

Final Evaluation of the Haringey Guarantee

May 2008



**A evaluation prepared for the
London Borough of Haringey**



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1. INTRODUCTION

In 2006, the London Borough of Haringey commissioned CSC Regeneration & Research Consultants to develop and deliver an embedded evaluation of the Haringey Guarantee programme.

CSC's work has been designed to measure the impact of the programme over an 18 month period, so that we can identify progress and suggest alternative approaches should the need arise. CSC developed interim reports in April and September 2007, and this document is the culmination of our work measuring the development and initial impact of the programme. The remainder of this introduction consists of:

- i. Objectives of the Programme
- ii. Purpose of the Evaluation
- iii. Methodology
- iv. Structure of the Interim Report

1.1 OBJECTIVES OF THE PROGRAMME

This initiative is the Council's main vehicle for tackling worklessness under the Local Area Agreement, and initially sought to deliver a programme of initiatives in the key wards of Bruce Grove, Noel Park and Northumberland Park. In April 2007, the programme's geographic focus was extended so that it covered twelve wards which were deemed to be furthest away from the local labour market. These are:

- St Anne's
- Tottenham Green
- Northumberland Pk
- Seven Sisters
- Bruce Grove
- West Green
- Tottenham Hale
- Noel Park
- Woodside
- White Hart Lane
- Bounds Green
- Hornsey

The programme's strategic objectives are as follows:

THE HARINGEY GUARANTEE¹

A Guarantee to local residents of employment and skills programmes which will deliver:

- a professional quality service
- information, advice and guidance
- enhanced and tailored vocational education and training
- work placements/volunteering opportunities
- employment advice and job brokerage
- priority interviews for college programmes and places
- guaranteed interviews when applying for employment opportunities with partners

A Guarantee that delivery partners and providers will meet a quality threshold in delivering professional focussed relevant and inclusive services

A Guarantee to businesses that the programmes will produce committed trained workers to meet their recruitment and skills needs

The Haringey Guarantee aims to work with employers, schools and colleges, skills training providers, employment services and job brokers and local communities to secure:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, demand led training and education for local young people
- Support for local businesses by providing a local committed and skilled workforce

¹ Haringey Council website

1.2 PURPOSE OF THE EVALUATION

As suggested above, CSC was engaged to work alongside the Council team and their partners for an extended period, during which time we have recorded its achievements at both the project and programme levels. As well as recording the views of a range of supporters and participants, we have also sought to measure changes in local perceptions about the effectiveness of the programme. This will enable us to report and comment on the evolution of the programme in real time, and also to make suggestions about its possible extension to other areas of Haringey and – potentially – other local authority areas.

1.3 METHODOLOGY

This Evaluation has been developed after giving full consideration to evidence that has been gathered from a variety of sources, using a number of different consultation techniques. These include:

- Project level output and expenditure statistics collected by the Council and Urban Futures
- Interviews with Council staff and others able to take a strategic overview of the programme
- Surveys of project managers and participants
- Surveys of local employers that have participated in the programme
- One to one interviews with key players who are able to offer a strategic overview of the programme

We are very grateful to all who have contributed to the research by collecting information or giving their views and opinions.

1.4 STRUCTURE OF THE REPORT

This interim report is structured to allow easy assimilation of the information, and consists of the following sections:

- | | |
|-----------|---|
| Section 1 | Introduces the purpose of the report, and describes the methodology and structure |
| Section 2 | Summarises output and expenditure achievements to date |
| Section 3 | Describes the views of project participants, and compares these with the views of those who replied to a similar survey in the summer of 2007 |
| Section 4 | Describes the views of participating project managers, and again makes comparisons with an earlier study |
| Section 5 | Describes the views of employers that have participated in the programme |
| Section 6 | Relates the views of some key players who are able to give an overview of the programme and its impact on local employment market needs, even though they are not necessarily directly involved in its delivery |
| Section 7 | Gives an overview of the programme's performance to date and summarises our initial conclusions and recommendations |

2. OUTPUT AND EXPENDITURE REVIEW

This section of the evaluation records the quantitative impact of the programme by reporting and commenting on the extent to which the projects utilised the funds available to them, and achieved the outputs that were anticipated at the outset of their work. This section comprises of the following:

- i. Output achievements
- ii. Defrayed expenditure
- iii. Key points

2.1 OUTPUT ACHIEVEMENTS

At the outset of each project, agreed output targets were set for the duration of the funded activity, and the table below summarises the programme's achievements in securing the targeted outputs. The cells highlighted in yellow show the output measures where the stated targets have been met or exceeded.

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HARINGEY GUARANTEE: LIFETIME OUTPUT FIGURES									
INDICATOR	2006/07			2007/08			Total All Years		
	Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance
INFORMATION, ADVICE AND GUIDANCE									
A1: Total number of beneficiaries	584	644	60	784	747	-37	1368	1391	23
A2: BME individuals benefiting	200	340	-140	332	894	562	532	1234	702
A3: Women benefiting	293	124	169	334	602	268	627	726	99
A4: Individuals aged under 25 benefiting	327	0	327	133	697	564	460	697	237
A5: Individuals with disabilities benefiting	55	12	43	195	270	75	250	282	32
A6: Lone parents benefiting	35	32	3	66	89	23	101	121	20
A7: Health service users benefiting	35	34	1	83	44	-39	118	78	-40
EMPLOYMENT, SELF-EMPLOYMENT AND WORKPLACEMENT									
B1: Individuals who are 'Haringey Guarantee ready'	118	79	39	543	385	-158	661	464	-197
B2: 'Haringey Guarantee ready' individuals securing PT employment	0	0	0	0	19	19	0	19	19
B3: 'Haringey Guarantee ready' individuals securing FT employment	40	39	1	258	192	-66	308	228	-80
B4: Individuals in sustainable employment (> 13 weeks)	25	13	12	149	145	-4	265	156	-109
B5: Individuals becoming self-employed	0	0	0	0	0	0	0	0	0
B6: Individuals on work placement	19	46	-27	224	115	-109	243	161	-82
B7: Beneficiaries securing employment after completion of a work placement	0	0	0	27	10	-17	27	10	-17
B8: Local residents accessing job opportunities in Wood Green Town Centre	16	0	16	54	10	-44	70	10	-60
QUALIFICATION AND TRAINING									
C1: Individuals gaining a qualification (NVQ1 -NVQ4+)	0	0	0	335	244	-91	347	244	-103
C2: Individuals placed on vocational training scheme	0	0	0	45	34	-11	45	34	-11
C3: Young people accessing vocational training	0	0	0	250	417	167	250	417	167
C4: Neighbourhood level employment and training initiatives	0	0	0	30	16	-14	30	16	-14
REFERRALS									
D1: Referrals made to partner agencies	26	6	20	100	20	-80	126	26	-100
D2: Referrals made to non-partner agencies	52	27	25	345	74	-271	397	101	-296
VOLUNTEERING									
E1: Individuals accessing IAG on volunteering	50	79	-29	71	143	72	121	222	101
E2: Individuals placed on volunteering opportunities	36	43	-7	7	25	18	43	68	25
ACTION PLANS AND WORK PROGRAMMES									
F1: Individual action plans/work programmes developed	302	273	29	793	630	-163	1095	903	-192
F2: Organisational action plans/work programmes developed	0	0	0	0	17	17	0	17	17
ORGANISATIONS/BUSINESSES ENGAGED									
H1: Total no organisations/businesses engaged with the Haringey Guarantee	63	99	-36	142	115	-27	205	214	9
H2: Total no organisations/businesses participating in workplacement scheme	3	16	-13	11	29	18	14	45	31
H3: Total no organisations/businesses participating in volunteering scheme	8	14	-6	6	2	-4	14	16	2

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This table shows that the targets for the overall numbers of beneficiaries, and most of the demographic sub sets, have been achieved, as have the targets relating to the successful engagement of local businesses and other organisations. Similarly the targets for volunteering (an important outputs area in the run up to the 2012 Olympics) have all been exceeded.

Although most of the targets in the key sector of Employment, Self-Employment and Work Placement have not been achieved, the figures do demonstrate that significant numbers of local people, many of whom will have been substantially disadvantaged and out of work for long periods of time, have been helped into sustainable employment. It is particularly encouraging that out of 228 individuals who have been through the programme and found full time employment, 156 of those (68%) have so far maintained their position for at least 13 weeks. This demonstrates that people who had previously struggled to find and hold down a job are being helped to achieve that aim in growing numbers. As these people had not been assisted by existing mainstream programmes, it is reasonable to assume that their achievements are down to the direct involvement of this programme.

2.1.1 COMPARISON WITH MID-TERM EVALUATION

In order to test the progress of the projects since the mid-term evaluation in 2007, we have compared the target and out-turn figures above with the targets and achievements in September 2007. The table below compares the variances in percentage terms:

HARINGEY GUARANTEE: COMPARISONS OF OUT-TURN FIGURES WITH MID-TERM REVIEW						
INDICATOR	Total All Years			Figures in interim report		
	Target	Actual	Variance	Target	Actual	Variance
INFORMATION, ADVICE AND GUIDANCE						
A1: Total number of beneficiaries	1368	1391	101.7	941	1028	109.2
A2: BME individuals benefiting	532	1234	232.0	366	920	251.4
A3: Women benefiting	627	726	115.8	459	512	111.5
A4: Individuals aged under 25 benefiting	460	697	151.5	390	609	156.2
A5: Individuals with disabilities benefiting	250	282	112.8	141	225	159.6
A6: Lone parents benefiting	101	121	119.8	50	49	98.0
A7: Health service users benefiting	118	78	66.1	78	61	78.2
EMPLOYMENT, SELF-EMPLOYMENT AND WORKPLACEMENT						
B1: Individuals who are 'Haringey Guarantee ready'	661	464	70.2	330	236	71.5
B2: 'Haringey Guarantee ready' individuals securing PT employment	0	19	N/a	0	12	N/a
B3: 'Haringey Guarantee ready' individuals securing FT employment	308	228	74.0	106	149	140.6
B4: Individuals in sustainable employment (> 13 weeks)	265	156	58.9	69	72	104.3
B5: Individuals becoming self-employed	0	0	N/a	0	0	N/a
B6: Individuals on work placement	243	161	66.3	90	89	98.9
B7: Beneficiaries securing employment after completion of a work placement	27	10	37.0	14	4	28.6
B8: Local residents accessing job opportunities in Wood Green Town Centre	70	10	14.3	39	1	2.6
QUALIFICATION AND TRAINING						
C1: Individuals gaining a qualification (NVQ1-NVQ4+)	347	244	70.3	238	174	73.1
C2: Individuals placed on vocational training scheme	45	34	75.6	0	10	N/a
C3: Young people accessing vocational training	250	417	166.8	250	398	159.2
C4: Neighbourhood level employment and training initiatives	30	16	53.3	10	10	100.0
REFERRALS						
D1: Referrals made to partner agencies	126	26	20.6	78	13	16.7
D2: Referrals made to non-partner agencies	397	101	25.4	129	49	38.0
VOLUNTEERING						
E1: Individuals accessing IAG on volunteering	121	222	183.5	93	125	134.4
E2: Individuals placed on volunteering opportunities	43	68	158.1	40	48	120.0
ACTION PLANS AND WORK PROGRAMMES						
F1: Individual action plans/work programmes developed	1095	903	82.5	637	568	89.2
F2: Organisational action plans/work programmes developed	0	17	N/a	0	8	N/a
ORGANISATIONS/BUSINESSES ENGAGED						
H1: Total no organisations/businesses engaged with the Haringey Guarantee	205	214	104.4	137	161	117.5
H2: Total no organisations/businesses participating in workplacement scheme	14	45	321.4	8	30	375.0
H3: Total no organisations/businesses participating in volunteering scheme	14	16	114.3	14	16	114.3

