Library.

They are also doing more work with the Triangle Centre at Seven Sisters, where outreach work helps them to reach members of the target group who may miss out on the services. One of the problems encountered at the central location is that they capture many transient people, who do not stay long in the area. The Triangle Centre has locations in the key wards, which will help them to attract more isolated residents.

They have also started to get more referrals from other Haringey Guarantee providers, and have also started working with the PCT on addressing the needs of those who have been unemployed for more than six months and those on Incapacity Benefit, which are two groups that they have had little success with previously. They have been working with the Neighbourhood Management Centre with Dion, in order to reduce duplication – they are getting people into work, whereas Dion is leading on promotion, events, outreach and so forth.

They deal with soft skills and are vacancy specific, so will refer clients to other organisations as appropriate if they need help with benefits, housing etc, and are building their network of referrals at the moment. It was felt that the specialists are already there, so why displace them, and each should be working on their strengths. It was seen that smaller providers tend to disappear, although they have a

niche in terms of services, also that small providers are good at targeting/reaching and working with those who are six months plus unemployed.

3. DELIVERY

Clients go through an initial registration and assessment which considers what a person wants to do, and why he or she is attracted to it. They can be responsive to a specific vacancy, and/or what they want to achieve. They have three job goals, they look at their background, skills sets, personal motivation and so forth, there is not just one set of indicators. They match jobs against the role, the areas of work, they then look at barriers, such as time, finance, and what could be preventing them from gaining and/or sustaining work.

3.1 CONTACT DURING THE JOB SEARCH PHASE

The outcome of the assessment will be an Action Plan, which will emphasise a mutual understanding of the shared responsibility for getting the client into work. Sometimes it's quick to match people, but on other times it will take longer; for example, there may be people with needs around basic skills and ESOL, when they will be referred to other providers. However, they do make it clear that the client can come back for further support.

The Action Plan will establish a programme of developing soft skills and process-driven tasks such as completing application forms and undertaking interviews. Their progress in meeting the targets and outcomes established in the Plan will be monitored over time and any new issues that arise during this process will be identified and addressed.

3.2 SUCCESSFUL OUTCOMES

The outputs they record are the numbers of people who enter employment, and they measure this again at 13 weeks, as required by the contract with the Council. At all times, they focus on the point that their end goal or outcome is a sustainable job, and that training is always a means to that end, and not the end in itself. Hence, the outcome of their activity is someone who is job ready, as defined by progress against the Action Plan, and satisfactory communications with the individual that demonstrates that they are attuned to the demands of the workplace.

In terms of interviews they have got people a couple of hundred people into interviews, and 90 -100 people have got into work. Of those, 50 have found sustained employment outcomes and this should rise to 65 – 70 people in the run up to Christmas.

Mukesh commented that it is possible to lose track of people in Haringey, as there appears to be a lot of movement of people. He is not sure of the reasons for this, but this may be due to people having short term social housing, and there is a lot of movement in the private rented sector caused by the necessity of moving when losing a job meant that a person is unable to pay their rent.

3.3 UNSUCCESSFUL CASES

They monitor individuals' progress weekly or fortnightly, but may leave it for a month if someone has not been in contact as theirs is not a formal programme as such. After a month or so, they will contact a client to see if they are still interested in using their services.

The review system enables them to monitor an individual's progress against the Action Plan targets, and they will consider whether other specialised support may be required in order to provide any extra assistance that may be required. However, they do recognise that this is an area that they may need to strengthen, in order that they better understand the pressures that people face in dealing with jobs

market after a long period of unemployment, and develop strategies for helping people to overcome these.

4. AFTER CARE

Before clients begin a new job, HAW review the final Action Plan and look at what the job is, when they are due to start and so on. Their system has triggers – the in-work support is triggered on the system the day before, the consultant will call them to make sure they are happy, that they know what is going on. After the first day, they check with them how it went: for example, they check whether the employer went through health and safety procedures. They then contact them at the end of the week, to see how things are going (clients may not feel comfortable with them going to their employer). The job referral consultants are also qualified mentors so, for instance, can help with finances, and sign post people to additional services, for example child care.

There is pro-active support up until the 4th week. After this they then judge the level of support on the individual, for instance whether they are high or low risk. The job consultant contacts them the 4th, 8th and 13th week if they are low risk, but will continue to offer support weekly if the person is high risk. If there needs to be changes made, either at their organisation with the client, or with the employer, this is based on discussion with the individual and agreement with them.

Clients can also all ring a free phone number. They also do random checks – people do come back to them, to let them know how it is going and to find work, this builds credibility with employers.

After the 13 weeks, even though there is no funding, they do want to support them. They have found that people who have been unemployed for more than six months often feel isolated at work, and do not interact with their new colleagues. In such cases, they offer impartial advice on dealing with their new circumstances, and can also advise on issues, such as money management, that may not have been a problem for them before. People are often happier with such impartial advice, and advice with no face to face contact.

