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LTEN Project Final Evaluation – August 2023

The Mayor’s European Social Fund (ESF) 2019-23 Programme Round 2 – Ex-Offenders Programme

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Priority Axis 1: 1.4 Ex-Offenders

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Evaluation conducted by:
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INTRODUCTION

The focus of the Internal Evaluation process is on service delivery, participant satisfaction and project achievements, particularly against the planned schedule of delivery. Utilising an ongoing evaluative approach, we have used information collected throughout the Positive TurnAround (PTA) project including:

- Partners' monthly project reports
- Minutes from Partnership Steering Group (PSG) meetings
- Feedback from Partners
- Feedback from participants after courses, workshops, and employment support interventions
- Progression Matrix "distance travelled" to capture soft outcomes
- Reporting database
- Case studies/Success stories.

RATIONALE

The rationale for the intervention as outlined in the Skills for London Strategy was a context in which there were large numbers of Londoners who were missing out from the opportunities the city has to offer. Many adults in London lacked the education and skills needed for London's labour market. In addition, there were notable employment gaps for certain groups such as women and BAMEs, and especially those with additional complex needs e.g., people with drug/alcohol issues, homeless, and ex-offenders (main target group for this project).

The barriers faced by ex-offenders are as follows:

- Lack of qualification, lack of work (and effective job-search) experience
- Poor basic and or functional skills
- Incomplete or interrupted education
- Learning difficulties, whether undiagnosed or simply neglected
- Disrupted family backgrounds and/or chaotic lifestyles
- Inadequate or insecure housing
- Low self-esteem, or other mental health challenges
- Criminal records, negative attitudes to authorities and other agencies.

The key market failures identified by LTEN/Partners were that (in the absence of any effective intervention):

- the probability of entering employment was likely to decline
- increased chances of reoffending
- other negative behaviours such as substance abuse.

The project thus involved identifying eligible ex-offenders in London and delivering a range of activities to assist them in overcoming the barriers they have experienced in entering further education or the employment market.

PROJECT OVERVIEW

The Positive TurnAround project (PTA) was aimed at unemployed and economically inactive ex-offenders aged 18+ in London, who had completed all statutory supervision and licence requirements, and no longer had recourse to statutory offender services. The PTA partnership engaged them in flexible customised activities to improve their work readiness, specifically through:

- In-depth individual assessment - educational levels, work experience, career aspirations, functional skills (English/Maths, IT) & socio-economic barriers (health, welfare needs) to create individual bespoke training plans (BTP).
- Wrap around support: Based on assessment of participants and need/skill requirements:
 - Referrals to SPECIALIST SUPPORT services for e.g., debt and or other counselling services, housing issues, substance abuse, childcare and other benefit entitlements, etc.
 - Referrals to AEB Providers for SKILLS DEVELOPMENT in functional skills training in Maths/English/IT or ESOL.
- SHORT VOCATIONAL SKILLS TRAINING as identified and structured within the Bespoke Training Plans to upskill participants by introducing them to an occupational area e.g., Construction Health & Safety, CSCS testing and Traffic Marshal/Banksman, PTS, Customer Care, Food Hygiene skills Training, etc.
 - Key skills training including motivation, orientation into the labour market, IT, mandatory certification & other bespoke vocational skills training linked to vacancies.
- Post progression support for at least 6 months including advocacy with employers, in-work benefits, etc., to ensure sustained employment for at least 6 months.
- Facilitated introductions to employers throughout project duration and work to ensure the project worked with 'offender friendly' employers.

PARTNERSHIP

The PTA project partnership was led by **LTEN** with Action West London, Careers Academy, Osmani Trust, PECAN and PLIAS Resettlement as delivery partners. PTA was delivered over a 29-month period which ended in August 2023 with a budget of £2m.

All the partners have extensive experience of assisting disadvantaged groups into the London labour market. This comprises work with ex-offenders, BAME groups including refugees and asylum seekers with work permit, women, those with health and mental health issues (including post-traumatic stress disorder), those lacking the knowledge or skills to seek or obtain work and those lacking confidence and/or self-esteem. All partners know the local context and have developed connections, partnerships and networks that complemented the project and maximised the facilities and resources offered to participants.