The highlighted cells show the output measures where the variance between the actual and target figures has improved since the mid-term report was prepared. These advances – especially the numbers of people accessing training and work placements, and the numbers of referrals – will be welcome, but there will inevitably be some disappointment with some of these results. However, there are a number of factors that need to be taken into consideration:

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- Trading conditions have become more difficult as a result of national and global economic circumstances, and that this will have impacted on companies' recruitment policies and practices
- The Borough has received a large number of new workers from Eastern Europe who already have transferable skills and who understand English well

These factors are of course beyond the control of the programme, but they will have both impacted on the employment prospects of those who will have been targeted for action by the Haringey Guarantee projects. If anything, these factors tend to make the recorded outputs better than they at first appear, and perhaps underline the need to maintain the programme's services, rather than suggest that it has not met its objectives.

Another factor that ought also to be borne in mind is that a number of new projects have started to work under Haringey Guarantee funding in the past year, and some of these have been slow to start, perhaps as a result of some of the factors mentioned above



2.2 DEFRAID EXPENDITURE

The table below shows the extent to which projects have claimed the available programme expenditure.

HARINGEY GUARANTEE: PROGRAMME SPENDING TO DATE					
	ALLOCATION	SPEND 2006/07	SPEND TO DATE 2007/08	TOTAL SPEND TO DATE	REMAINDER
Total funding	1,1135,500	387,024	625,282	1,012,306	123,194

This table shows that a little over 10% of the available funding still has to be claimed, and we understand that this will be accomplished shortly.

2.3 KEY POINTS

The main points in this section are summarised below in bullet point format for ease of reference:

- The targets for the overall numbers of beneficiaries, and most of the demographic sub sets, have been achieved, as have the targets relating to the successful engagement of local businesses and other organisations
- The targets for volunteering (an important outputs area in the run up to the 2012 Olympics) have all been exceeded
- Targets in the key sector of Employment, Self-Employment and Work Placement have not been achieved, but significant numbers of local people, many of whom will have been out of work for long periods of time, have been helped into sustainable employment
- Over two thirds of Job Ready beneficiaries who have found full time employment have held down those jobs for at least 13 weeks, and their achievements can be directly attributed to the involvement of the Haringey Guarantee

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- Trading conditions have become more difficult as a result of national and global economic circumstances, and this will have impacted on companies' recruitment policies and practices
- The Borough has also received a large number of new workers from Eastern Europe who already have transferable skills and who understand English well; these factors tend to make the recorded outputs better than they at first appear, and perhaps underline the need to maintain the programme's services, rather than suggest that it has not met its objectives
- A little over 10% of the available funding still has to be claimed, and we understand that this will be accomplished shortly.

3. VIEWS OF PROJECT BENEFICIARIES

This section of the evaluation considers the views of local people who are currently participating in one or more of the Guarantee projects. Forty two people took part in this survey: most contributed their views in one to one interviews with a CSC consultant at the project, while others took part in an online survey established on the company website. The findings of this survey will be compared with a comparable survey that was undertaken in 2007. This section consists of:

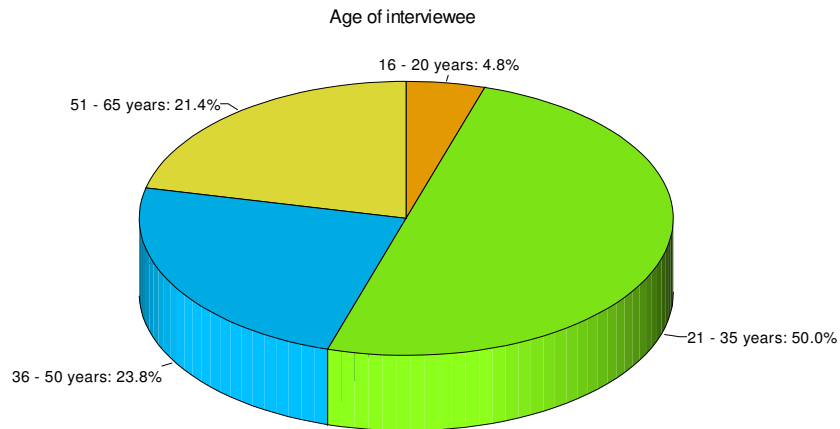
- i. Demographic details
- ii. Views of the projects
- iii. Impact on employment prospects
- iv. Key points and recommendations

3.1 DEMOGRAPHIC DETAILS

In order to ensure that the survey group was reasonably representative of Haringey’s diverse population, and to check that the projects were focussing on the most disadvantaged sections of the community, the survey opened with a series of questions about their personal backgrounds. While the results of this survey does not necessarily reflect the background of all who are participating in the programme, this section does help to illustrate that we have captured a broadly representative view.

3.1.1 GENDER AND AGE

In response to a question about their age, it emerged that 17 respondents were male and 25 were female, this shows that there was a broadly representative selection of respondents. The group were then asked to say which age group was most appropriate to them, and their replies are shown in the graph below.

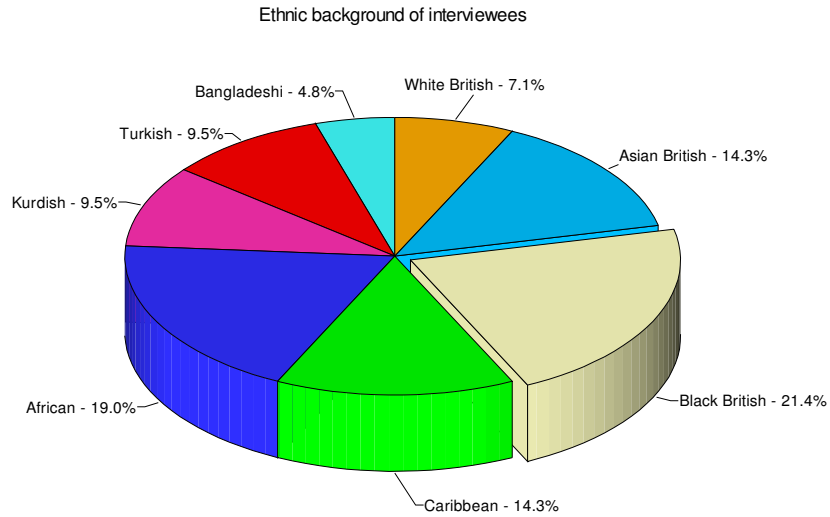


This shows that all economically-active age groups contributed to the survey, and the largest group were those aged between 21 and 35 years.

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3.1.2 ETHNIC BACKGROUND

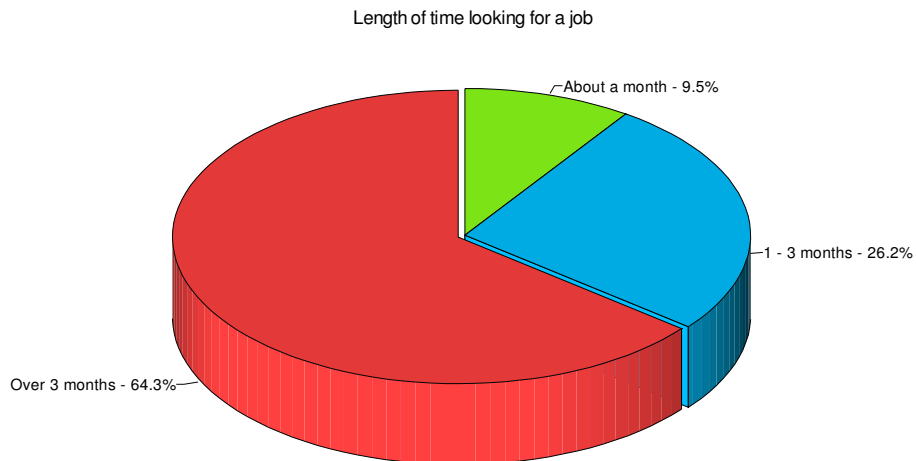
Haringey has one of the most cosmopolitan resident populations in London, and some of the more recent arrivals to the Borough are among the most disadvantaged in the market place. The ethnic background of the survey group is revealed in the graph below.



This graph shows that the survey group is broadly representative of the Borough's diverse population. The largest single group is those who describe themselves as being Black or Black British, but the White, Asian and Turkish/Kurdish communities are also represented.

3.1.3 LENGTH OF PERIOD OF UNEMPLOYMENT

The survey group were then asked to say how long they had been looking for a job, and their replies are summarised below.



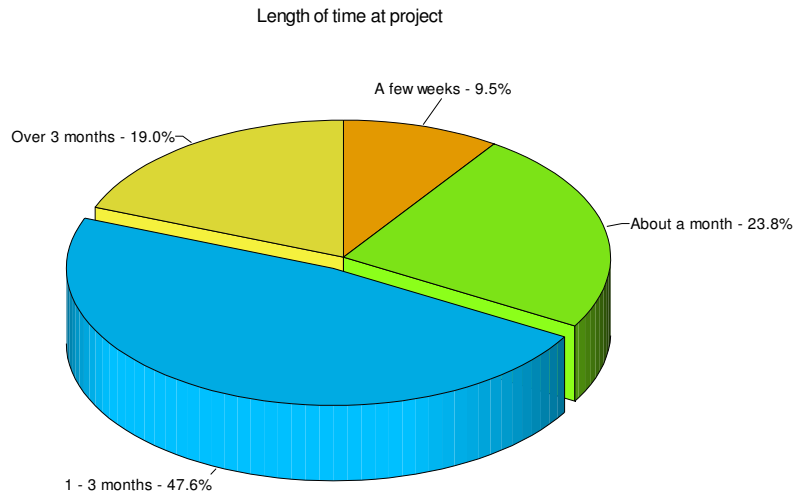
The largest section of this survey group (64%) have been looking for work for over three months, which demonstrates that the projects are successfully targeting their resources on those who are finding it most difficult to find work.