5. CONCLUDING COMMENTS

Talent are well established organisation with a good record in their field. They appear to be operating successfully under the Haringey Guarantee contract in terms of meeting their output and outcome targets, and are providing a comprehensive service to their clients. Two points are particularly encouraging about their performance:

- i. They are working in partnership with other HG members and local agencies
- ii. They seem to be aware of areas of their work that needs to be developed, and are taking steps to strengthen these.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON I CAN DO IT

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the I Can Do It project, and is based on a discussion with Raj Doshi and Farogh Rehmani, and we are very grateful for their help and co-operation. The paper consists of the following inter-linked sections:

- xvi. Description of the project
- xvii. Recruitment
- xviii. Delivery
- xix. After Care
- xx. Concluding comments

1. DESCRIPTION OF THE PROJECT

I Can Do It is a long established training provider that operates from four centres, although its main base is at the Selby Centre, near White Hart Lane. The organisation provides a broad range of advice and guidance services, and is also an accredited training provider at many levels, ranging from basic numeracy, literacy and ESOL through to high quality CCNA and Cisco qualifications in building and maintaining IT systems. The organisation has established good relationships with many local employers, and arranges job placements for its clients in a variety of sectors, notably retail, caring and warehousing/distribution.

The organisation was only very recently commissioned by the Haringey Guarantee to run a level 2 course in Employability Skills, which will encompass a broad range of issues such as employment rights, self awareness and presentation and employers demands and expectations. The organisation has delivered this course under other streams of funding, but this course will be specifically targeted on 30 residents of the Guarantee priority wards.

As the Guarantee-funded course had not yet commenced operation at the time of this interview, the following comments are based on the organisation's existing practices, which will be implemented on the Employability Skills project in due course.

2. RECRUITMENT

As a long established training and advice provider, the organisation has a smooth running recruitment process, ranging from promotional material across four Boroughs, NDC-funded outreach workers and their presence in high profile community centres – such as the Selby Centre – means that they achieve a high visibility and footfall. They serve between 10,000 and 15,000 people each year at the Selby Centre alone.

They have been commissioned to support 30 people from the priority wards through the Employability Skills programme between January and March 2008. The funding requirement is that the participants should be unemployed, and the demographics of the target wards suggest that most will be from BME communities, and probably aged over 50. However, the shortness of the operating timeframe means that most will probably be “nearly job ready” when they start the project, and so the objective will be to hone and polish their existing capabilities, and thereby enhance their job prospects. They have

realistically recognised that three months is not long enough for this course to have any significant impact on more difficult clients, who have been unemployed for a longer period, and that it would be unfair to take them on when funding for the project cannot be guaranteed beyond the end of March.

3. DELIVERY

Newly enrolled clients receive an initial assessment of their skills, ambitions, prospects and barriers with one of the organisation's personal advisers, and a course of action is designed to maximise their realistic job prospects. It is sometimes necessary to persuade clients that their objectives cannot realistically be met in the current local jobs market, either because the individual lacks the skills and qualifications required, or because there is no local demand (e.g. some recent arrivals from Africa have said that they were farmers in their home countries, and wish to carry on that career in Haringey).

Having completed this assessment, the adviser works closely with the client, and monitors both the frequency of their attendance at the Centre to develop their skills and pursue reasonable leads, and also their progress in meeting their personal objectives. When the Employability Skills course commences in January, clients will be continually assessed on their personal action plans. The organisation has in place a comprehensive database on each client to record their activities and achievements on all projects that they are working on, as many may receive support on a range of issues, e.g. ESOL and IT skills in addition to Employability. It is claimed that this database enables them to:

- Allow contract managers to compare notes on attendance and performance, and initiate corrective action if this is necessary
- Ensure that there is no double counting of outputs

On occasions when they have noted that attendance or performance is less than satisfactory, the client's Personal Adviser will make contact by telephone or e-mail as appropriate, and then send a letter or arrange a personal visit if required. If the individual's problems are the result of a loss of confidence or despondency about progress, then they will offer a revised assessment and a new Action Plan developed. They clearly recognise that their role is to break down the barriers that prevent people gaining sustainable employment. However, on those occasions where an external factor is impeding progress (e.g. bereavement, debt, substance abuse etc), then support will be offered by making contact with the appropriate specialist agency – Advisers are not allowed to go beyond their own brief or abilities.

4. AFTER CARE

The organisation has a good record of helping people into sustainable jobs, and tries to maintain contact in the initial period after they begin work. Clients are told that they are welcome to get in touch to discuss particular work-related problems (e.g. difficulties with a spreadsheet), but are also encouraged to discuss any problems with making the transition into employment. They are aware of the Guarantee requirements on this subject, but accept that this is an area where they would like to devote more resources.

5. CONCLUDING COMMENTS

As the project has not yet started, we are unable to comment on it, beyond stating that this is a long established organisation with a track record of programme delivery. They appear to have systems in place to manage the throughput of clients, and to ensure that outputs are recorded appropriately; they are also content for this issue to be explored in more detail as part of the outputs monitoring exercise at the end of Q4.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON KIS TRAINING

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of Keeping It Simple Training and is based on a discussion with Joanne Maunton, and we are very grateful for her help and co-operation. The paper consists of the following inter-linked sections:

- xxi. Description of the project
- xxii. Recruitment
- xxiii. Delivery
- xxiv. After Care
- xxv. Concluding comments

1. DESCRIPTION OF THE PROJECT

Keeping It Simple Training is a DTI-approved and LSC Work-Based Learning training and enterprise agency based in North London. They aim to deliver training, business support, advice & guidance and job brokerage services to and communities, individuals and organisations across North London.

Keeping It Simple targets its clients from the most excluded groups and those traditionally attracting support and funding from government and local authority social regeneration initiatives, including:

- Unemployed or under-employed
- Educational under-achievers
- People from black and ethnic minority groups/BME backgrounds
- Young people at risk of exclusion
- Lone parents
- People with disabilities
- Refugees and asylum seekers

Under the contract from the Haringey Guarantee, KIS run an NCFE level 2 course in Developing Skills and Working with Children and Young People. The Crèche at KIS provides training to help people seeking to work in childcare or youth work, and gain the National Certificate of Further Education (NCFE) Intermediate Certificate in Developing Skills for Working with Children and Young People, an accredited NVQ Level 2 equivalent Social Care Industry qualification. The project also provides free childcare facilities to help parents participating in the training to attend and make the most of the course.

