

Getting London Working

Delivering jobs and opportunities to
London's unemployed

Summary of an independent evaluation
by Tank Consulting

June 2006



Registered Charity No 1102759

Foreword

The London Development Agency (LDA) is pleased to have been able to support Tomorrow's People's Getting London Working (GLW) programme through the Single Regeneration Budget (SRB).

The LDA is committed to the development and support of initiatives that meet the Mayor's vision for London as a city of long-term, sustainable, economic growth, which cares about, and supports, its people and environment.

London's people are its most important asset and the Mayor's Economic Development Strategy has identified three goals critical to improving the quality of their lives:

- Tackling barriers to employment
- Reducing disparities in labour market access between groups
- Addressing the impacts of concentration of disadvantage.

GLW provides an excellent example of the way in which the LDA can deliver these objectives through partnership with other organisations from the public, private and voluntary sectors.

This evaluation details the impressive results that have been achieved by GLW over its six years of operation – results that could only have been achieved through the flexibility and innovation encouraged by the LDA's SRB programme.

GLW has helped almost 5,000 people since it started delivery in January 2000 – with more than 1,500 people going on to employment and just under 1,000 accessing further training or voluntary work. The programme has achieved all but one of its original targets – and in many cases achieved more than double the planned outcomes, with 80% of the clients helped into work through the programme still being in work one year on. Most impressively, compared to other SRB programmes evaluated in a national study, GLW achieved more than twice the number of job outcomes for every pound spent.

Central to the GLW programme has been its focus on helping those furthest from employment and those who face the most barriers to getting into work. It is also important to remember that GLW built partnerships with more than 40 local organisations who worked together in outreach locations to engage with people who would not otherwise have accessed support.

GLW also showed considerable innovation – one leading example was the partnership Tomorrow's People developed with the James Wigg GP Practice in Camden. This project, running for more than four years now, has been tremendously successful and has been a key influence on government policy and cited as an example of good practice in the Department for Work and Pensions' Five Year Strategy and the government's Green Paper on Welfare Benefits Reform.

This evaluation report by Tank Consulting marks the close of the GLW programme, but not the end of the LDA's work in this area by any means. The LDA is very pleased to have facilitated this highly successful project which has supported some of London's most excluded residents to overcome the barriers they face to finding sustained employment.

We look forward to working in partnership with Tomorrow's People and other organisations on similar projects in the future, to ensure that many more of the people of London are enabled to take advantage of the city's economic success.



Tania Fletcher
Head of Employability and Pathways to Jobs
London Development Agency





Alex Berhanu, who successfully secured a job through the Getting London Working project.

Introduction

Tomorrow's People is an independent charitable trust which since its foundation in 1984 has been helping people out of long-term unemployment, welfare dependence and homelessness and into jobs and self-sufficiency.

Tomorrow's People commissioned Tank Consulting to undertake a full independent evaluation of their flagship Getting London Working project, the key findings of which are summarised here.

“ Despite its generic remit, GLW did not shy away from working with the harder to help clients. 57% of its total client base had been unemployed for six months or more. In terms of job outcomes, 47% of all the jobs gained were achieved by people who had been unemployed for more than six months. ”

Source: Tank Consulting Evaluation Report

Getting London Working – the project

Getting London Working (GLW) was a successful Labour Market Intermediary (LMI) project developed and delivered by Tomorrow's People. GLW ran for six and a half years from Autumn 1999 to the end of March 2006. Funding for the project was provided by the London Development Agency's Single Regeneration Budget (SRB).

The service was provided in the London Boroughs of Camden, Islington, Lambeth, and Southwark (all of which are ranked in the Top 20 on the index of deprivation) and delivered on an outreach basis through local partnerships in more than 40 locations within the community. GLW aimed to:

- Provide support to unemployed people and help them to acquire the skills they need to move back into employment.
- Help employers meet their recruitment needs with skilled, job-ready candidates from among the pool of local people without work.
- Contribute to the regeneration of the local economy, matching the supply and demand sides of the labour market to improve business productivity and help those who are out of work.

The client group for the project included anyone of working age, who was currently unemployed and in receipt of Job Seekers' Allowance and/or other benefits (e.g. Incapacity Benefit), or who was not receiving any benefits, but who might be considered 'economically inactive'. This latter group was an important feature of the service, as it included a range of clients who might not otherwise access such services. 64% of the clients were from black and ethnic minority groups.

Elements of the service included:

- Client advisers – trained professionals to identify goals and develop individual packages of support.
- Targeted support – to meet the individual needs of clients (e.g. CV development, IT training, etc).
- Job brokerage – identification of vacancies and assisting clients in preparing and applying for jobs.
- Employer services – working with employers to identify their needs and trying to ensure the best candidates are put forward.
- Aftercare – working with employers and clients to provide support once in work.
- Volunteer programme development – enabling employers to provide employee mentors for new GLW recruits to the workforce.
- Employer capacity building – assisting employers to understand the needs of GLW clients.