3.2 ACCESS TO THE PROJECTS

The next section of the questionnaire was designed to find out the respondents' views about the projects which they are currently attending.

3.2.1 LENGTH OF ATTENDANCE

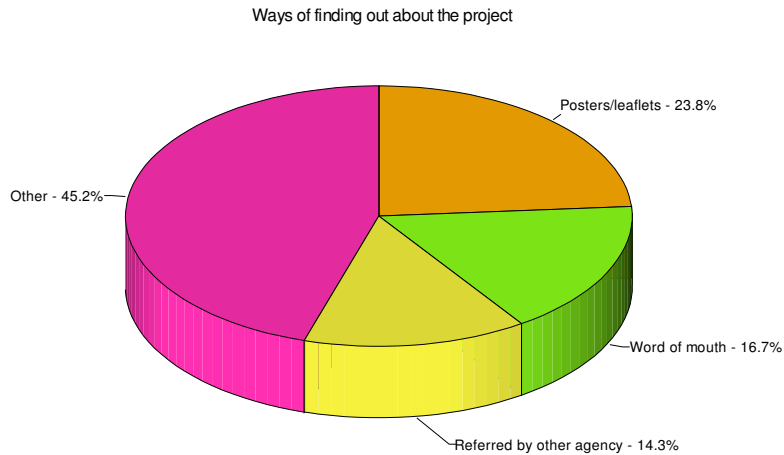
The first question asked how long they had been attending the project where they were interviewed, and their replies are summarised below:



Nearly half of the survey group have been working with the project for between one and three months, while another substantial group (19%) have been coming for a longer period. Just over a third of the group, however, have been coming for shorter periods, which shows that there is a continuing demand for the projects' services.

3.2.2 METHOD OF RECRUITMENT

The participants were then asked to say how they had heard about the projects, and their replies are shown below.



The most successful of the formalised methods of promoting the services were posters and leaflets and referrals from other agencies, although a substantial number approached the project following a word of

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mouth recommendation, which is always a good sign that the projects are well appreciated. The largest group, on the other hand, were unsure about what had drawn them to the project, although good fortune seems to have played a part in many cases – some had accompanied a friend to a project, while others had been in the building for another purpose and had looked in out of curiosity. This suggests that the substantial efforts to promote the projects in the local press seem not to have been the driving force that had persuaded people to engage with the projects, and this strategy might be reviewed in greater depth by the Steering Group.

3.2.3 PEOPLE RECEIVING HELP FROM MORE THAN ONE PROJECT

The group were also invited to say whether they were receiving support from other projects, and around a quarter said that they were attending other funded initiatives. The projects that were most frequently nominated were:

- Northumberland Park School
- Haringey at Work
- Crèche at KIS
- Workstep

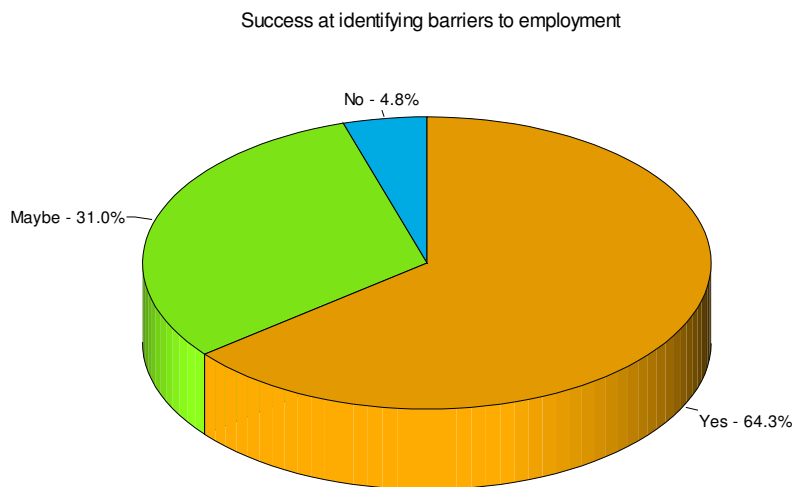
This suggests that there is a reasonable amount of cross-referrals taking place, but that there is scope to expand this practice in future. This issue is addressed in greater depth in Section 4, where we suggest ways of making the process easier to manage.

3.3 IMPACT ON EMPLOYMENT PROSPECTS

The next stage of the survey explored the respondents' views on the extent to which they feel that working with the projects are improving their prospects of finding meaningful employment in the local area.

3.3.1 SUCCESS AT ANALYSING AND ADDRESSING BARRIERS TO EMPLOYMENT

The survey group were first asked to consider whether the project had based the support that they receive is appropriately addressing the issues have been preventing them from gaining employment. Their replies are summarised in the table below:

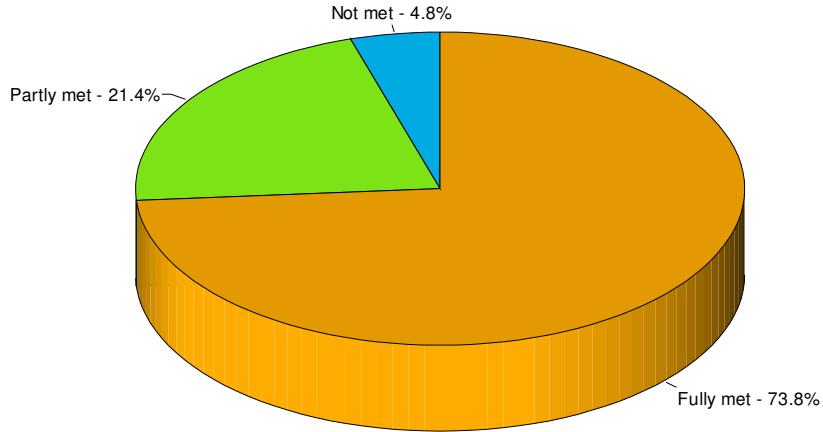


Nearly two thirds of the respondents have said that the project that they attend has successfully identified their personal barriers to employment. This is clearly a very strong response, especially as less than 5% of the group replied in the negative to this question. We then posed a related question, by

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asking whether they thought that they were making progress in addressing these issues; these replies are also given below:

Progress in Overcoming Barriers to Employment

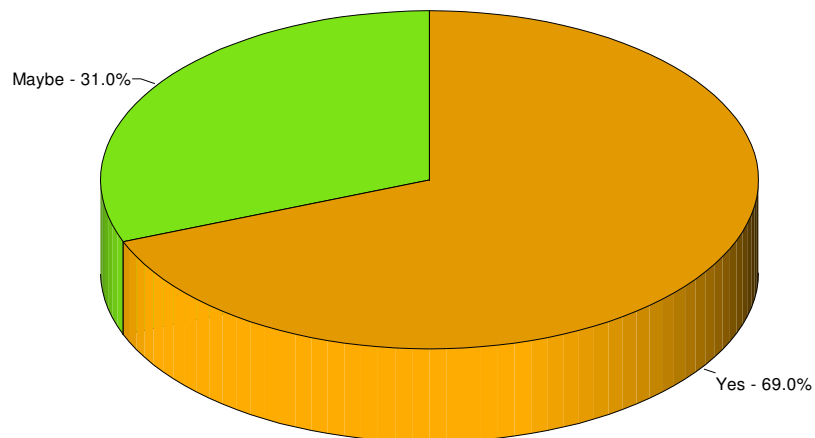


This is a very positive response, in that nearly 74% have said that their needs were being fully met by the project, and another 21% said that their needs were being partly met. This is not only a very positive reply, which will be of great satisfaction to the project managers, but it is also a substantial advance on the position reported in the summer of 2007 when 48% gave the most positive reply.

3.3.2 IMPROVING JOB PROSPECTS

The project participants were then asked to assess the extent to which they thought the project would in the long run help them to find the type of job that they were looking for.

Do you think the project will help you get a job



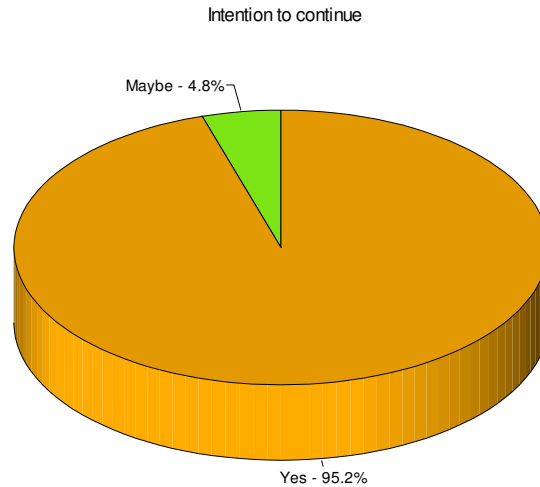
In a very positive response, 69% of the survey group said that they thought the project would eventually help them achieve their objective, and the remainder thought that it may help them. None of the survey group replied in the negative to this question, so this will again be of considerable satisfaction to the project managers. In the earlier survey, almost 20% of the survey group were either undecided or

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negative about their prospects, so this again represents a substantial advance over the survey of last summer.

3.3.3 INTENTION TO CONTINUE

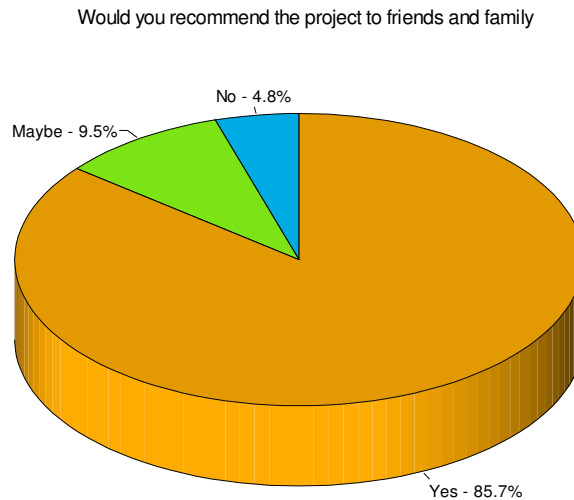
The group were then asked to say whether they thought that they would continue with the programme until they achieved their objective, and their replies are shown below.