2. RECRUITMENT

KIS promotes the project by leaflet drops at key local centres, including community buildings, schools, nurseries and Job Centres. Word of mouth promotion is important to them, and they are well known locally. They also hold frequent open days, which is another opportunity to engage with local people and promote the course. When they begin the process they need to be at Level 1 at least, to start the Level 2 course. If they are not at Level 1, but have previous experience, they will let them on to the course, these people are also more likely to get a job.

3. DELIVERY

Once recruited, new clients will come to the project for an initial interview and assessment, at which KIS will determine whether they can be accepted onto the course. Additional IAG is also provided at this meeting as appropriate. Each new student will be given an individual learning plan (ILP), which will be based on their individual barriers to employment, and these will be addressed as they progress towards work placement interviews.

3.1 CONTACT DURING THE JOB SEARCH PHASE

Each new client works through the issues identified on their ILP in a variety of settings, including small group work, one to one interviews and IAG which can refer them to other sources of support. As they get close to working through the issues on the ILP, KIS will arrange for clients to receive on the job experience and training through a work placement.

Younger learners go on longer term placements as they stand more chance of getting a job with more experience, although they only need to do a 30 day placement for the course. CRB checks can take a while, which may eat into this time, so it's good to do this longer placement. If they are not yet job ready, they advise people to stay on in the placement, to gain the necessary skills and experience and make the progress to become job ready.

Progress is monitored on a data management system called Maytas. All of the student's relevant information is on there, including the ILP, demographic information, employment status and destination status.

3.2 SUCCESSFUL OUTCOMES

Clients are deemed to be "job ready" after successful completion of the ILP and a favourable assessment of their work placement. Two people have actually got paid jobs with the organisation where they did their work placement.

The course started in July, it is three months long (they are funded March to March). Out of a cohort of 30 students, six or seven are on placement and the two referred to above have got jobs. Once someone is in work, they stay in contact with them for 13 weeks (the Haringey Guarantee sustainable outcome period), by telephone, and through letters. KIS run job search sessions each Friday, so they are able to monitor progress each week, and take any remedial action as appropriate.

3.3 UNSUCCESSFUL APPLICATIONS

Students have weekly tutorials so KIS can get an idea of anyone at risk of leaving, and do all they can to stop this from happening, and encourage them to stay and or come back to the course. Those who do drop out are given a telephone call, and then a letter is sent out encouraging them to return.

When someone is forced to drop out as a result of personal problems, KIS will try to support them with whatever issues they are going through. They can advise on issues such as appropriate dress, personal hygiene and so forth, as clients do not always recognise that these can be a barrier to employment, and need to be told by a tutor.

They also provide one to one support on more serious issues. They can either be referred back to IAG, or to external organisations such as Shelter as appropriate. They will often liaise with the organisations themselves, in their role as personal tutors, rather than leave the students to do this by themselves.

4. AFTER CARE

Once someone is in work, they stay in contact with them for 13 weeks (the Haringey Guarantee sustainable outcome period), by telephone, and through letters. An employer is asked for a letter confirming the appointment when a client is taken on, and for another one 13 weeks later to confirm that the person is still in the job.

KIS has an Employment Liaison Officer (ELO) who approaches the client and the new employer to check how things are going, but two problems have arisen which they are seeking to deal with:

- i. Some people feel embarrassed by the approach, and think that the fact that they needed help in finding a job, and are now being checked up on, somehow reflects badly on them
- ii. Some companies find that the second letter is an unnecessary burden on running their business.

Despite these issues, KIS's after care approach has had one recent positive outcome recently, as one person had failed to turn up for a work placement. The ELO discovered that the person concerned was very nervous, too scared to keep the appointment, and too proud to ask for help. After further confidence building support, she was able to resume her placement.

5. CONCLUDING COMMENTS

Quality of service is very important to KIS, and they appear to have the systems in place to help their clients into work. A key issue arising from this interview is that the relationship between the organisation and employers still requires development. One possible explanation for this is that some clients receive support from as many as four organisations within the Haringey Guarantee, and it is easy to understand an employer's exasperation when all seek information on the same person. There would appear to be a strong need for better co-ordination between the projects on tracking an individual's progress.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON MOVING FORWARD

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Moving Forward project, and is based on a discussion with Hyacinth Bonaparte, and we are very grateful for her help and co-operation. The paper consists of the following inter-linked sections:

- xxvi. Description of the project
- xxvii. Recruitment
- xxviii. Delivery
- xxix. After Care
- xxx. Concluding comments

1. DESCRIPTION OF THE PROJECT

Moving Forward is an outreach service run by Positive Employment in partnership with the Careers Advice Centre at the College of North East London (CoNEL). It works with final year CoNEL students and recent college leavers, to offer careers advice and guidance on improving their employability and future job prospects through additional training.

Once registered, an employment advisor will review the client's experience and skills and provide a realistic assessment of their future employment prospects in the local area. This employability profile will help to guide the client's future activity in approaching employers and training providers.

2. RECRUITMENT

They engage with beneficiaries through CoNEL College, and only access people at the College. The initial target group was those at College for 16 hours plus per week and under 25, but this was later extended to those who were either NEET or at risk. The target group has since changed again, and now encompasses those who are:

- Long term (6 months plus) unemployed
- Of any age
- Living in the 12 target wards for the programme.