“ A key element of the service was outreach activity. This included working in 'non-traditional' settings to engage clients with employment activity. This was very successful in reaching clients who would not normally access employment services. ”

Source: Tank Consulting Evaluation Report

Success across the board for GLW

Outstanding performance

Tank Consulting concluded that the GLW project attained “excellent achievements against the original targets set”, and calculated GLW’s performance against these targets as follows:

Original target	Original target	Actual to 31/3/06	% Variance
Registrations on the programme	2072	4874	+135%
People accessing jobs	830	1504	+81%
People from disadvantaged groups into job	8	633	+7813%*
Referrals to training	276	875	+217%
Starts on training	236	875	+271%
Units towards NVQs	116	203	+75%
Businesses advised	1020	1548	+52%
Individuals into voluntary work	146	156	+7%
Employers’ volunteering schemes	30	26	-13%
Capacity building of employers	7	19	+171%
Committed employers	728	744	+2%

* This figure largely reflects a target that was set too low at the start of the programme.

Tomorrow’s People always looking to excel...

In many areas, including job outcomes, GLW achieved almost double its original target outcomes. However, this success only drove Tomorrow’s People to refocus the programme on an even ‘harder-to-help’ group of individuals. Having met most of its targets two years ahead of schedule, GLW intensified its efforts with those receiving Incapacity Benefit or Disability Allowance, who wanted to work, but needed extra support to overcome the hurdles they faced in finding and sustaining a job.

Our drive and determination to extend our support to other disadvantaged groups led to the development of Tomorrow’s People’s highly-acclaimed and successful GP outreach model.

“Of particular note, the over performance on the ‘people into jobs’ target by 81% is a real success and something of which the organisation should be proud.”

Source: Tank Consulting Evaluation Report

Exceptional job retention rates achieved

Tank Consulting’s report noted that, “most local and national programmes, where retention is measured, only measure it at 3 months. GLW is almost unique in additionally measuring retention at 6 and 12 months and is a good example of how GLW (and Tomorrow’s People) set internal challenges to measuring their success.”

Tank Consulting agreed the following results for GLW clients remaining in employment after leaving GLW:

Length of time remaining in employment	% of clients
3 months	86%
6 months	84%
12 months	80%



A testament to the success of the Tomorrow's People approach

The acid test for the long-term success of projects like GLW is how long people remain in work once they get a job, and as the figures above show, our approach is achieving high success rates:

80% of GLW's clients were still in work 12 months later.

And this is not just an isolated success story ... Oxford Economic Forecasting, who carried out an independent evaluation of Tomorrow's People's work in 2004, concluded that:

"Tomorrow's People is particularly good at getting people into sustainable jobs – some 90% of clients are still in work three months later compared to 79% on New Deal, and 76% of clients are still in work 12 months later."

How clients rated the support they received

As part of their interim and final evaluation analysis, Tank Consulting assessed client satisfaction using feedback data gathered as part of GLW's own internal quality processes, further desk research and qualitative research carried out via telephone interviews. This analysis work revealed:

- 85% of clients found it easy to access the GLW service.
- GLW's advisory services were rated very highly, with 91% of clients feeling they could discuss what was important to them.
- 66% said their confidence had improved through working with GLW, with 92% saying that the service had been good or excellent in terms of helping them get back to work.
- 75% rated the post-employment support as good or excellent.

32% of GLW's clients had received help from other organisations before they had been referred to GLW. Tank Consulting asked this group to rate GLW against the other service on a scale between one and five (with one being 'worse than' and five being 'much better than' the other organisation). Their findings were as follows:

- 92% of clients said that GLW was better for improving their chances of getting back to work.
- 83% said GLW was better for improving their chances of getting the job/course they really wanted.
- 66% rated GLW as 'excellent' in improving their confidence.
- GLW did not score 'one' against any of the statements.

Tank Consulting concluded that, "... compared to the other services they had experienced, the clients rated the GLW service very highly."

Successfully meeting clients needs ...

Tomorrow's People's experience in understanding the needs of different groups of people when it comes to looking for and securing a job enables us to design tightly targeted programmes that meet clients' needs and deliver high levels of success. The success of our approach is clearly demonstrated by the findings from Tank Consulting's client satisfaction survey.

GLW's clients not only believed that our services had been of considerable benefit to them, but that they were more effective than the services received from other providers.