LTEN the project manager was established in 1998 as a second-tier membership organisation of employability skills training and job brokerage providers, 95% of whom are from the voluntary sector or are not for profit organisations. LTEN facilitates and supports cross-sector collaboration and has successfully led and managed over 50 partnership projects with an average of 5 delivery organisations. These projects have supported and addressed the needs of a wide range of participants (women, young people, BAMEs including refugees & asylum seekers) disadvantaged in the labour market. LTEN's work is focused on promoting social and economic inclusion and empowerment whilst ensuring that participants are at the heart of its work.

<http://www.lten.org.uk/>

Action West London (AWL) – is a charity based in West London with a mission to change lives through employment, education, and enterprise. AWL has delivered several successful projects over many years and have experience of partnership working, service delivery and direct work with gang members, young offenders and adult offenders, ex-offenders. AWL has excellent links with prisons (Wormwood Scrubs, Feltham YOI, ISIS, Wandsworth prison etc.) and with Prison Officers and criminal justice agencies. For wrap-around support and signposting participants, AWL works closely with drug and alcohol agencies, housing associations, legal advice and debt and benefits agencies and have a deep understanding of how the criminal justice agencies work together.

<https://actionwestlondon.org.uk>

Careers Academy (CA) – is a leading provider of career development services, helping individuals to reach their full potential and achieve their career aspirations. CA are specialists in IAG and provide enhanced careers guidance. Its team of IAG practitioners have many years' experience of delivering National Careers Service and employment and skills contracts. CA has close links to the National Career Service (NCS), Croydon and Lambeth Council, many south London Job Centres and work with 'offender friendly' employers, particularly those in the construction industry.

www.careers-academy.com

Osmani Trust (OT) – predominantly delivers support to the Asian community across East London. OT is an accredited vocational training centre (OFSTED Inspected) with successful track record of delivering MOPAC/LCRC Offenders programmes. OT has close links to local agencies to support wrap-around services and for signposting participants. OT currently runs a job brokerage ‘WorkPath’ service which include employers such as NHS Bart’s & Royal London Trust, Sainsbury’s Whitechapel, Stuart Cameras and local restaurants in Brick Lane.

www.osmanitrust.org

PECAN – Pecan is a community development charity based in Peckham. Pecan works with the local community to help people find a way through seemingly impossible barriers to a better future. Pecan has a long track record of delivering advice and guidance and employment support services across south London areas. Services include working with ex-offenders, troubled families, young and older people. Pecan has close links with the National Career Service (NCS), Thames Reach, Southwark Council, Jobcentre Plus, Women Services and work with the Offender Managers at the local Probation Services.

<https://www.pecan.org.uk>

PLIAS Resettlement (PR) – is a community based not for profit organisation providing numerous services primarily targeting offenders and ex-offenders to support their re-integration back into society. PR has a long history of delivering advice and guidance and employment support services to ex-offenders to reduce their re-offending. It is an accredited vocational training centre for LANTRA, CITB/CSCS and British Safety NEBOSSH. Mainly delivers across North and West London.

<https://pliasresettlement.co.uk>

PROJECT DELIVERY AND MANAGEMENT

Each partner had key performance indicators which were highlighted in the Service Level Agreement (SLA), signed at the project start. However, the context of service delivery changed due to the COVID-19 crisis and the resulting nationwide lockdown. The project partners all have experience of governance and management and quickly adapted and developed creative ways to deliver support remotely, which contributed to the smooth running of the structures that were put in place.

The Partnership Steering Group meetings (PSG) were used to plan the project delivery, particularly around COVID-19 and helped to strategize and develop creative ways to deliver services remotely in a way that was accessible to as many participants as possible. PSG meetings were initially held monthly and sometimes more than one meeting in a month. The meetings were well attended and used to identify, update, or mitigate the risks identified and to share ideas. LTEN also ensured several training sessions during this period, which included how to complete the project forms and

training on virtual platforms and different applications that required signing declarations and or to collect evidence etc.