However, it remains a key requirement that the clients must have a connection with the College. They target these people through the employability course at the college, which is a short course, and those on the ESOL courses.

3. DELIVERY

On recruitment, the project undertakes a thorough assessment of the client to establish their current skills and experiences. On the basis of this, a tailored Plan is developed and all proposed interventions to address problems and barriers to employment are recorded along with agreed milestones.

The majority of clients they work with are unaware of how to search for a job, and many are also too frightened to come off benefits. The project provides people with reassurance, help make the initial contact with the employer and liaise with the employer on the clients' behalf, but often with them. The project provides confidence building training, and show clients how to write CVs and speak to employers etc

3.1 WORKING WITH CLIENTS

Following the assessment, case workers will call their clients at least twice, depending on the client, to check how well they are doing in finding a suitable job. During these calls, the case worker will find out about progress with job searches, and also gain information on the feedback the clients received following job interviews. The case workers will also call people in when they are aware of a suitable job vacancy, and help the clients adapt their CV to the needs of that particular position, and help clients fill in application forms. They also do brokerage with the employers themselves.

The project runs workshops on interview techniques where small groups with similar needs and issues can work together in role play situations, but they will also provide one to one support for those with particular needs, or who feel too shy to undertake group work.

They work with their clients to ensure their CV is of an excellent standard, but they also recognise the need to ensure that the client is comfortable with it. As they use the CV to sell themselves, the document should not be too complicated, and nor should it over- or under-sell the client's capabilities.

They look at client's interview technique, and ensure that this is sufficiently good to see them through a demanding job interview. This is a useful exercise, as building their skills and confidence in this situation, and correcting earlier mistakes, gives them confidence in other scenarios.

3.2 SUCCESSFUL OUTCOMES

Clients are referred to employers through the project's brokerage service, while others have successfully found employment on their own. The project stays in touch with its clients on a regular basis, and keeps contact for 13 weeks after a client starts work, in accordance with their contract with the Council. They record all those who begin employment and those who sustain employment for that period as separate outcomes.

They do not send people for interview when they are not ready for work, but may send people that still need some support in order that they gain experience of "real" interview situations. The project recognises that giving someone a chance of gaining interview experience is an important tool in getting them back into work.

They also offer work placements to help those clients who are not yet job ready, and work with the HAVCO project in order to facilitate this. This is particularly useful to someone who has the skills required by employers, but who lacks the confidence to take these into the jobs market, or who is uncertain about their ability to secure and keep a job as a result of personal issues, including:

- A lack of references if they have never worked
- Uncertainty about losing benefit support
- Poor English language skills

They also barter with employers – for example if an employer is offering a vacancy, and they know their client would benefit from work experience there but is not ready for paid employment – they ask the employer whether they would be able to take this person on for a few days on a work placement and see how things go from there.

For example, they had a client who had done a two year carpentry course at college, to Level 2. Since leaving college he had not been able to get a job and was becoming increasingly frustrated and depressed. There were other issues in his life affecting his job prospects: he was mixing with some bad company, his brother was in prison, and he had some problems with his attitude. He was asked to a meeting with his Advisor, at which he eventually realised that they really meant what they said in terms of helping him but and that he now really needed to help himself, and sort out his attitude in particular.

They were able to get him an interview at a carpentry company with an excellent reputation, even though they were not currently advertising for vacancies. He got the job, where he has now been working for 16 weeks, and is really happy.

There are approximately 23 project clients that are now in full time employment, and have sustainable employment outcomes. A further 12 people are in part time employment, but they are unable to count part time jobs in their outcomes/output targets.

3.3 UNSUCCESSFUL APPLICANTS

They have a follow up procedure and record keeping sheet. They contact people who drop out of the project by letter and phone calls to find out what is happening. They try and support them wherever possible, and any problems are recorded on the person's file. If they are unable to contact them this is also recorded on the follow up sheet – and that their services as a project are no longer required by this person.

Where they cannot help, clients can be referred to other providers who, for example, could arrange a work placement. However, because this project is run with the College there are limitations to what they can do in that training, for example, has to be fitted in with the hours people are doing at College. This is also the case with attending interviews.

There are also issues around helping people to see beyond what they are doing or finding a paid job. For instance in terms of work placements, some people just don't want to work for free, and have to be persuaded that this is a good option for them to increase their skills and experience, get a reference and build their confidence.

They also provide additional support to help those who are not making the progress expected. This often centres on building self-confidence, and being able to present themselves most effectively. They have also needed to help people who are finding it difficult to balance their work and College commitments. They also offer to help clients by acting as an advocate with other agencies (e.g. housing, social security, immigration) where other issues in the clients' lives are impacting on their ability to find work.

4. AFTER CARE

The project operates an effective aftercare package, which means that they get in touch with clients in work, and speak to them about how they are making the transition. This information is confidential and so is not shared with the employer. Clients will also come back and tell them how things are going of their own accord. There is also an evaluation of their service they ask clients to do.

They have kept in contact with all clients after they have found work for 13 weeks. While the majority are happy once they are in work, some have returned to them for advice and support, even when the 13 week period has expired, and the project has helped where they could.

5. CONCLUDING COMMENTS

This project seems to be operating a comprehensive service, with sound systems in place to ensure that the clients receive all of the help they need.

