



## **Haringey Higher Level Skills Programme:**

**An evaluation of the ESF funded programme to support unemployed Haringey residents into employment and low-paid workers into higher paid positions.**

**EXECUTIVE SUMMARY**

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## Background and Introduction

North London Partnership Consortium Ltd (NLPC) are a Tottenham based not-for-profit organisation committed to the regeneration and renewal of communities by unlocking the potential of its people and supporting business competitiveness. This includes delivering quality assured programmes designed to support disadvantaged members of the community and to help those who are unemployed get back into work.

NLPC successfully applied to deliver the Haringey Higher Level Skills (HHLS) programme in 2018. HHLS is a European Social Fund (ESF) programme, managed by the Greater London Authority (GLA) and developed in consultation with Haringey Council. Haringey Council provided the GLA match funding for the programme to support shared organisational priorities around the efforts to regenerate Tottenham. The programme aims were to support participants to gain one unit of a qualification at NVQ level 3 to assist:

- Unemployed Haringey residents to access employment
- Haringey residents in low paid/skilled employment to advance in their employment

The programme had a strong sectoral focus, based on job rich and growth sectors identified as being strategically important to the borough namely:

- Construction
- Engineering
- Health and social care; and
- Childcare.

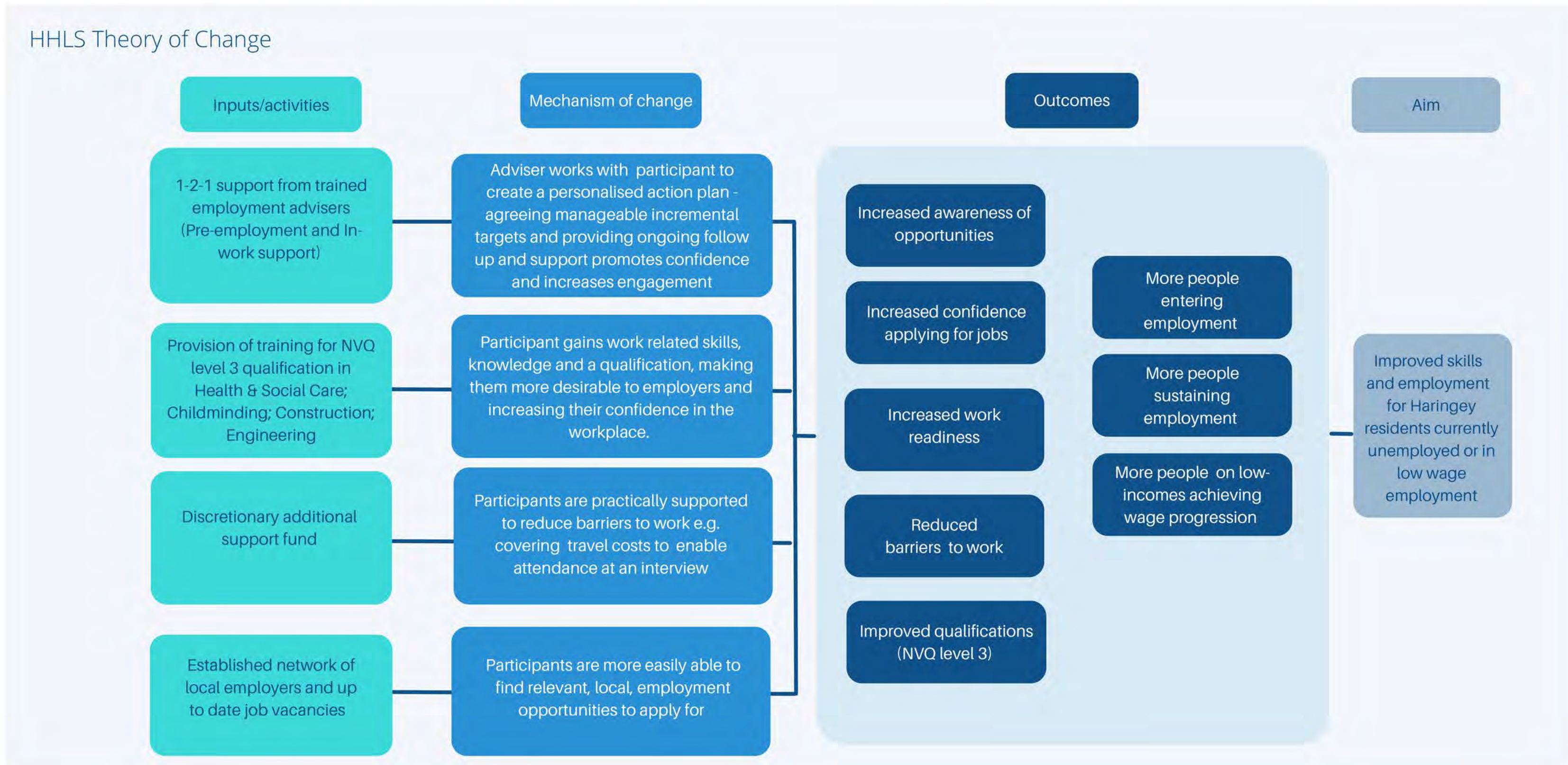
This document summarises the findings of the independent programme evaluation. The evaluation aimed to explore the effectiveness of NLPC's Higher Haringey Level Skills programme in meeting its aims and to identify key learning from the programme delivery. Evidence gathered to support the process included:

- A review of monitoring and performance data collected by NLPC
- Exit survey data collected from 197 participants.
- Review of key programme documentation
- An online survey of participants receiving in-work support during the period of November 2022 - January 2023 (48 respondents)
- Service user focus groups and interviews/focus groups with key staff & stakeholders

A copy of the full evaluation report is available by emailing [research@nlpc Ltd.com](mailto:research@nlpc Ltd.com)

# Theory of Change

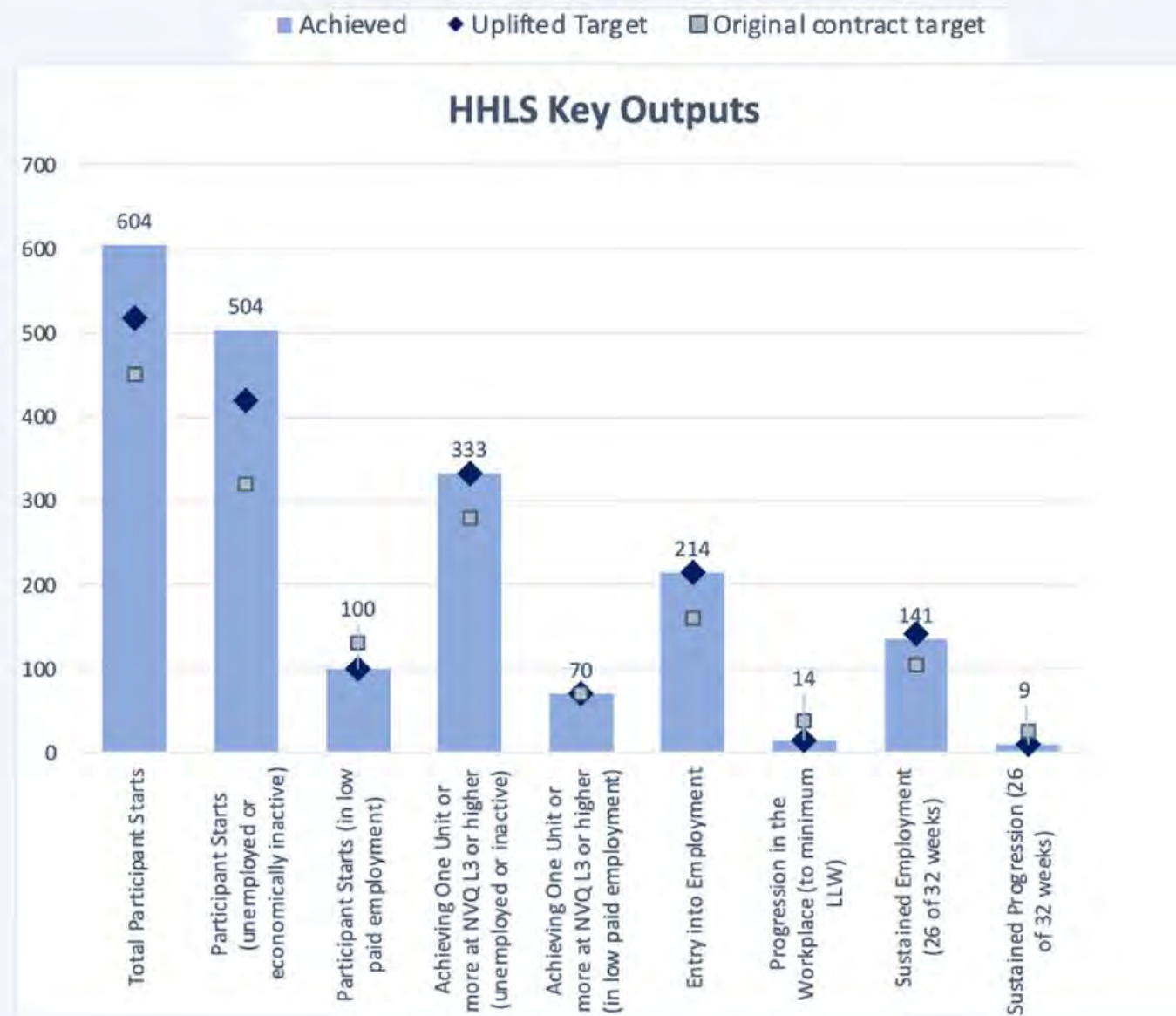
The Theory of Change (ToC) sets out the links between the activities undertaken in the programme and the resulting outcomes needed to achieve the final aim.



# Main Findings

## Outputs

The table below summarises the achievements of the HHLS programme against both the original contract output targets and the subsequently uplifted targets. It shows that the programme met or exceeded all of their final targets.