All but two of the survey group said that they definitely intended to continue with the project and this is another very positive response to the question.

3.3.4 RECOMMENDATIONS TO FRIENDS AND FAMILY

The final question in the survey asked the respondents to say whether they would be prepared to recommend the project to their friends or family.



This shows that almost 86% of the survey group said that they would be prepared to recommend the project that they attend to a close friend or relative. This is another very positive response; it compares well with replies to a similar question in other evaluations that CSC has undertaken; and maintains the strong response given to this question in the 2007 survey.

3.4 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made in this section of the evaluation are summarised in bullet point format below:

3.4.1 KEY POINTS

- Almost two thirds of the respondents have been unemployed for over three months, so the project appear to be properly targeted on those having most difficulty finding a job
- Nearly half of the survey group have been working with the project for between one and three months
- Just over a third of the group are new to the project, which shows that there is a continuing demand for the projects' services
- The most successful of the formalised methods of promoting the services were posters and leaflets and referrals from other agencies, although a substantial number approached the project following a word of mouth recommendation
- Nearly two thirds of the respondents have said that the project that they attend has successfully identified their personal barriers to employment
- Nearly 74% have said that their needs were being fully met by the project, and another 21% said that their needs were being partly met
- 69% of the survey group said that they thought the project would eventually help them find a job, and the remainder thought that it may help them
- Almost 86% of the survey group said that they would be prepared to recommend the project that they attend to a close friend or relative

3.4.2 RECOMMENDATIONS

- Few suggested that press advertising and Council promotional material had persuaded them to join their project, so it may be appropriate to review the marketing strategy
- The practice of cross referrals should be encouraged and facilitated by easier record keeping

4. VIEWS OF PROJECT MANAGERS

This section of the evaluation focuses on the views of those who have been delivering Haringey Guarantee-funded projects. The programme is an evolving one, and new projects are still being added to its overall portfolio; a CSC consultant interviewed ten project managers between January and March 2008, most had been delivering funded services for more than a year, but there were also two more recent additions who were interviewed during this part of the evaluation. This section of the final report consists of:

- i. Impact of the programme on funded projects
- ii. Impact of the programme on unemployed people
- iii. Management of the programme
- iv. Future development of the programme
- v. Key points and recommendations

4.1 IMPACT OF THE PROGRAMME ON FUNDED PROJECTS

All of the project managers were asked to say whether or not the funding they had received from the Haringey Guarantee had impacted on quality and quantity of their work, and on the extent to which they worked in partnership with other comparable organisations. It is perhaps not wholly surprising that all felt that both issues had been enhanced as a result of this financial support.

While all felt that networking and partnership action were desirable in themselves, all of the project managers had a view of how this activity had benefited their particular project or organisation, and a number of these have been summarised below:

IMPACT OF THE PROGRAMME FUNDING ON PARTNER PROJECTS

- A number of projects mentioned that they had been able to work more constructively with others, and that a more coherent pattern of work had emerged; this meant that cross referrals of clients was easier, and one project mentioned that they had found a “niche”
- One project commented that they had been able to move from a policy development and strategic planning role to one of direct delivery
- Guaranteed longer term funding has allowed projects to plan their services and systems more efficiently, rather than having to continually chase funding and tailor what they do to the needs of different funding bodies
- Several commented that they were able to offer a more intensive level of service than had been possible before, and that this was critical to the very hard to deal with clients
- The developments that had been made possible by the programme, and by the apparent kite mark from the Council, had enabled some to improve their working relationships with a variety of bodies, including RSLs, Job Centre Plus, Colleges and Children’s Services
- For similar reasons to the above, another project commented that they had been able to secure an accredited supplier status from the relevant governing body after several unsuccessful attempts
- Networking has improved communications and helped to enhance internal management systems through a process of cross fertilisation of ideas and practices

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The above shows good evidence of how the programme has impacted on its partner organisations, and the managers' view on how these practices have been translated to the benefit of jobseekers in Haringey will be explored in more depth in the following section.

As suggested earlier, there is evidence that more still needs to be done to enhance the methods of recording cross referrals and a participant's progress across two or more projects: there was still said to be scope for double counting and misallocation of funding as a result of the current systems. This issue has been much discussed by the Council and its partners, and is further addressed in Section 4.3.2.1 below.

4.2 IMPACT OF THE PROGRAMME ON UNEMPLOYED PEOPLE

As before, the project managers were asked to state whether they thought that the programme was generally benefiting unemployed people in Haringey. Again, and equally unsurprisingly, this brought a 100% positive response; many suggested that the principal benefits came from being able to provide a longer, and more intensive, form of support. Some projects have taken time to establish themselves, because they either offer an innovative approach to a particular hard to reach group, or are simply new to the area, but even these claim to have made good progress towards meeting their objectives.

It was continually pointed out that the programme is specifically designed to support those who have been out of work for prolonged periods of time, and whose existing job prospects are at best described as slim; that being the case, these individuals need more intensive levels of support than would be possible from existing, mainstream sources. For some, it is a substantial achievement to get up in time for a morning appointment, and they are easily deflated by setbacks, and so the very intensive services that are only possible as a result of the Haringey Guarantee funding are a very necessary provision. Similarly, the one to one provision that is made possible by this programme is said to be of great benefit to those who find working in a group or a class intimidating; such people would have no chance of working effectively in larger organisations until they had overcome this difficulty.



It is worth pointing out at this stage that these interviews were conducted on a one to one basis by our consultant before the output figures quoted in Section 2 had been made available to CSC. Hence, it may be assumed that this consistent line of discussion indicates that the time taken to successfully support a client into employment is longer and more intense than had been anticipated. This may go some way towards explaining some of the lower than expected output returns quoted previously.

As suggested in the preceding section, individual projects and organisations are now starting to work in closer partnership with one another, and several suggested that this was having a beneficial effect on their clients. Although there is scope to refine and simplify these procedures, it does appear that the practice is increasing through a greater sense of co-operation and shared objectives. Other project-specific benefits that were of direct benefit to the participants in seeking work were mentioned, and these are summarised below:

OTHER BENEFITS TO HARINGEY GUARANTEE PARTICIPANTS

- There was a better understanding of how the creative industries can be of assistance to people seeking to build their confidence in the workplace: the short term and irregular need for flexible labour suits some of those who are not yet ready to return to full time employment or who have (for example) mental health problems that inhibit their employability

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- The security industry requires new employees to hold licences that demonstrate their trustworthiness and home backgrounds, but different organisations have required various levels of evidence to support these applications; working within the programme has produced a greater level of co-ordination

Overall, the partners were asked to say, on a scale of 1 – 5 (where 5 represents the highest score) how much they thought that their own project and the programme as a whole was of benefit to unemployed people in the target wards. The co-ordinated replies are shown in the table below:

MANAGERS VIEWS ON EFFECTIVENESS OF PROJECT AND PROGRAMME					
CATEGORY	1 (VERY POOR)	2	3 (AVERAGE)	4	5 (EXCELLENT)
Overall programme	0	0	0	5	5
My project	0	0	1	6	2

Shaded cells show the highest scores in each category

This table reaffirms that the managers believe that the programme as a whole is impacting positively on the job prospects of the people that it aims to serve. Many gave higher scores to the work of the Haringey Guarantee overall than they did to their own project, so they are clearly impressed by the overall programme, and are not simply promoting their own achievements.

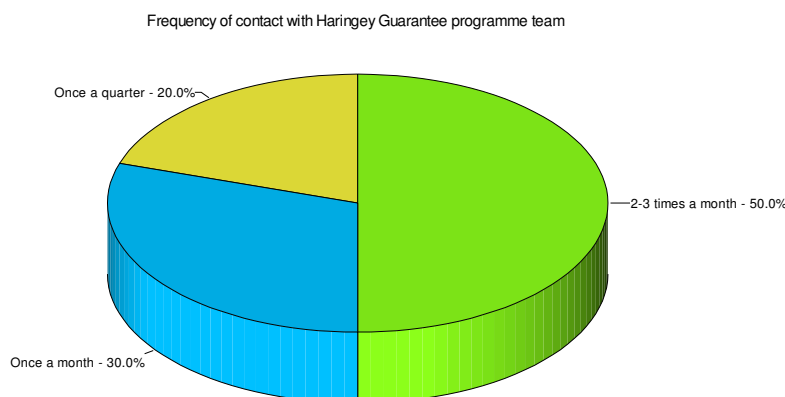
This is a very positive response from the managers, even though the returns are slightly more reserved than in the comparable survey last year. This is explained by the fact that the figures quoted above are from a larger sample (ten projects against five previously) – the more established project managers are generally more positive about the programme, while those that joined the programme most recently have tended to be more cautious. This is still a very positive response.

4.3 MANAGEMENT OF THE PROGRAMME

This section considers the views of project managers about the way that the programme has been managed centrally by Haringey Council. This is important as good management can enhance and add value to the direct delivery, and a poor performance will often have the opposite effect.

4.3.1 FREQUENCY OF CONTACT

We first asked in this part of the survey for a view of how frequently the respective managers are in touch with the delivery team, and their answers are summarised in the graph below.



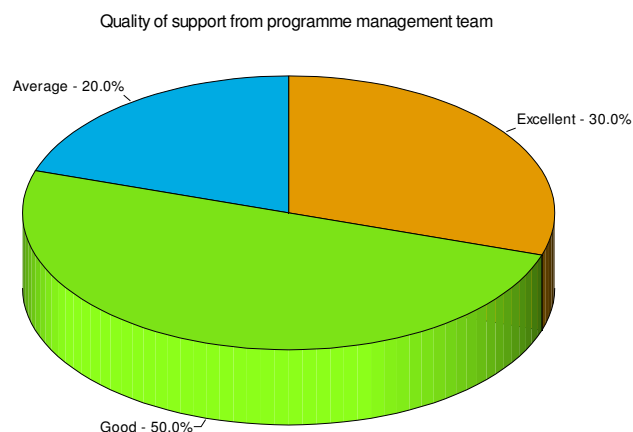
This shows that all managers are in touch with the delivery team at least once a quarter, and that half of them are in contact two or three times a month. This is a good response, and shows that the Council

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team are contactable, and available to provide support when it is required. The quality of that support is described below.

4.3.2 QUALITY OF SUPPORT

Managers were then asked to say on a scale of 1 – 5 (where 5 = the highest score) how much they valued the support provided by the Haringey Guarantee team. Their replies are again given in graphic format below.



This is a very positive return, as none of the managers questioned thought that the support provided was poor or very poor, and eight out of ten described it as good or excellent. This is a very good response, and compares favourably with many of the programme level evaluations that CSC has undertaken in recent years. These returns are also substantially more positive than a year ago, when the majority described the support as being only fair.