The most notable element about this project is the breadth and depth of their partnership working, which is at the heart of the Guarantee's objectives and methodology. They have good relationships in place with a number of employers, and the fact that they have persuaded some to give experience to clients, even when the companies are not actually recruiting at that moment, says a lot about their good reputation with local businesses. Similarly, they are working with other Haringey Guarantee providers, and act on clients' behalf in discussions with other statutory bodies. Finally, they appear to have excellent relations with their clients, and this is evidenced by their willingness to keep in touch and seek support even though the 13 week after care period has expired.

This appears to be a very strong project, and congratulations are due to its staff and management for their approach and achievements.

A particular achievement was managing the change in the targeting of the project to include those who have been unemployed for six months or more. This was not particularly problematic as they have over 18 years' experience working with people who are long term unemployed, as well as ex offenders. Working with this client group is more challenging and time consuming – for instance they have multiple needs and problems, many know the system, and some just do not want to work. This requires them to challenge this attitude, and change people's mind set. However, working with a more specific client group like this is clearer cut – which is positive.

They have developed their own application forms, and systems that record barriers and interventions with clients and so forth. They have suggested that standardised forms might help ensure that all are working towards comparable targets, and would make information sharing and cross referrals of clients easier to manage. This would be consistent with the standardised Haringey Guarantee monitoring forms, which they think work well. This is a reasonable suggestion, and may be worth considering at a future network meeting.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON READY-STEADY-WORK

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Ready-Steady-Work project, and is based on a discussion with Lloyd Gardener, Director of Artikal Films, and we are very grateful for his help and co-operation. The paper consists of the following inter-linked sections:

- xxxi. Description of the project
- xxxii. Recruitment
- xxxiii. Delivery
- xxxiv. After Care
- xxxv. Concluding comments

1. DESCRIPTION OF THE PROJECT

Artikal Films is a London based independent production company delivering high end, content rich products, crossing film with digital animation. It is also a leading media communications company producing innovative content for television, film, corporate video and multi-media.

Artikal also provides accredited courses and training for a wide variety of people seeking to become established in this growth industry, and also upskilling courses for film makers and other industry professionals in video editing and the use of software such as Photoshop and Dreamweaver. With Guarantee support, Artikal runs the Ready-Steady-Work project. This is a 16 week training and job placement scheme delivered by Artikal Films in partnership with employers from the creative industries and media sector. The project funded under the Haringey Guarantee has allowed Artikal to expand what was formally an ad-hoc arrangement, and to bring more employers into the initiative.

Following an initial 4 week induction period, trainees will be placed with one or more of the partner companies for 12 weeks. During which time, they will work alongside industry professional and receive on the job training to progress their careers and employment possibilities. This course is open to the unemployed residents of Haringey who are 16+ and seeking employment in the creative/media industry.

2. RECRUITMENT

They have put flyers door to door into target wards and visited community centres and left information with them. They have used the council networks and links with other organisations, but that method wasn't particularly successful, and they are confident that this approach will be more successful. They have also recruited people following a word of mouth recommendation from people who had previously undertaken one of their courses, or worked with them in some way.

They receive enquiries from across Haringey and North London in general, and have had to be very careful about who they have recruited to the Guarantee-funded project.

3. DELIVERY

On recruitment, new clients have to fill in an application form, provide their CV, and undertake an assessment interview – all of this helps them to identify barriers and gain an insight about how they will go about tackling them.

One of the main barriers preventing people from getting into the creative industry employment networks is simply that they do not have a job at present and lack experience. Many have also lost their confidence, particularly when they have been out of work for some time. Artikal have run a communications course to help people deal with this. They measure a client's progress through an assessment process that involves interviews, action plans and follow up reviews.

3.1 SUCCESSFUL OUTCOMES

Establishing whether someone is "job ready" is a process of weighing things up, so that enthusiasm, team work, personality and communication skills are as important as qualifications and experience. Candidates also have to be trustworthy, and CRB checks are carried out where relevant. Lloyd generally looks at this question in terms of whether he would employ them.

He knows most of the employers that he refers his clients to, so his recommendation is taken as a personal endorsement. He knows that his own professional reputation would be questioned if called into question if he recommended someone that was not fully rounded in terms of the skills and attitudes required by the industry.

The project has only been running for a few months, and no clients had been declared job ready, or placed in employment by the end of the 2nd quarter. As such, it is too early to reach many conclusions about the project's impact on helping local people into this challenging jobs market. However, the first six clients were recently placed with local employers, and Artikal will be monitoring their progress closely.

3.2 UNSUCCESSFUL OUTCOMES

Each client has a personal development tutor, and they are available to discuss any problems that might be impeding their progress. Some clients have left before the end of their programme with Artikal, mainly because financial pressures have forced them into finding a job, which has very often been outside of the creative industries (e.g. one is now working as an estate agent).

In such cases, Artikal have encouraged them to stay in contact, and to be a part of the project in some way, even if this is on a part time basis. This gives them the opportunity to gain skills and potential employment in a sector that they really want to work in. Lloyd felt that this was caused by younger people lacking the patience to build the skills and contact network required to succeed in this very competitive industry, and that the peer pressure of having to have certain consumer goods meant that they were likely to leave the project to take a paid job outside the sector.

4. AFTER CARE

As suggested above, none of the Guarantee-funded clients have yet progressed into a work placement yet, but Artikal's normal process means that the personal development tutor visits them at work once a month, speaks to the employer to check how it is going, and has regular phone contact with the client.

They support people as long as they need it or as long as the job is there, and will make recommendations for their future career development, or try and find them work as freelancers.