Bi-monthly PSG Meetings started from February 2021 and continued until project end date. These meetings allowed partners to share good practice, demonstrate, train, invite outside speakers, so that all partners had access to all that was going on throughout the programme and the opportunity to develop activities accordingly. Feedback from Partners showed that LTEN managed ‘very well’. This is also evident in the quarterly progress reports from partners quoting a few statements as follows:

“The IT and administrative support (from LTEN) have been good and supportive. Clear guidance on how to access the link to shared point helpful – to upload files/evidence”.

‘Feedback given to advisors from LTEN on filling documents is very good’.

‘We have learnt a lot about project management, the pitfalls, remedial action, managing delays and Significant Changes’.

The partnership also valued the GLA/ESF flexibility in allowing innovative/creative ways of collecting eligibility evidence including referrals and signatures during the lockdown.

PROJECT ACTIVITIES

PTA partnership provided targeted support to address the complex barriers faced by unemployed and economically inactive Ex-offenders in London in seeking and obtaining employment. The partnership was working in the London Local Economic Action Partnership (LEAP) and has significantly contributed to one of LEAP’s ESF priorities of ‘inclusive labour markets’ aimed at increasing participation in the labour market and thereby improve social inclusion.

The PTA package of activities, experienced partners and specialist associate organisations was developed to meet a range of well-researched needs and challenges that prevent ex-offenders from accessing and progressing in the labour market.

The PTA partnership engaged participants in flexible customised activities to improve their work readiness, specifically through a range of interventions to address poor basic skills and lack of vocational qualifications. This also included an integrated approach to tackle situations such as drug/alcohol misuse and homelessness to complement upskilling activities, wrap around support, coaching/mentoring and IAG, follow-on-support (aftercare) 6 months after entry into employment or education.

Partners also facilitated introductions to employers continuously to ensure the project worked with ‘offender friendly’ employers.

PTA Partners worked with participants one-to-one and in small groups and gave tailored support to meet individual needs, with intensive support where most required to ensure achievement.

PTA activities were focused on employability and wrap around provision helping ex-offenders in particular those from disadvantaged background, to move closer to the labour market and participate more actively in society. Thus, ensuring that ex-offender Londoners are well placed to successfully compete for jobs and when in them, thrive.

Participant journey diagram



Project Flow
Chart.docx

SUMMARY OF OUTCOMES/OUTPUTS

The primary focus of PTA was to get participants into sustained employment. The proposed original outcomes/outputs were agreed as follows:

- 1000 Starts
- 300 (30%) participants to complete short vocational training (VT) and skills packages
- 200 (20%) participants to complete a minimum of 70 hours work placement (WP)
- 350 (35%) participants to gain entry into education, training or employment (EET) 70 into further education (FE) and 280 into employment
- 210 (21%) participants will sustain their employment for at least 26 weeks (out of 32).

Summary of Equality Targets

Equality Benchmarks–	Project Profile	Project %
Minorities (BAME)	500	50%
Female	100	10%
Disabilities	250	25%
Age (50+)	140	14%

CHALLENGES

COVID-19:

As experienced across the UK, Covid-19 had a considerable impact on the way PTA project was delivered and the potential to make progress, which negatively impacted participants. Circumstances were also very difficult for all Partner organisations throughout that long period especially Osmani Trust that furloughed and or made some staff redundant.

Although partners quickly adapted and introduced online delivery e.g., using Zoom, Teams, and other digital applications, subsequent challenges affected design and delivery as some participants had preference for face-to-face work. Some participants' lack of access to computers further hindered progress.

Moreover, **key referral agencies** remained closed or partially closed. This included the three (3) recommended referral agencies, listed in the project's eligibility and evidence handbook - Job Centre Plus (JCP), Local Authorities and the National Career Service. To keep the delivery from falling too far behind, the partnership worked with other credible referral agencies such as St Giles and NACRO, but more so with the smaller organizations such as Future Forward, The Restart Project, The Upper Room and NELCARE etc.

However, advice sessions and courses were very delayed with subsequent effects on work placements, entry to education or employment and sustained outcomes.

This was compounded by a partner organisation PECAN that withdrew from the partnership in September 2022 due high staff turnover.