The survey above is indicative of a growing and developing good relationship between the Council officials and the project managers. Furthermore, many amplified their comments by offering positive examples of how the Council's delivery team have helped them in dealing with the reporting, evaluation and audit processes. That team was described as approachable, patient and highly professional among various other compliments. While there were no real problems identified, some did suggest that there was a slight "us and them" feel to the relationship, and that they did not feel as close to the Council team as they might have wished. Their response to this was for more regular whole team meetings, which is worth taking forward. A number of other issues emerged during this phase of the evaluation, and some of the key points are discussed below.

4.3.2.1 Referrals Process

Issues pertaining to the referrals process have been alluded to before in this report, and while this is increasing in practice, it has been suggested that the delivery team might play a more prominent role in resolving problems with the process. Our research suggests that it will be very difficult to ensure that everyone is wholly satisfied with this element of the programme, but we have identified a number of issues that ought to be addressed within the group:

- The referrals processes between projects can be bureaucratic and time consuming
- The system was described as a "one size fits all" model, and which did not allow organisations to focus on their own specialism and pass a client on to another – doing this could help address issues of double counting

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- Some projects are suspected of not participating, perhaps as a result of the changes relating to the funding for clients referred between projects

4.3.2.2 Monitoring

Generally speaking, the managers were happy with the reporting process, and there was recognition and appreciation of the way that the Council had listened to and responded to earlier suggestions about improving the system. One, however, made the suggestion that as the time taken to complete CRB checks lengthened the time taken to process clients, reporting should be undertaken flexibly, so that these were filed when the clients were ready, and not on a rigid quarterly basis. While this will not be possible, as these deadlines are set by the LDA and are a condition of funding, it does raise a pertinent question about setting target dates for the completion of projects, and these need to reflect the time taken to undergo these demanding, but necessary, examinations.

It was also suggested that participants on work placement projects do not file evidence of their involvement until this has been completed, so very often the reporting system does not reflect what is currently being undertaken. Training course students, by comparison, are recorded from the moment that they commence the project, and a more consistent practice could be initiated without difficulty.



Another worthwhile proposal made in this context is that the output/outcome targets could be redefined to show the distance travelled by the particularly difficult individuals (e.g. those with mental health issues) who take longer to become job ready. As suggested elsewhere in this section, small events such as regular attendance at a project are major achievements for some specifically targeted by this programme, and yet these often go unrecorded.

4.3.2.3 Publicity of the Programme

This was identified in the Interim Report, and although the Council has taken action to raise the profile of the programme, this does remain an issue for some who thought that while the programme is known and understood by the likes of the LDA, the brand means little to most residents. As before, the projects have a profile within the immediate client community, but the overall programme is less well understood. It might therefore be worth incorporating the programme title in the name of the project, i.e. "The Haringey Guarantee ***** Project", or "The ***** Project, sponsored by the Haringey Guarantee."

It was also suggested that publicity often takes the form of indiscriminate initiatives, such as flyers and press advertising, and that more strategic projects run with Job Centre Plus, for example, or a greater number of specifically targeted promotional events, might be more effective. In the latter instance, managers suggested that there should be more than an event open to all-comers at a neighbourhood centre, such as specific activities designed to encourage targeted demographic groups, families or individuals to an event in their location.

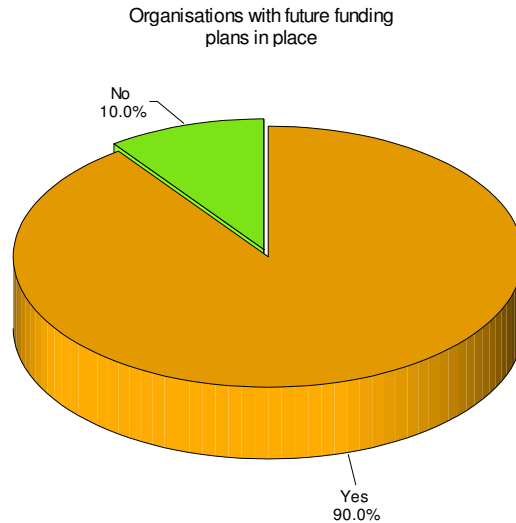
4.4 FUTURE DEVELOPMENT OF THE PROGRAMME

In exploring how the programme might be developed in future, we asked a series of questions relating to their own funding position, and to the development of the programme's content and approach. These are discussed below.

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4.4.1 PROJECT FUNDING

We opened this section by asking whether there was an ongoing need for the project once the existing funding round ends in March 2008, and again there was a 100% response to support this requirement. When we then asked whether they currently had a plan in place for securing the necessary funding, and the results are shown below.



This shows that nine out of the ten organisations questioned had a funding plan in place, which is an improvement on the position last summer when the interim report was published, and significantly better than many other programmes that we have evaluated in recent years. This reflects well on the planning methodology put in place by the Council's programme delivery team and by the managers themselves.

4.4.2 DEMOGRAPHIC GROUPS NOT YET BENEFITTING FROM THE PROGRAMME

When asked to comment on how the programme might be developed in future, a variety of views were expressed. It was most frequently suggested that those with physical or mental health problems are disproportionately disadvantaged in the jobs market, and that this is a group who need much more targeted support than they currently receive.

Others also suggested that the programme had proved its worth, and might be extended across the whole of Haringey, as the problems of worklessness were not confined to the existing target wards; the Key Players have made a similar point in Section 6. A number suggested that they had been obliged to turn away applicants from non-priority areas of the Borough. An alternative approach suggested was that the programme should be made available across the Borough, but that promotion should be targeted on key wards, and perhaps places should be reserved for residents of those areas.

It was also suggested that the Borough's highly diverse ethnic background was a factor in worklessness. There were no suggestions of overt racism in recruitment and employment, but it was suggested to us that:

- The willingness of some East Europeans to work for very low (said to be less than the legal minimum) wages left them open to exploitation, and also meant that longer established groups were being squeezed out of the jobs market

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- Some also suggested that the traditional dress of some women from Africa and Asia restricted their employment opportunities as they were seen to be in breach of health and safety requirements
- The indigenous white population were at risk of being forgotten among projects designed to support the BME population; by the same token, some families were thought (or liked to believe) that projects were “only” for ethnic minorities, and were not open to them
- There were also said to be families (often White British) whose members were now in the second or third generation of near permanent unemployment; the programme was not touching them as the work ethic was said to be absent in those cases

The latter points are particularly interesting, given the low numbers of indigenous people participating in the questionnaire survey of beneficiaries; just over 7% of respondents said that they were White or White British.

It needs to be emphasised that these negative impressions of the local employment market were not said to be widespread or typical of local employers, but were offered as examples of the types of advice that needs to be available to reduce the likelihood of disadvantage becoming rooted in specific sub-sections of the community. It is also interesting that issues around ethnicity were not mentioned in the previous study, as all felt that all ethnic groups were enjoying reasonable access to the programme, if not in the actual jobs market. However, this was raised by a number of managers this time around, mainly in the context of the rapidly changing demographic make up of the local population. This is an issue which will need to be watched carefully as the programme is rolled out in future.

4.4.3 WAYS OF ENGAGING WITH THE UNEMPLOYED

The project managers put forward a large number of realistic proposals for broadening the scope of the programme, and this can be taken as a sign of their commitment to the approach being piloted, as opposed to the “traditional” stand alone project-led approach. The key points that have not been covered elsewhere in this section have been summarised below for consideration with partners in ongoing discussions about the programme’s future development:

FURTHER SUGGESTIONS FOR THE FUTURE DEVELOPMENT OF THE PROGRAMME

- Key members of the partnership should front presentations to employers to promote benefits of the programme, and to encourage more job placements as a prelude to employment
- More frontline VCS organisations should be co-opted into the partnership to promote the programme to their clients, and to act as ambassadors or advocates in discussions with employers or potential employers
- The Council should prioritise HG participants when recruiting for roles such as cleaning, care taking, grounds maintenance etc; it might also consider programmes to repair and refurbish derelict housing as part of the programme
- More could be done with statutory organisations that support HG participants, and the Youth Service was mentioned in particular in this instance
- Linkages should be established with the 2012 Olympics bids, although Haringey is not one of the Olympic Boroughs it borders this area, and the opportunities should be maximised wherever possible
- The programme should be sold to companies relocating to the Borough from more central areas of London

These are all positive proposals, and are worthy of consideration by the Steering Group. They are also a very different set of ideas to those proposed in the previous study, which does suggest that the managers were satisfied with the Council's response to those suggestions. This should not therefore be taken as evidence of negativity, but as helpful suggestions for continual improvement that will help take the programme forward.

4.4.4 ENGAGEMENT WITH EMPLOYERS

A key difficulty for some managers was the nature of the relationship with employers in the programme. For example, there was a particular difficulty when a number of projects were seeking to confirm that a client has completed 13 weeks employment, and the business became understandably frustrated at handling numerous enquiries on the same subject. It was therefore suggested by a number of managers that the approaches to employers be conducted centrally, and this would appear to be worthy of serious consideration.