As well as achieving their overall contractual target of 518 participant starts, data provided by NLPC shows that they met or exceeded all of their equality group targets.

## Outcomes

The Theory of Change for the programme highlights eight intermediate outcomes that contribute to the programme's ultimate aim - of improving skills and employment levels for Haringey residents currently unemployed or in low wage/skill employment. Overall, there is clear evidence to demonstrate that the programme achieved all eight outcomes. These include:

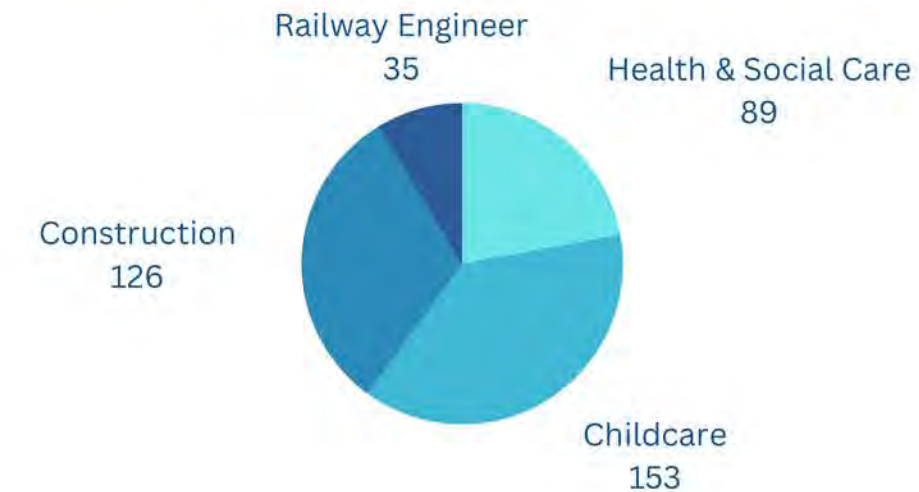
- Increased awareness of opportunities - 98 per cent of exit survey respondents felt that their knowledge of what's available to them had improved as a result of their engagement with NLPC.
- Increased confidence applying for jobs - 93 per cent of exit survey respondents reported that their overall confidence had improved either a little (18 per cent) or a lot (75 per cent). Seventy-seven per cent reported that their prospects of getting a job had improved a lot and a further 19 per cent said it had improved a little.