“ They really helped me and were lovely; they put me on the first rung of the ladder. ”

Source: GLW client interviewed by Tank Consulting

Quality of service delivery

GLW took part in the pilot project to develop the LDA's 'Just the Job' quality framework for job brokerage services. Tank Consulting's evaluation of these activities demonstrated that GLW had a range of strengths including:

- Good information sharing protocols across the organisation.
- Equal opportunities support to employers is good.
- Vacancy development with employers is handled well.
- Well documented action plans and evidence of interventions.
- Specific services to jobseekers prior to job placement are good.
- Good tracking of clients and support post employment.

Successfully matching employers' requirements

Tomorrow's People would not be successful if we were not providing job-ready and motivated candidates, who had the necessary skills and training to fill an employer's vacancy.

The services we provide to local employers and the partnerships we develop with them are equally as important to us as the services and support we provide to clients. Working with employers and building effective working relationships with them are fundamental to what we do and we devote considerable resource and effort to understanding their requirements and delivering a value-added and professional employment service. Our efforts do not stop as a new employee crosses the threshold. Instead we continue to provide support to both employer and employee for as long as it takes to ensure that their new relationship is working effectively. Only then do we consider that a vacancy is filled.

Tank Consulting rated GLW highly for its approach to identifying employers' needs, meeting those requirements and for the quality of support for both employers and clients post-employment. This level of end-to-end service is critical to the success of Tomorrow's People as a whole and to projects like GLW.

“ The focus on working with employers has been a key feature of the GLW programme. 1,548 businesses have been advised through the programme, with some employers going through a capacity building programme (19) and some developing full volunteering programmes (26) as a way of giving disadvantaged groups access to work experience and support as part of their ongoing job search activity. ”

“ Employers were also encouraged to have a formal agreement of commitment with GLW as part of the programme – this usually included giving GLW clients some form of prior access to job vacancies. Over the lifetime of the project, 744 employers signed such commitments. This demonstrates a real shift in the lifetime of the project in employers' attitudes towards working with disadvantaged groups. ”

Source: Tank Consulting Evaluation Report



Benchmarking GLW against other employment programmes

An assessment of GLW's performance against other similar employment programmes provided clear evidence of its excellent achievements. As part of their evaluation, Tank Consulting benchmarked GLW's results against a peer group. They found that:

- When compared to a national evaluation study of other SRB programmes, GLW achieved more than twice the number of jobs for every pound spent.
- GLW achieved nearly twice the employment rate of the New Deal for the aged 25-plus programme working in the same area, and was nearly 20% more successful at keeping people in work measured at the six-month stage.
- GLW was nearly twice as successful at getting people into work compared to the average in National Inspection Data for similar work-based programmes across the country.

Doubling the achievement

Tank Consulting's comparison of GLW's results with other similar employment programmes confirms that it's performance was nearly twice that of almost all the other organisations. We are very proud of these results.

Return on Investment

As a result of Tomorrow's People getting people into work and helping them to stay in their job, there is considerable benefit to the Exchequer in the form of reduced unemployment benefits and increased tax receipts. Wider benefits also accrue to society as a whole, as a result of improvements in the health of those who find jobs, a reduction in child poverty and social exclusion and lower levels of crime.

Tank Consulting used a financial model to calculate this return on investment for the GLW project, based on analysis for Tomorrow's People by Oxford Economic Forecasting (OEF) in 2005. They concluded that GLW produced the following "very positive results":

Number returning to work	1,402	(excludes voluntary work and any secondary outcomes)
Total GLW benefit	£14,949,613	
Total GLW cost	£5,351,652	(net of set up and in-kind costs)
Total net GLW benefit	arising	£9,597,961

Delivering real value for money

The sums saved for society by the GLW initiative very much speak for themselves. 1,402 clients are now economically independent as a result of the initiative, generating tax receipts for the Exchequer, fuelling the local economy, and leading to a cost benefit to society of more than £9.59 million.

Moreover, another 1,031 individuals, whose added value to society as a result of the support they received from GLW is not calculated here, are undertaking voluntary jobs or training as a result of Tomorrow's People's input, which will leave them better equipped to make the journey to economic independence. As a consequence of this, society will continue to benefit from the GLW initiative well into the future.

GLW – a force for innovation

One of the innovative outreach services developed by Tomorrow's People as part of the GLW initiative was establishing an employment service within a GP practice. An initial pilot was set up at the James Wigg Practice in Camden with an employment clinic staffed by a Tomorrow's People adviser for one day a week. Patients were able to drop in or visit by appointment and received one-to-one help with their employment issues. Tank Consulting concluded that:

“As well as being able to address clients’ employment needs, there is also evidence of wider benefits to clients’ health and general well being.”