4.5 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made in this section are summarised below in bullet point form:

4.5.1 KEY POINTS

- All managers felt that the funded programme had been beneficial to the operation and financial viability of their project or organisation
- The intensive support provided by the Haringey Guarantee is essential in reaching the most hard to reach individuals, but this is not available from mainstream services
- Inter-project co-operation is developing, but this is an evolutionary process, and needs further time to become fully effective
- Most project managers thought that the support from the programme team was good or excellent
- The Haringey Guarantee brand is still not well known locally
- There are ongoing concerns about the effectiveness of the relationship with employers, many of whom appear to think that some aspects of the relationship can be time-consuming
- All managers believe that there is an ongoing need for their service, and most have plans in place to maintain their funding
- People with mental health issues are said to be experiencing disproportionate problems in the jobs market, and the changing ethnic background of the population is also impacting on service demands
- Some families have known constant unemployment for two or three generations, and they are not being properly reached by the programme

4.5.2 RECOMMENDATIONS

- More whole team meetings may help to reinforce the relationship between managers and the Council team, and address ongoing problems in relation to the referrals process

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- The time taken to complete CRB checks should be taken into consideration when setting individual targets and schedules
- Projects should incorporate the phrase “Haringey Guarantee” in standardised branding, and publicity campaigns could be planned more strategically
- A single nominated person should take the lead in engaging with specific employers
- Engagement strategies should take note of the changing demographic make up of the population, but also remember the needs of white families that have been very long term unemployed

5. VIEWS OF PROJECT MANAGERS

This section of the evaluation describes the results of a questionnaire survey that was sent to all employers in the public and private sectors who have signed up to the programme, and also reports the key points to have emerged from subsequent contact with some of the respondents. Overall, nine employers participated in this survey, which represents will represent a representative sample (43%) of the twenty-one organisations that are members of the Guarantee partnership. This section of the evaluation consists of the following:

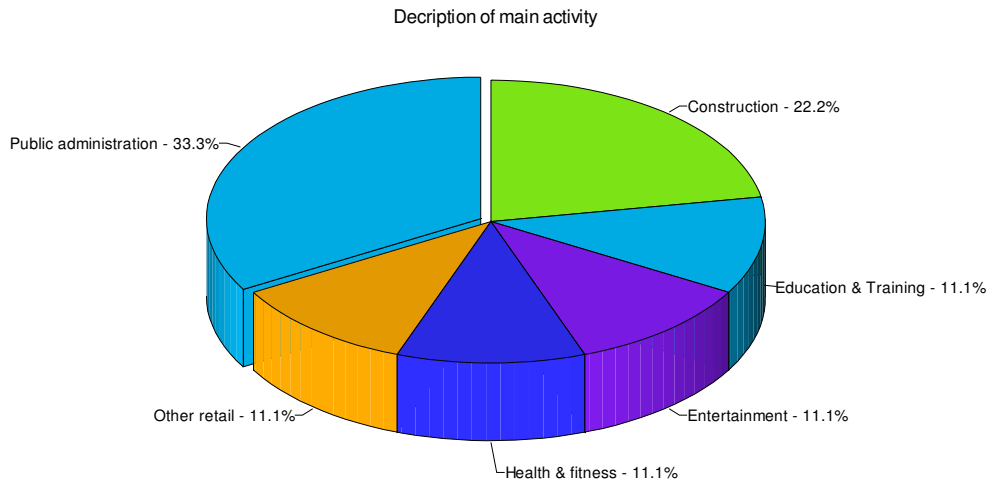
- i. Description of the employers
- ii. Support from the Haringey Guarantee Delivery Team
- iii. Impact of the programme
- iv. Key points and recommendations

5.1 DESCRIPTION OF THE EMPLOYERS

In order to ensure that we secured views from a reasonably broad range of companies, we first asked the responding organisations to provide a few details about themselves, and their replies are demonstrated below.

5.1.1 TYPE OF ACTIVITY

The graph below describes the type of business and service activities that the Haringey Guarantee employers are primarily engaged in.



This shows a broad range of business activity; the largest single number of replies came from public sector organisations, but private sector businesses provided two thirds of the total, split among the various sectors that make up the business community in Haringey. Although this is a small sample of opinion, the chart shows that the views expressed come from a diverse background, and are therefore broadly representative.

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5.1.2 NUMBER OF EMPLOYEES

We then asked for an indication of the number of full-time and part-time employees that each has, and their replies are shown below.

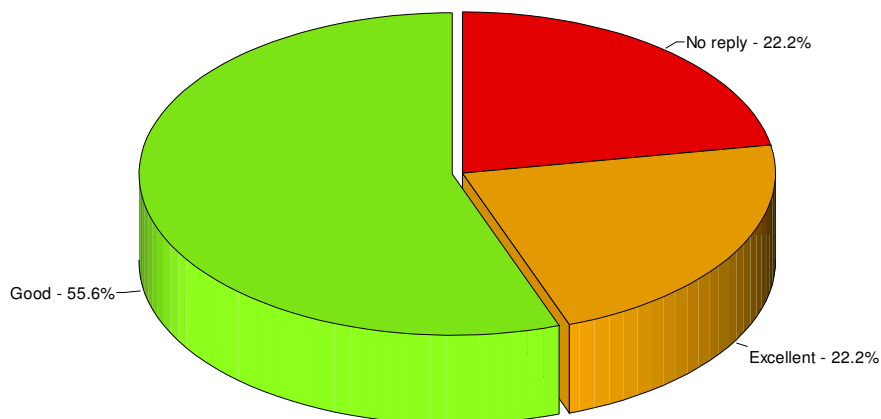
HARINGEY GUARANTEE MEMBERS: NUMBERS OF EMPLOYEES		
NUMBERS OF EMPLOYEES	FULL TIME	PART TIME
0 – 10	1	3
11 – 20	2	3
21 – 50	2	1
51 +	4	2

This shows that there is a mix of small and large sized organisations represented in the survey, and that its results reflect their diversity of views, needs and experiences.

5.2 SUPPORT FROM THE HARINGEY GUARANTEE DELIVERY TEAM

This survey group was then asked to assess the level of support that they have received from the programme delivery team at Haringey Council, and their replies are shown below.

Assessment of support from Delivery Team



This is a very satisfactory response for the Delivery Team, and complements the views of project managers reported in Section 4 – all of those who expressed an opinion described the service as “good” or “excellent”, and none proposed any negative answers. This slightly improves on the very positive response from employers in the 2007 survey. Two employers said that they could not answer this question, as they had not had significant contact with the team, but neither suggested that this was a problem that concerned them.

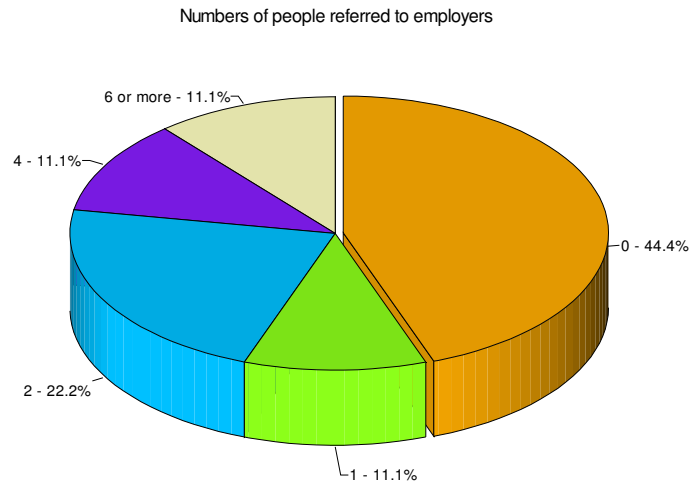
5.3 IMPACT OF THE PROGRAMME

The main element of this survey was designed to gather employers' views on how the programme was helping to address their recruitment needs by providing a supply of properly trained and motivated potential recruits. This element of the evaluation has four component parts:

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5.3.1 NUMBERS OF RECRUITS

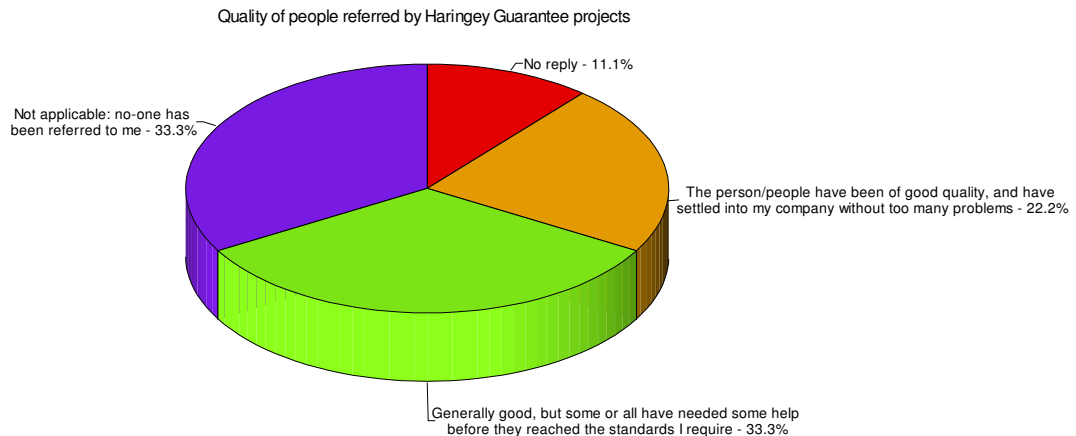
The employers were first asked to say how many people had been referred to them as being “Guarantee Ready”, and their replies are shown below.



Although four employers had not been sent any potential recruits, seven others had received between one and six people. Although it is difficult to make direct comparisons, this is a better response than in the 2007 survey, when only a third of respondents had been asked to consider a programme beneficiary for employment.

5.3.2 QUALITY OF RECRUITS

The respondents were then asked to assess the quality of the people that have been referred to them by saying which of a series of statements they most agreed with. Their replies are shown below.



Bearing in mind that the individuals concerned had to be at a low base in order to qualify for support from the programme, this is a very positive response. All of those who replied to the survey and who had received a participant for consideration were satisfied with the quality of the individuals referred to them:

- Three companies said that the individuals had been good, but had needed some help before they settled into the company/organisation properly
- Two said that they people referred to them had settled in without difficulty

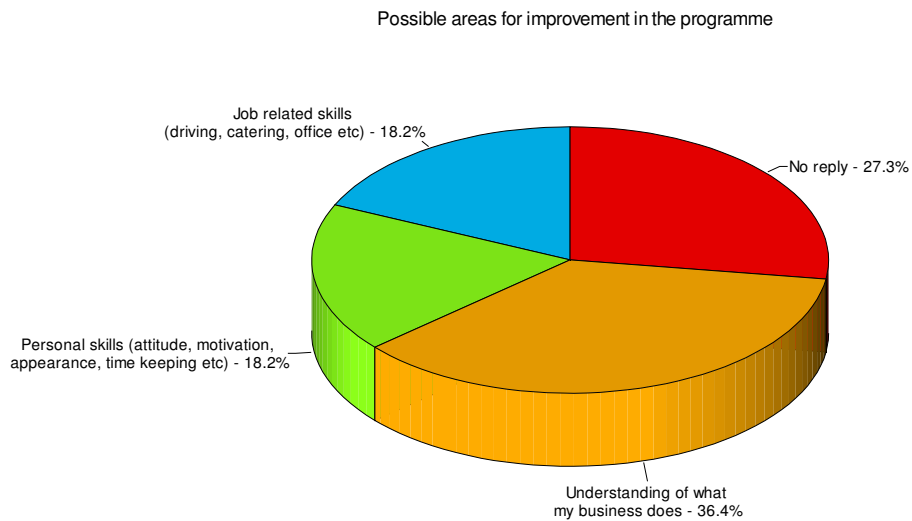
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- None took the option that suggested that the people referred to them had been unacceptable or inadequate in any way.

As suggested, this is a very strong response, and the numbers involved in this survey means that the providers have built on the progress recorded in the earlier study. This reply will help to build employers' confidence in the quality of the programme, and should therefore be used in publicity material.