5. CONCLUDING COMMENTS

Artikal have to get six people into work by March. They had initially thought they had to get these people into work by Christmas, which they have achieved, but may have organised the project differently had they understood the timescale for delivery correctly. For example, they have probably recruited people too quickly and would have been more selective in their choice of clients if they had realised that they had more time.

That said, the programme adds value to Artikal's existing training portfolio by providing a route to work experience in an intensely competitive sector, where hands-on experience is crucial to acceptance by employers and progression in the industry. This is an established training provider, and the support systems already in place seem well-placed to help recruits get the best from the support provided under the Haringey Guarantee. In conversation, they suggested that their links with other community organisations operating under the Guarantee, and their awareness of what they do, was poor, and they should seek to develop these connections if the project continues under the Haringey Guarantee banner in future.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON TACKLING WORKLESSNESS

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Tackling Worklessness project based at Northumberland Park School, and is based on a discussion with Diane Liversidge; we are very grateful for her help and co-operation. The paper consists of the following inter-linked sections:

- xxxvi. Description of the project
- xxxvii. Recruitment
- xxxviii. Delivery
- xxxix. After Care
- xl. Concluding comments

1. DESCRIPTION OF THE PROJECT

Northumberland Park Community School is the seventh most improved school in the country and is implementing Haringey Council's 'Tackling Worklessness' programme through extending the scope of its vocational subjects and increasing retention rates for year 11 students. This project aims to work with those pupils at the School who are in danger of becoming NEET (Not in Education, Employment or Training) when they leave School, with the aim of encouraging them to move into further education. They then provide additional support in the first term to ensure that they don't drop out.

As the project has progressed the School has that the students face a wide range of issues that have impacted on their educational attainments, and would doubtless continue to impede their future employment prospects. These include teenage pregnancy, emotional problems and attempted suicide, a lack of adequate housing, financial problems, behavioural issues that resulted in being excluded from school.

As a result, many these students have a poor self esteem and lack the confidence to move onto FE. These students benefit from the extra support that is provided, and the support workers have created the forum for the students to move on, pulling the relevant agencies together including teenage pregnancy support, Youth Offending Service and Social Services. A lot of students have low self esteem; they have poor attendance records, fall behind, and then don't catch up. This turns into a vicious circle that the project aims to break.

2. RECRUITMENT

The project does not actively look for recruits in the same way as a "normal" training provider because the students are already on the roll at the school. The project staff aim to work with the head of year in identifying for students with multiple issues, for example those who have been or are involved with the Youth Offending Team (YOT), have learning difficulties, problems with attendance, or those who have become pregnant. They are trying to work with the 40 most difficult students.

As well as approaching the students, the project staff will also write to and meet their parents/carers, and ensure their support for working on the programme.

3. DELIVERY

A student's barriers to progression will have been identified during the recruitment phase, as the School obviously knows the individuals well, and the problems that they need to address. These may include learning difficulties, poor attendance and motivation, involvement in the youth justice system or social services referrals.

The benchmark for measuring subsequent progress is the exam results achieved to the age of 16, and these are compared with their subsequent achievements at applying for and passing vocational courses. A key target is the number of students that are still participating on their courses at the end of the first term, and this will become easier as Colleges will receive funding for people staying on courses, rather than simply enrolling. Although their remit is to help students enrol for vocational courses, they will continue to be available as a source of advice and support throughout the course.

The original cohort of 20 potential NEET students all applied for FE courses and most have now been interviewed and offered places on appropriate programmes. There has been a positive response from parents regarding the extra support that the students have received. The second cohort has now been selected consisting of students who are at marginal risk of dropping out. Over the next few weeks work experience placements will be found for a small number of students who have become disaffected and are in danger of dropping out before their college course starts.

Extra support is provided if a student is in danger of dropping out of a course early, and this can involve parents/carers or other social service agencies as appropriate. However, the nature of the client group means that some issues will arise which they are unable to deal with; for example, one girl suddenly returned with her parents to Turkey to get married, and another was discovered to be in the country illegally shortly after she had given birth.

4. AFTER CARE

The project staff keep in touch with people by phone and text, but less so by email as many students don't have their own computers. They also visit them at college and at home, but the frequency of visits depends on the level of support the student needs. On average they are in contact with students and/or parents every two weeks, but for some it could be everyday.

This will become easier and more effective when a new data sharing system is put into place. They are currently finalising an agreement with the various colleges and partners to share data on the students' attendance records, attainment and problems. The students will need to agree to this due to data protection legislation, as will their parents/carers as the children are under 18. This is part of them putting in protocols, so that agency staff will know when to chase things up through this system rather relying on an informal, and sometimes erratic, method of communication.

They haven't had problems with anyone at college so far, in the sense that no one has been excluded, but they will wait to see how things are after the Christmas break. At that point, the students would have completed a whole term, and the project staff can then look at their overall attendance, and whether the work they will be set has been handed in and so forth.

The main problems they have had so far is that people have not always been able to get onto their preferred course. This could be due to the fact that the students only have basic skills, and do not qualify for a first choice, or it could be that the course is full – plumbing and beauty courses are always oversubscribed. In these circumstances, they talk to and negotiate with the students to do another course, so they remain in some form of learning and have a realistic chance of gaining their first qualification.