Change Request:

The partnership acted to mitigate against the risk of lost income and submitted a Change Request with a new PTC profile to the GLA in March/April 2022. The new profile showed that the FE and work placement outcomes were not working for participants, and the remaining outcomes were converted to short vocational training and job outcomes against which partners were performing well at the time.

The change request was eventually agreed in July 2023. However, partners continued to deliver in anticipation that the changes would be agreed.

Table below shows the new project delivery targets against the original targets.

	Start	VT	WP	FE	Jobs	Sus FE	Sus Jobs
Project new Targets	1000	460	10	9	418	3	213
Original Targets	1000	300	200	70	280	42	168

PROJECT ACHIEVEMENTS

Regardless of the challenges, the partnership has been quite successful. Project risks were managed and addressed at bi-monthly project meetings where partners were able to check on old risks and identify new ones, strategize, and agree remedial actions.

Partners leaving and or not performing had their numbers redistributed to the partners who were delivering well and LTEN increased its own delivery numbers. This meant remaining partners had to work hard to achieve new targets.

Partners worked well with employers, getting them to give participants a second chance leading to a more positive image of ex-offenders. Although there is little feedback from employers, in view of the significant number of jobs offered and employments lasting more than six (6) months this can be inferred.

Outcomes:

Outputs	Profile	Actual	Variance
Starts	1000	1025	+25
Participants completing vocational training such as short courses and skills packages	460	475	+15
Participants completing a minimum of 70 hours work placement	10	10	
Participants gaining entry to Education or Training	9	10	+1
Participants gaining entry to Employment	418	415	-3
Participants Sustaining Education or Training for 26 weeks (out of 32)	3	2	-1
Participants Sustaining Employment for 26 weeks (out of 32)	213	204	-9

These final figures highlight a combination of excellent directing of the marketing and outreach to recruit eligible participants and ability to retain and progress those recruited. This is a testament to the quality of the project management and delivery teams and the commitment of everyone engaged in making the PTA project work.

IMPACT

What difference did this project make?

To comprehend the impact that the project had, it is necessary to understand the enormous barriers and challenges that participants faced at the start of their journey on the project. Although some of these barriers are noted above (rationale for the project), a few Case Studies have been used to highlight other challenges and the difference the project made to the participants.

Case Studies

L was referred to the project by his Work Coach as he was struggling to find work and experiencing homelessness because of a relationship breakdown and offending background. As a young man in his early twenties who had been in the country for about 7 years, he was not aware of any support agencies that could help him and had no or very limited family or social support network and his confidence was very low.

L was first supported to secure temporary accommodation before he could begin to think about preparing for work.

He attended one to one regular support meetings with his Adviser to develop short term action goals, and workshops around tenancy management, and money management.

L could not access further skills training as most courses were online and his adviser successfully applied for grant applications and managed to source some money for a computer laptop and Wi-Fi connectivity. This enabled him to complete the SIA security course, disclosure training and interview techniques. He was referred to Suited and Booted for clothing for the interview and now working part-time. He has since been supported to find suitable accommodation with a tenancy of 12 months and happy in his current accommodation.

J, a 33-year-old was referred by JCP as he was long term unemployed due to his ex-offender status. During assessment his Adviser discovered he has a learning disability – dyslexia, which makes it quite hard for him to undergo traditional studying. A carefully tailored approach and a continued support structure was set up for him to progress.

While he did take up opportunities, it was so helpful that he was very honest in his capacity and whenever he did need to back out – he informed the Advisor. This helped keep up a rapport and helped his Adviser understand that he was really committed to fulfilling his overall plans that were outlined in his bespoke training plan.

J also had very limited understanding of the labour market and how to look for work. He was supported to complete short skills training in health and safety and find paid employment as a result of the interventions.

The project helped J to address his barriers by staying in touch often, listening to what J wanted and providing as much support as possible when he needed it, including paying for travel and subsistence, and work boots when he found paid work.

J is now more confident and was proud that he has been able to achieve something important in life.