5.3.3 AREAS FOR IMPROVEMENT

The employers were then asked to give an indication of any areas where they felt that improvements in the content or quality of the programme were required:



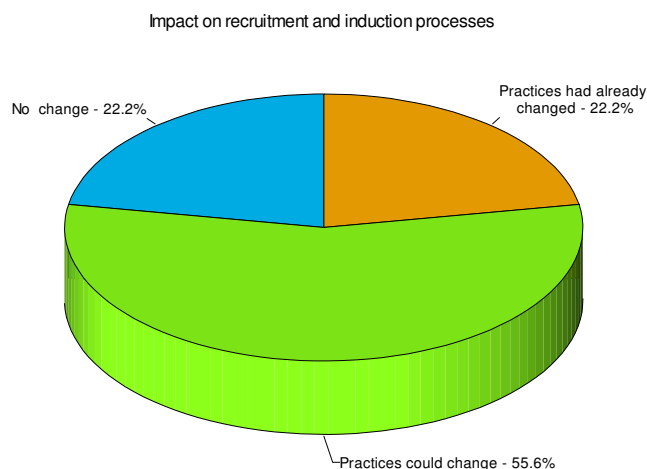
Some suggestions have been made for improving the skills or attitudes of these potential employees, and the most frequently suggested area was that the candidates should be better briefed about the business activities of the organisation concerned. However, these suggestions should be taken as positive suggestions for further improvement, and not as a negative criticism: none of the respondents took the option of identifying particular problems that they have experienced with these candidates. In fact, those who were subsequently interviewed were very positive about the quality of the people that were referred to them.

Nonetheless, this is a helpful proposal, and we recommend that research or briefing into a company's activities should feature more strongly in preparations for interview.

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5.3.4 IMPACT ON COMPANY POLICIES

Finally in this survey, the respondents were asked to say whether the experience of working with the Haringey Guarantee had changed, or was likely to change, their sales or working practices in any way. It is not particularly surprising that none said that this was likely, but the results of a similar question on the programme's impact on their recruitment and retention policies was more encouraging:



Five of their companies were prepared to accept that their recruitment practices could change, and another two said that change had already taken place. In conversation, it emerged that the likely changes were in the companies' willingness to consider people from what they had previously considered "problem areas" and who had few or no educational qualifications – if the individuals had been through a capacity building exercise such as one of the Haringey Guarantee projects, then they would be much more willing to consider them positively. This is a small step, but nonetheless welcome evidence that the programme is having a long-term impact on improving job prospects for the target groups.

5.5 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made above have been summarised in bullet point format for ease of reference:

5.5.1 KEY POINTS

- Nine out of twenty one employer members of the Haringey Guarantee have contributed to a survey, and these are a small but representative sample of the membership
- All rated the support received from the Council's delivery team as good or excellent
- Five of the responding businesses had been sent "Guarantee ready" potential recruits, and all suggested that these individuals were of good quality
- It was suggested that potential recruits might be better briefed on a company's activities before they are sent for interview, but none suggested that this had been a serious problem
- Working with the Haringey Guarantee had not impacted on core business activities, but was likely to change recruitment policies in a significant number of companies/organisations

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- The results of this survey were generally more positive all round than an equivalent exercise conducted last year

5.5.2 RECOMMENDATIONS

- Employers' good opinions of the quality of recruits should be used in material encouraging other employers to join the Guarantee programme
- Detailed briefing on a prospective employer's core activities should be feature more strongly in preparations for interviews

6. VIEWS OF KEY PLAYERS

This section of the evaluation is based on the views of six senior officials with public and private sector organisations in Haringey. While not all of these interviews have played a direct part in the management or delivery of the programme, they have supported its activities through promoting it to members and partner organisations, and so all were aware of its activities and were able to comment authoritatively on how it is helping to address worklessness and the recruitment and retention needs of businesses in the Borough.

All agreed to participate in an in-depth interview with a CSC consultant in the period January – March 2008, and we are very grateful for their time and co-operation. This section of the evaluation consists of:

- i. Content and focus of the programme
- ii. Future priorities
- iii. Key points and recommendations

6.1 CONTENT AND FOCUS OF THE PROGRAMME

Having asked the interviewee to establish how their organisation and they personally were involved with the programme, all were asked a linked series of questions about the value of the programme.

6.1.1 KEY STRENGTHS

Our interviewees were of the opinion that the programme was a useful tool in addressing the twin problems of worklessness and staff recruitment and retention. Its key strength was in tailoring services so that the latent abilities of the individual were honed to meet the particular needs of an employer; this obviously improved the employment prospects of the client, but it also helped to reduce the time taken by a company – and therefore the costs – in identifying and recruiting the best candidate. This was particularly important as the Haringey (and wider north London) economy is dominated by SMEs, and the few high volume employers are generally in the public sector, such as Councils and Health Authorities.

The point was often made that many individuals who have the appropriate skills on paper have not been able to hold down a job in the past because they lack the mindset required by employers – the programme has helped such individuals become properly “work ready” by addressing this weakness.

Another valuable element of the programme was its flexibility, in that there are a range of projects available that can ensure that any gaps in an individual’s skills portfolio are addressed through referrals and inter-project co-operation. Although the project managers (see Section 5) think that this area has scope for improvement, others nonetheless recognise that this is improving, and that incidences of needless duplication of competition for outputs is diminishing.

The programme was also recognised as an important element that complements mainstream programmes such as Train to Gain. Whereas there is seen to be a divergence between LSC and Job Centre Plus programmes in that the former concentrates on qualifications and the latter on jobs, the Haringey Guarantee usefully complements both by adding value to one, and helping to make the other more likely to be achieved. The programme was therefore seen to be a valuable addition, but it needed to be remembered that it would work best as part of a solution, and not the whole answer in itself.

6.1.2 AREAS FOR IMPROVEMENT

Although there was a significant level of support for the concept and delivery of the programme, three issues came up in these discussions as areas where the product might be improved:

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- i. There was a perceived public sector focus to the programme, with too much emphasis on how it can help deal with the social problems of worklessness and the difficulties of specific demographic communities or groups. As such, there was not enough public evidence of how the programme can be a benefit to small businesses by helping them to recruit good quality people who would be likely to stay for a significant time, develop their skills and therefore contribute to the company's competitiveness and longer term growth.

It was also suggested that there had been examples of companies contacting a Guarantee provider or the Council, but not receiving a reply until much later – it was suggested that this betrayed a method of working that was more common in large public (and private) sector bodies, when smaller organisations normally needed and provided a much faster response.

- ii. The expansion of the programme had been noted in the launch of new projects, and there was a concern that the Guarantee could be expanding too quickly, especially if it was rolled out across the Borough in the near future. It was suggested that the programme lacked the infrastructure of a large employment agency (e.g. Reeds), and that it was now reaching a critical mass, and could struggle if there was a further unsupported expansion.

A different contributor endorsed this argument by suggesting that the programme had the best chance of making a difference if it was clearly focussed on a few core objectives, and that it was likely to become less effective if it sought to become all things to all men.

- iii. As always with public sector grant funding programmes, the short term nature of the funding created doubts and uncertainties at different levels of the programme, and that a public declaration of committed funding for a longer period would allay those difficulties.

In all cases, however, it needs to be emphasised that these were offered as suggestions for enhancing a programme that the individual valued and supported.

6.1.3 ENGAGEMENT WITH COMMUNITIES

The programme is clearly targeted at those who have been unemployed for longer periods of time, and on those particular groups that have experienced most difficulty in finding and keeping a job. The rationale for this was broadly understood and accepted by all, but this did lead to a number of practical issues that, it was claimed, justified a more open approach:

- There will always be losers when this kind of targeting is undertaken, and the Ward level approach is a crude one – there will be poor people living in rich areas who cannot access the programme, even though they could benefit from it
- The large numbers of output sub-sets (BME groups, women, disabled people, lone parents etc) make the programme bureaucratic and unnecessarily expensive to run
- There is a chance that the really difficult cases, where families are in their second or third generation of unemployment, will be missed
- Companies are more interested in skills and aptitudes, and don't care how many demographic boxes are ticked on the monitoring form
- A more pragmatic approach of working with people who are genuinely disadvantaged in the workplace, but who do not necessarily fit all of the main criteria, can help generate further momentum for the programme as a whole

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Despite the above, those interviewees who were able to comment on the success of the programme in reaching those who are currently targeted by the programme thought that this was going well, and that the projects deserved a lot of praise for their commitment and energy in working with these difficult groups.

6.1.4 ENGAGEMENT WITH EMPLOYERS

The Council's Programme Delivery Team are mainly responsible for engaging with employers, and while there was some praise for their approach, this was thought to be working more effectively with other public sector bodies than with those in the private sector. As one suggested, "They speak the same language". It was also suggested that the levels of paper work involved with the programme was a barrier to full engagement with the programme by some SMEs, especially as they tend not to have as many dedicated administrative staff members as is found in larger bodies.

It was also suggested – and this is borne out by comments from others reported in this document – that there was scope for streamlining contacts with businesses at a number of levels:

- Employers are contacted by the Council, Job Centre Plus and the LSC, and the demarcation between them will not be obvious to many businesses
- They are also approached by local providers operating under the Haringey Guarantee umbrella, as well as by the Council team
- Finally, larger organisations such as Tomorrow's People have their own contacts with larger employers on a pan-London basis



6.2 FUTURE PRIORITIES

The interviewees were then asked to suggest how the programme might best be developed and expanded in future.

6.2.1 ONGOING EMPLOYMENT MARKET PROBLEMS

The interviewees very clearly thought that the key issue affecting local business growth is the gap between the skills that employers need, and those that job seekers are currently able to provide. While the 2012 Olympics will soon bring opportunities in construction, the current growth areas in Haringey are in the retail and service sectors, where there is a high premium on people with good communications and presentational skills, and these are often the areas where people on the programme are weakest.

This is understandable, as someone with few educational attainments, who has not worked for some time, and who may have some other medical or physical condition, is likely to suffer also from low self-esteem and be unable to present him- or herself properly. It is also the case that such a person may not see the need for good time keeping or the need to co-operate with others in a team. However, these are

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the qualities that employers require, and applicants will need to meet these standards if they are to achieve their objective and gain employment.

The resident population of Haringey is a very fluid one, as the area is seen to be a destination for many new arrivals to the UK, and many of these people are likely to have their own problems in fitting in with the local jobs market. The other side of that issue is that an influx of skilled people to the area reduces the chances of disadvantaged local people finding a job. A similar issue raised in this context was that the Borough is home to many vulnerable people, and their personal issues are likely to require specialist support if they are to operate effectively in a dynamic and demanding local jobs market.