5. CONCLUDING COMMENTS

This appears to be an innovative project that aims to deal with some of the early causes of worklessness – low esteem, motivation, and aspirations – at an early age. Early indications suggest that the project is having a beneficial impact on the students participating in the programme, but these are very early days. The encouraging thing about this project is that inter-agency contacts seem strong, and that there are early signs of reviewing progress and impact, and an awareness of the need to take corrective action if required.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON WORKING FOR HEALTH

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Working for Health project and is based on a discussion with Leo Atkins, and we are very grateful for his help and co-operation. The paper consists of the following inter-linked sections:

- xli. Description of the project
- xlii. Recruitment
- xliii. Delivery
- xliv. After Care
- xl. Concluding comments

1. DESCRIPTION OF THE PROJECT

This project aims to help people who are currently claiming Incapacity Benefit into work, through an innovative partnership that has been developed with GP surgeries, Healthy Living Centres and the Primary Care Trust, which leads the project. The PCT is supporting the project's Employment Advisor posts, which are in turn managed by the Tomorrow's People agency, which has a long track record of working with workless people in London and across the country.

The project's clients have mild to moderate health or mental health conditions and disabilities, and very often these are inter-related, in that a physical condition that prevents someone from finding work can lead to depression, or mental health patients can also suffer from weight gain, poor sleep or other issues which, as a result of their incapacity, they find difficult to deal with.

The project fully started in January 2007, and they have since learned that many patient clients have very complex needs, particularly as some have been out of work for as long as 20 years. These clients are not ready for work in any way, so the project did not record any job outputs for a while. They had an under spend, and proposed to the Council that they should also run the Condition Management Programme, which is a national programme, involving Pathways to Work.

There were no pilots in London, but they drew on the Lancashire model. Essentially it is a package of health care and health promotion to people who want to work. It is an 11 week programme that helps people become more confident about work, and manage their conditions better. A few people have now signed up to this. It is usually run by clinically trained staff, here it is a nurse, but it also can be an Occupational Therapist. People are assessed at the beginning and the end of the programme, and are then referred back to the employment advisor. The research on Condition Management shows that it works best with people who have been out of work for two years, but they have also been working with people who have been out of work for much longer.

2. RECRUITMENT

Recruitment to the project is normally made through GP surgeries and Healthy Living Centres, although there are some examples of self referrals. The project management was initially uncertain of the GPs' response, particularly as they are the gate keepers to IB, but there was actually a very positive response from the Doctors, who saw work as a form of occupational therapy.

3. DELIVERY

There is an initial assessment, and an action plan is developed on the findings of that to identify and address barriers to employment. With the Condition Management Programme, the initial review is more of a clinical assessment, which the case worker will do. This is reviewed at different points of the intervention, with a final view taken at the end to look at progress, specifically on how they are dealing with the medical conditions which might impact on their employability.

In terms of achieving and recording outputs, the project aims to work with the client and any relevant health professionals in order to achieve a point where the client feels physically and mentally capable of undertaking work, and dealing with the stresses and pressures of that situation. At that point, the client is declared to be "job ready". Twelve clients have been declared job ready by the end of the 2nd quarter, and although only three of those have been placed in full time employment, all of them have maintained their jobs for over 13 weeks.

There is concern with the Haringey Guarantee that all of the members are effectively chasing the same employers. They feel it would make more sense if there was a single brokerage, and the projects were then able to focus on the individual, and to get them ready for work.

3.1 UNSUCCESSFUL CLIENTS

When a client is struggling to make progress, or drops out of contact altogether, the Employment Advisors use the Action Plans to review progress, and try and work out what has happened and why. When a client fails to keep contact with the project, they will try to re-establish this, but recognise that some will drop out, particularly when there are issues of depression or other mental health problems. It is easy for clients to lose motivation and/or become over-whelmed with the concept of going back to work.

In such cases, or others whose problems are exacerbated by personal problems ranging from substance abuse to family or marital difficulties, the Employment Advisers and health professionals will aim to provide all the support required, and bring the client back on track.

4. AFTER CARE

Few clients have so far progressed into employment, but they do keep contact for at least the 13 week period required by the Haringey Guarantee contract. Some have progressed into sustained employment, but there was one client who was struggling with the demands of his new job, and the project managed to find an alternative, less demanding, position, and the individual has managed to hold that job for several months so far.

5. CONCLUDING COMMENTS

This project has been in operation for just over a year, and is dealing with some of the most difficult to place people in terms of their employability. They accept that progress has been slow, but this is not surprising in many ways. Perhaps the most positive aspect of the project is its acceptance by medical practitioners, who appear to have instantly recognised the linkages between poor health and worklessness, and accepted that these can be addressed in tandem.

The point about a single brokerage point eliminating duplication in approaching employers has been made before, but is a valid issue. This might be addressed in greater detail at a future networking meeting, and considered if the programme is maintained in 2008/09.

HARINGEY GUARANTEE EVALUATION: PROJECT ASSESSMENT ON THE WORK PLACEMENTS PROJECT

The London Borough of Haringey has commissioned CSC Regeneration & Research Consultants to undertake an embedded evaluation of the Haringey Guarantee, which is an innovative programme designed to address the recurring problems of long term unemployment in the Borough. In the current phase of the evaluation, the CSC evaluation team have visited each of the ten funded projects and undertaken in-depth interviews that will allow us to explore the impact of each on their clients, and on the overall problem of worklessness in the Borough.

This report considers the activities of the Work Placements Project, and is based on a discussion with John Egbo and we are very grateful for his help and co-operation. The paper consists of the following inter-linked sections:

- xlvi. Description of the project
- xlvii. Recruitment
- xlviii. Delivery
- xlix. After Care
- I. Concluding comments

1. DESCRIPTION OF THE PROJECT

This project is a collaboration between the North London Partnership Consortium Ltd and Haringey Association of Voluntary and Community Organisations (HAVCO), and aims to help people from the priority wards to improve their prospects of employment through work experience and volunteering projects. A lack of experience is a substantial barrier to gaining employment, and so this project is about establishing pathways to progression.