M was referred by his Work Coach as he has offending background. On assessment his Adviser discovered he was facing homelessness and did not have a bank account. M was not confident using computers or smart phones and was really struggling. M's benefit was paid to him in the form of a bank giro which he collected from the JCP and had outstanding debts of £10,000 plus and was reluctant to use any family/friends addresses to open an account in case demands for money were redirected to them. M had been refused an account by many banks and was supported by his Adviser to open an online bank account and referred to Crisis for his debt problem. Crisis was ready to pay his deposit for housing but needed support to find suitable accommodation which his Adviser provided. M now lives in a shared house, updated his universal credit with his new bank and address details. M was also given a smart phone and was trained to use it to access his accounts and completed a short course and now looking for paid work. M is very happy and excited to go back into work as a driver, which he did some time back.

A had been unemployed for a number of years and went through the covid period on his own. A also had numerous housing issues to contend with, in which his Adviser got his own MP involved to break down the barriers to his employment objectives. A has a background in construction and needed to obtain his CSCS card but had ID issues. Due to pressures of housing and A's complete breakdown of communication, A disengaged from all agencies and organisations that could assist him. This provoked his Adviser to initiate safeguarding procedures to ensure that A was OK and checked upon his well-being, with a direct visit to his home. A was assisted in obtaining his ID to secure access to services and work. His Adviser supported him to develop a CV, which he sent to an employment agency, acted as his referee, and fortunately got the job with Travelodge. A was grateful for this support and continues to be in touch with his Adviser as he is interested in self-employment in the construction industry as a long-term goal.

Participants Feedback

Participants were asked to give feedback upon completion of short vocational training and on progression into either employment or FE/education. These forms were analysed every quarter and discussed at bi-monthly project meetings to learn lessons and to continuously improve the service. This feedback also highlights participants' experiences and the further impact of the project.

A total of **475** ex-offenders completed short occupational skills training and achieved accredited certificates. These courses varied and were offered to participants according to their interests or work requirements. They ranged from CSCS certification (212), Health and Safety at Work (117), Warehouse Safety (29), Railway Engineering (13), Safeguarding (15), Manual Handling (10), Customer Service (10), Workplace First aid (9), Traffic Marshal (8), and others such as Administration, Cyber Security, Management, Life Coaching, Ladder/Scaffolding Safety, SIA Security, etc.

The CSCS and Health and Safety at Work courses were very popular and mainly related to those going into blue collar work professions. These industries required these

mandatory qualifications and supported the participants to gain employment in these areas of work.

Nearly all participants who undertook short skills training said that they used the qualifications to look for work, with over 60% stating the courses helped to improve their skills a lot and reported the qualifications had assisted them to get into work.

What also emerged however, is that those who participated in the occupational related short courses tended to report a lot of improvement because of attending the courses.

415 participants were supported to progress into paid work which were varied.

However, most progressed into Labouring (103), Warehouse Assistant/Operative (54), and Courier/Driving (46). With much lower numbers into Customer Service/Admin (26), Cleaner/Street Sweeper (22), Security (15), Caretaker (12), Refuse Loader (10), Kitchen Assistant (9) Engineering (7) etc.

Out of the 415 that progressed into employment **204** sustained their employment for at least 26 of the 32 weeks. The majority (138) are full-time positions 35+ hours, 64 part-time positions (2:32.5h/w, 16:30h/w, 15:20-29.8h/w, 31:8-16h/w) and two (2) are zero-hour contracts.

A full list of courses and employment by sector is attached as appendices to the report.

The feedback from participants was consistently positive. From analysis of responses relating to overall activity satisfaction. 79.6% of participants reported they were very satisfied with the training (short course) activity and 76% reported they were very satisfied with the employability support activities. Only one (1) participant reported dissatisfaction but unfortunately, he did not give any reason for this.

This clearly evidences the quality of the delivery in relation to both the content and the trainers and advisers involved. The project offered friendly support, advice, a safe place to participants, and the resources to overcome their barriers and start a new life and entry into the world of work or social inclusion.

Some of the comments from participants are as follows:

‘Adviser gone above and beyond’.

‘Adviser made a big difference and training was on point’.