Tank Consulting’s report included the following statistics**, which were reported by GPs after patients were referred to the GLW in-surgery employment service.

- 20% reduction in GP consultations.
- 74% reduction in referrals to practice counsellors.
- 19% reduction in anti-depressants (after 18 months being registered with their GP)
- 15% reduction in anti-depressants (after 12 months being registered with their GP)

** These findings are drawn from a separate independent evaluation of the GLW service at the James Wigg Practice, which was carried out by Elizabeth Rawson and further analysed by Nick Boys-Smith of NBS Consulting in 2005.

The employment service at the James Wigg Practice has formed a blueprint for other similar Tomorrow's People projects around the country and as at May 2006, Tomorrow's People currently provides employment support for patients of 74 surgeries, health centres and hospitals reaching a patient group of some 500,000 individuals. Tomorrow's People also has unsolicited requests on file for an employment adviser, should funding become available, from a further 713 GPs and other health professionals covering a patient base of over one million.

“ Making the appointment with Tomorrow’s People was the best decision I have ever made. I don’t know what I would have done without my adviser’s patience and guidance. Without him I would still be lying in bed all day with no direction. ”

Source: GLW client

Dr. Macgregor from the James Wigg Practice and GLW adviser, Faruk Noor.



Tomorrow's People – a proven formula for success

GLW is one of a number of innovative and successful Tomorrow's People projects. Since we were founded in 1984, we have helped more than 400,000 people on their own personal journey to economic independence and self sufficiency.

We work throughout the UK and our programmes range from GLW-style projects running in Hastings, Liverpool, Bristol and Plymouth, to programmes for young people in Glasgow, Tower Hamlets, Plymouth and Milford Haven and for young and adult ex offenders in Liverpool and London. We also offer specific debt-counselling services in some centres. Our GP outreach model is also now being widely adopted and at present we are delivering this through 74 surgeries or other health facilities, and this number keeps growing.

Independent evaluation of our performance is very valuable to us and in 2004 we commissioned Oxford Economic Forecasting (OEF) to measure our performance over our first 20 years in existence. OEF concluded the following:

- 382,000 people were helped by Tomorrow's People between 1984 and 2004.

This led to:

- Around 165,000 people finding jobs; 77% of whom went into full-time employment.
- Around 50,000 people going into education, training or voluntary work.

Measuring up to:

- Around 215,000 positive outcomes (86% of completed action plans).
- Sustainability – some 90% of our clients are still in work three months later (compared to 79% on New Deal) and 76% of clients are still in work 12 months later.

Tomorrow's People's approach clearly works and every independent evaluation commissioned on any of our projects backs this up. We transform peoples' lives, and in the process each individual's and their family's life is enriched, while employers gain access to a pool of new talent, who can help them to drive their businesses forward. Our impact reaches across society as a whole – in terms of reduced welfare costs and increased tax receipts, as well as to the 'softer' benefits arising from the 'excluded' becoming fully-contributing members of the 'included'.

GLW – looking to the future

Funding for GLW from the LDA's SRB allocation was only in place until 31 March 2006, so from as far back as Year 5, Tomorrow's People has had an exit strategy in place to ensure that other sources of funding were introduced to continue the work of the programme.

Thus far some £3 million of contracts have been won to continue running certain components of the GLW programme. Whilst this has ensured that some very specific activities have been maintained in some boroughs – like the GP outreach model – there remains a severe funding deficit, which has led to the curtailment of most of the generic work of GLW.

The funding shortfall means that the long-term unemployed in London no longer have access to the high level of support and success that Tomorrow's People can deliver. Yet London has a huge continuing need for this type of specialist support ...

However, this does not have to be the end of the story – you can help. It does not take huge investment or infrastructure to establish a Tomorrow's People outreach employment clinic in your local community. More information on how you can help is provided below.

Find out more about Tomorrow's People

Tomorrow's People are keen to continue the work of GLW in London and elsewhere, delivering our own unique brand of positive and direct support to those who need it most, while at the same time providing employers with job-ready and motivated candidates and a very professional employment service. However, to do this we need funding and other support.

We are keen to set up and run similar programmes in London and elsewhere and seek opportunities to:

- Meet with funders and potential partner organisations to discuss how modest or larger-scale GLW-style projects can be set up within your local community. Just one Tomorrow's People adviser in an outreach clinic can make a huge difference to the employment prospects of a great many people.
- Meet with representatives from GP practices, health centres and specialist day clinics in hospitals to discuss how our GP model could be structured in your organisation.
- Secure sustainable funding from public and private sources to enable Tomorrow's People to expand the infrastructure to deliver this service to the target client group nationwide.

For an initial discussion about how we can develop, fund and deliver a similar project in your area, please contact:

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