NLPC has been facilitating volunteering and work placements for a long time, prior to the partnership with HAVCO. Volunteering is different and can be less rigid than work placements, so different clients partake in different types of placements, relevant to their needs.

Within this project, their target was to have 150 clients on either a volunteering or work placement, and to get 30 people into work. As the project continued, the emphasis shifted so that work placements became more important. In addition to the partnership on work placements and jobs, they have also taken on the delivery of employability skills training.

2. RECRUITMENT

Clients can be referred to the project through other local organisations such as Jobcentre Plus, Positive Employment, and Tomorrow's People, or they are able to sign up with the scheme at a number of community venues. The project runs a significant amount of promotion and marketing, including:

- Community outreach
- Leaflet drops in the shopping centre, libraries, and the benefit office
- Adverts in the local newspaper
- ICT portals, such as information sent to Urban Futures and then forwarded to others
- Links with organisations such as BUPIC and Neighbourhood Wardens, who distribute leaflets on their behalf.

3. DELIVERY

On joining the project, advisers will assess a new client's skills and training needs in order to identify a work placement opportunity that will make the best use of existing experience and skills, and maximise their chances of making progress. In addition, advisors will help locate local support services that will support them in developing CV writing skills, IT and admin experience, interview techniques and anything else that might be needed to make the transition into work.

The key to this process is a one to one interview between the client and the employment officer, where they establish what the person would like to do and what their barriers are. An Action Plan will then be drawn up to build on existing skills and to overcome any identified barriers. If, for example, a CRB check is needed for a placement for instance, then they will facilitate that. Through the initial registration they also have to check whether the person qualifies for the project – for instance whether they live in the borough, whether they are able to work in the UK and so forth.

3.1 SUCCESSFUL OUTCOMES

The project measures the standard Haringey Guarantee output achievements, but they also record the numbers of those who are HG ready and are therefore on work placement, and the numbers of referrals made to companies and organisations that are signed up to the Guarantee, and those that have not done so. These are used when doing claims and showing outputs, and are also an inclusive part of the monitoring for the HG.

They use a mixture of criteria in deciding whether someone is "Guarantee Ready". In relation to the IAG, they look at progress made against building on the skills and overcoming the barriers identified in the initial assessment. They also consider achievements in the Pathway of Progress, which can include completing the employability skills programme, doing a work placement, being called for interview (as this shows that they have done enough to make employers want to interview them), and success at interview.

Some are job ready when they come in, and they help to facilitate them into a job. For example they had a client looking for an accountancy job, which is a difficult sector to get into as experience is needed. They persuaded their client to do an admin role within the parking department of the Council, and he eventually got a job in the Council's finance department.

They do encourage people not to wait for their dream job, and to undertake roles where they can gain transferable skills. They make it clear that it is much easier to get a job when you are doing something, rather than when they are unemployed.

3.2 UNSUCCESSFUL APPLICANTS

They have exit interviews for all clients. However, when someone drops out unexpectedly they ring up and find out what has happened and offer the relevant support, which could be an internal or external referral.

By monitoring a client's progress against their personal targets and objectives, they are also able to identify anyone who is not making the expected progress, or developing the qualities that will help them secure sustained employment. Part of this assessment process is about identifying the other areas the client needs to engage in, so the project's Advisors will refer clients to other providers as appropriate. The whole process is designed to be integrated in this way.

Similarly, clients who are found to be undergoing some form of personal crisis that impacts on their progress would also be referred to the appropriate agency. For example, if it was something around drugs and substance misuse, they would refer them to agencies such as BUPIC or KINESIS. Part of

their job is to know about other organisations that offer specialist support services, and which can be of assistance to their clients.

4. AFTER CARE

They are careful to stay in contact with clients that have been found work for their first three months of employment. They use all methods of contact – letters, e-mails and telephone – in order to stay in touch, and this enables them to ensure that any problems can be dealt with before they begin to threaten the client's job security. Where appropriate, they will also recommend further training or support courses if that might help.

They also contact employer companies, to ensure that they are happy with the progress being made in dealing with the transition into employment, and will call at shorter or longer intervals, depending on the needs of the employee and the attitude of the employer. All contacts with individuals or employers are recorded on the client's record sheet. There is also a work log sheet for those doing work placement – the organisation is also given a sheet to record what the client has done.

Tracking the progress of clients can be very time consuming, but they see this as a priority, and are happy to invest a lot of staff time in ensuring that their clients have all the support and help they need in the early stages of their new working life. While this can amount to short term financial help with transport costs, different people react differently to the changes in their situation, and a combination of social and economic factors will determine how they respond. For some, the pressures will be difficult to deal with, but others have been so happy to find employment that they settle in with little or no difficulty. Some will find that other factors (depression or substance abuse, for example) become even more difficult to deal with, while the reverse will be true for others. Whatever the situation, the project's support team want to be available and able to offer constructive support.

5. CONCLUDING COMMENTS

This project has achieved many of its programme targets, or is very close to doing so in other cases. More importantly, it appears to be offering a comprehensive service that is designed to ensure that clients receive all the support that they require to ensure that they develop the mix of skills, experience and personal attributes that employers require, and are then able to sustain their job for at least three months. As with some other projects, this collaboration between NLPC and HAVCO has developed a good networking approach, and is working constructively with employers, training providers and other agencies to provide a cohesive service on behalf of their clients.