## Main Findings (cont.)

Qualifications achieved: sectors

- Increased work readiness - work readiness can encompass a range of factors, in this case we mean the 'softer skills' that employers value, such as the ability to cope with managers and coworkers; timeliness; self-awareness; adaptability and self-discipline. These are, by their nature, harder to measure. However, qualitative data demonstrated that supporting these skills was a key part of the programme and 89 per cent of exit survey respondents reported that their ability to manage their time and responsibilities had improved.
- Reduced barriers to work - In addition to skills and competencies development, the programme helped participants address practical barriers to work. Examples include: use of a discretionary support fund to cover costs such as travel to attend training/interviews, essential work wear/equipment and child care; integrated programme delivery, enabling 318 service users to complete essential additional NVQ Level 1/2 training required for entry into certain roles; and securing separate funding to provide IT equipment/wifi data enabling 65 service users to participate in online training during the pandemic.
- Improved qualifications (NVQ level 3) - 403 services users achieved at least one unit or more at NVQ Level 3.

**NVQ L3 Qualifications achieved by sector**



- More people entering employment - 214 unemployed service users were supported into employment. The majority (85%) entered full-time employment, with the remainder (15%) entering part-time employment.
- More people sustaining employment - NLPC achieved their target of 141 service users in sustained employment (26 of 32 weeks).
- More people on low-incomes achieving wage progression - The programme also achieved its target of supporting 14 service users who had been on wages below the London Living Wage (LLW) to achieve wage progression to a minimum of LLW.

## Conclusions and recommendations

- The programme was successful in meeting all of their contractual targets in relation to: the overall number of participants engaged; services users achieving one or more NVQ Level 3 or above; entry to employment; and sustained employment or progression by the end of programme.
- There is demonstrable evidence that the programme has achieved all eight of the outcomes identified in the programme's Theory of Change.
- Service users presented with a range of complex needs. Providing holistic, flexible, 1-2-1 support, tailored to those individual needs was key to the project's success. As part of this the programme went above and beyond the grant requirements to provide practical support to address barriers to employment. Examples include: supporting service users looking to work in construction to obtain their CSCS card (including the required Level 1 training) - a pre-requisite for on-site roles; and developing alternative assessment methods for service users who struggle with traditional written assessments. 1-2-1 support continued in employment which was valued by both participants and employers.
- Community based provision was seen as a particularly strength of the programme, this is linked to the trusted relations between NLPC and the community as well as employers.

- The programme delivery was greatly impacted by the COVID -19 pandemic , however programme staff were able to effectively adapt to ensure continuity of provision throughout the pandemic related restrictions despite considerable challenges.
- It is important, particularly for comparatively smaller delivery organisations, that funders provide contractual clarity and certainty as efficiently as possible. Where this does not occur it can create real practical difficulties for delivery organisations and funders need to recognise the significance they play in this regard.

*"I gained new qualifications and learned a lot through the programme. Most importantly I gained employment. I would thoroughly recommend the programme to people." (Service User)*

*"Helped with my confidence and improving my skills. Had people looking out for me to find work. Good connections to jobs." (Service User)*