6.2.2 CONTRIBUTION FROM THE HARINGEY GUARANTEE

The interviewees were then asked to say whether they thought that there was an ongoing need for this programme or for something similar, and they were unanimous in declaring that this was the case. Although employers are able to recruit from inward migrants and commuters, there were still a number of areas where recruitment was problematic, and retention was often difficult in low wage/low skill employment if the new job holder was quickly able to find something better elsewhere. The Haringey Guarantee was seen as a programme that could successfully address individual employment needs and longer terms business issues in a way that mainstream programmes could not.

Funding is being sought to extend the programme across the Borough, and – subject to the reservations expressed earlier about critical mass – there was support for this. If resources were able to support this, it was also suggested that if the individual beneficiaries are to be extended, then there was also a case to be made for expanding the pool of potential employers to the City or Canary Wharf where there is an ongoing demand for administrative and ancillary staff. This is worth considering, especially as the placement of local people with a major and well known employer can generate excellent publicity that can encourage both local people and other businesses (from within and outside the Borough) to participate.

6.3 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made in this section are summarised in bullet point format for ease of reference.

6.3.1 KEY POINTS

- The programme's key strength was in tailoring services so that the latent abilities of the individual were honed to meet the particular needs of an employer
- Reducing the cost of recruitment was particularly important as the Haringey (and wider north London) economy is dominated by SMEs
- Many individuals who have the appropriate skills on paper have not been able to hold down a job in the past because they lack the mindset required by employers, and the programme has helped such individuals become properly "work ready"
- The programme was also recognised as an important element that complements mainstream programmes such as Train to Gain
- The programme was seen by some to be more of a social programme rather than something of benefit to business competitiveness

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- The engagement of private sector employers in the programme was hampered by inappropriate publicity material, poor communications and overlaps with other public sector agencies and provider partners
- There was a concern that the Guarantee could be expanding too quickly, especially if it was rolled out across the Borough, and might not be able to absorb this without additional resources
- Short term funding of the programme has led to uncertainty about its future
- Several reasons were put forward to justify less targeting and a more open approach that allowed all local people to participate
- The current growth areas in Haringey are in the retail and service sectors, where there is a high premium on people with good communications and presentational skills, and these are often the areas where people on the programme are weakest
- Larger private sector employers in the City or Canary Wharf could be invited to join the Haringey Guarantee and consider local people as potential employees

6.3.2 RECOMMENDATIONS

- The programme's relationship with Job Centre + and the Learning & Skills Council needs to be reviewed and streamlined where possible
- Methods of engaging with the local private sector should be reviewed in conjunction with business umbrella bodies
- The resource implications of expanding the programme should be reviewed if this has not already been completed
- An announcement about the long term funding of the programme should be made as soon as practicable
- The engagement of larger out of Borough private sector employers should be explored.

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7. CONCLUDING COMMENTS

This section concludes the evaluation by summarising some of the key points made earlier in the context of information on the local employment market; it consists of the following:

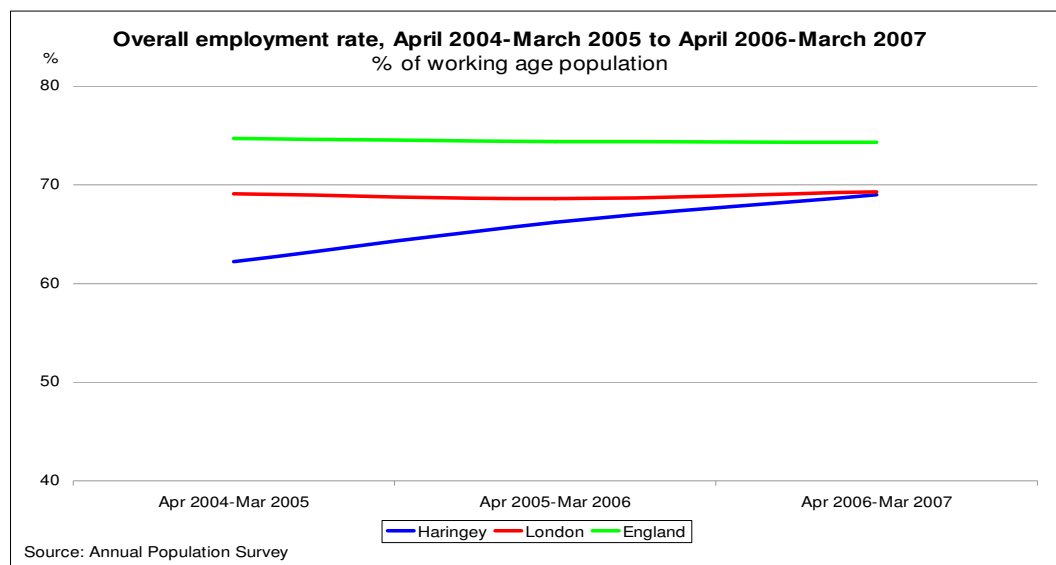
- i. Haringey employment market
- ii. The programme's achievements to date
- iii. Summary of recommendations

7.1 HARINGEY EMPLOYMENT MARKET

In one sense, the employment market has until recently shown strong signs of growth, in that it has been catching up with some of the regional and national averages. According to the Council's Employment & Skills Policy and Research Bulletin:

- Haringey's employment rate reached 69.0% in the year to March 2007. This is up from 66.2% and 62.2% in the preceding two years
- The increase in Haringey's employment rate over the past two years is the highest in London
- The employment rate in Haringey remains below the London and England averages
- At May 2007, 19.0 per cent of Haringey's working age population was claiming working age benefits. This is the lowest this rate has been since records began.

The progress of the local employment rate against London and national averages is demonstrated in the table below.



This shows that the overall employment rate in Haringey is now almost equal to the London average, when it had been 6-7 percentage points behind only two years ago. Furthermore, this increase has taken place at a time when the London average had fallen slightly, and the national average was virtually static, so this is a very impressive performance.

Despite that, the same source demonstrates that Haringey remains significantly disadvantaged in a number of ways:

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- 39 of Haringey's Super Output Areas (SOAs) are among the 10% most deprived in the country – most of these are in the Tottenham area
- 65 of SOAs in Haringey are amongst the 10% most income deprived in England. This figure rises to 81 when considering Income Deprivation affecting children
- 29 of Haringey SOAs are amongst the 10% most deprived in the country in relation to employment deprivation.

Hence, it may be concluded that even in an environment when employment prospects are flourishing, there remains a hard core of long term unemployed people who have not benefited from this period of growth, and whose potential for doing so without targeted support must be considered limited.

7.2 THE PROGRAMME'S ACHIEVEMENTS TO DATE

By common agreement, the programme has built on the achievements recorded in the earlier report of September 2007, and is supporting a series of projects that are coming together into a cohesive whole. The programme is also delivering a package of support which is not available from other sources to the benefit of those who, as has been demonstrated above, need it most.

Although the programme has not achieved all that it set out to do in terms of output targets, it has nonetheless established that the partnership approach of engaging employers in these support services is effective, and appears to be of lasting benefit to employers and job seekers alike. It is worth repeating some of the key findings from earlier in the report at this point:

- 69% of participants think that the programme will help them find a job, and almost all have stated their intention to continue with the programme – and this from a group of people who, almost by definition have found it difficult to find and keep a job in the past
- Project managers who had previously been competing with one another for outputs and funding now recognise that a viable coalition of interests is coming together
- More employers are participating in the programme, recruiting people who have been supported by one of more of its projects, and found that they have generally settled well into their new work
- At least two thirds of people taken on by an employer have maintained their new job for 13 weeks or more
- There was strong support from key players for the programme's record in complementing other programmes in tailoring support to the needs of employers

All clearly, and very strongly, recognise that they are currently at the start of a process, and recommend that the programme be maintained and – subject to the availability of resources – be rolled out across the Borough. We also recognise that there is a very strong case for further developing a programme that is managing to impact positively on employment prospects and business competitiveness in what remains a particularly deprived Borough. However, if the programme is expanded as has been proposed, then there is evidence to suggest that the targeting profile be adjusted to ensure that people with mental health problems and those families that have been workless for two or more generations be specifically included.

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7.3 SUMMARY OF RECOMMENDATIONS

The recommendations for further action are summarised in the table below.

HARINGEY GUARANTEE FINAL EVALUATION: SUMMARY OF RECOMMENDATIONS				
NO.	DESCRIPTION	LEAD AGENCY	PRIORITY	REFERENCE
1.	The effectiveness of press advertising should be reviewed	Council	Medium	3.2.2
2.	The practice of cross referrals between projects should be encouraged and facilitated by easier record keeping	Council, project partners	High	3.2.3 4.3.2.1
3.	More whole team meetings may help to reinforce the relationship between managers and the Council team, and address ongoing problems in relation to the referrals process	Council, project partners	Medium	4.3.2
4.	The time taken to complete CRB checks should be taken into consideration when setting individual targets and schedules	Council	Medium	4.3.2.2
5.	Projects should incorporate the phrase "Haringey Guarantee" in standardised branding, and publicity campaigns could be planned more strategically	Council	High	4.3.2.3
6.	Engagement strategies should take note of the changing demographic make up of the population, but also remember the needs of white families that have been very long term unemployed	Project partners	High	4.4.2
7.	Families where there has been frequent unemployment for generations should receive greater priority	Council, Project Partners	High	4.4.2
8.	A single nominated person should take the lead in engaging with specific employers	Council, project partners	Medium	4.4.4
9.	Employers' good opinions of the quality of recruits should be used in material encouraging other employers to join the Guarantee programme	Council	High	5.3.2
10.	Detailed briefing on a prospective employer's core activities should be feature more strongly in preparations for interviews	Project partners	High	5.3.3
11.	Methods of engaging with the local private sector should be reviewed in conjunction with business umbrella bodies	Council, NLCC and others	Medium	6.1.2
12.	The resource implications of expanding the programme should be reviewed if this has not already been completed	Council	High	6.1.2
13.	The engagement of larger out of Borough private sector employers should be explored	Council, project partners	Low	6.1.2
14.	An announcement about the long term funding of the programme should be made as soon as practicable	Council	High	6.1.2
15.	The programme's relationship with Job Centre + and the Learning & Skills Council needs to be reviewed and streamlined where possible	Council, LSC, JC+	Medium	6.1.4

Key:

High priority indicates action should take place within 1 – 2 months

Medium priority indicates action should take place within 3 – 4 months

Low priority indicates action should take place within 5 – 6 months