‘Speedy process and very relaxed. Not too long as I am a busy man and this worked for me’.

‘Fast route to employment’

‘Personal issues led to longer time to complete the training but thank you for being patient with me’.

‘I was provided with a laptop without which I would be able to complete the training’.

“This project has increased my confidence, motivation and made me more focused. It’s been really life changing, especially after I received my contract.”

Based on the above and participants feedback, the project had notable impact on the participants' confidence, motivation, and renewed belief in themselves that they could still be valuable assets to society and take up work despite their backgrounds.

What has worked well, for who and why?

Partnership:

- PSG Bi-monthly meetings were noted to work extremely well. They were well attended from the inception of the project and adopted a collaborative approach to address issues raised. This platform was used to gain clarity, identify risks and remedial action to be taken, share ideas and good practice and for strategizing together.
- Regardless of all the challenges and whilst it was very difficult to recruit participants at some periods, the outreach and marketing was repeated constantly (every 2-3 months) particularly with the Job Centres. This kept the main referral agency – JCP informed and recruited and assisted participants, successfully.
- Feedback from partners clearly highlighted the flexible, holistic and client centred delivery model for PTA worked well and is one of the project's greatest strengths. This project has worked with a diverse range of ex-offenders spread across all London boroughs e.g., the unemployed/long term unemployed, economically inactive, women, BAMEs and the hardest to reach groups including those with additional challenges such as mental health problems, homelessness, drug and alcohol misuse, refugees, those on Employment and Support Allowance for health reasons (ESA).
- Initially the online delivery was seen as a problem for participants and for staff. However, staff were trained to deliver on new Apps, adding to their CPD. Participants were also trained to use more IT and whilst it hindered the delivery process at first, some partners went on to gain the quality kite mark in 'Cyber Essentials' Certification.
- The environmental impact of the remote working of staff and participants meant no or little travelling to get to the offices, plus reduced overheads of running the offices. This demonstrates how digitalising services can support clients and improved our carbon footprint substantially.

Participants:

- The significant upskilling (provision of occupational related short skills training) of ex-offenders and a range of hard and soft skill outcomes.
- The partnership mix of experience and expertise, with a multi-faceted approach to delivery and support, evoked participants interest to join and inform others to enrol on the project.

- Opportunities for the participants to work with so many professionals/experts. These included delivery partners, strategic partners, wraparound support, and employers. An example of this in action is the collaborative working with local VCS agencies that allowed signposting, cross-referral, information sharing, sharing of good practice as well as ensuring that the project's provision achieved synergy with local/regional priorities, avoided duplication of effort, but complemented existing local specialist/mainstream provision.
- Expertise in providing holistic, effective and integrated support, whilst ensuring that a full range of ex-offender needs were met. These included, Westminster Drugs Project, St Giles (homelessness & peer support), Mencap, Centre for Mental Health, Mind, IWORKS (LA referrals and childcare support), the Advisory Board on Female Offenders etc.
- The convenient location of our existing premises and outreach facilities ensured an accessible delivery and convenience of travel for the participants, if they needed to travel and could not meet/use virtual delivery on offer.
- Establishing the Change Request increased the upskilling of participants, as it ensured many more ex-offenders achieved more vocational short course certificates and more job outcomes.

CROSSCUTTING THEMES

Equality and Diversity:

The partnership developed a project specific equality & diversity policy and implementation action plan which was monitored throughout project delivery at bi-monthly steering group meetings. This allowed the partnership to problem solve to find a solution as appropriate. This was particularly evident during the Covid-19 crisis as it highlighted the digital inequality that exist which the project staff team worked hard to resolve. Project partners quickly adapted and moved service delivery online to ensure that as many participants as possible continued to receive support. Participants were supported to access the right equipment (Computer Laptops, Tablets, and Wi-Fi data) and other essentials to minimise the negative impact of the crisis through collaboration with other charities. In addition, project activities included provision of extra support, and resources to those who were IT challenged to help them access support remotely. This ensured participants' continued access to provision.

After the lockdown, the project's support continued to be offered in-person and remotely according to participant's preference and to avoid long travels where possible. This meant participants were enabled to overcome some of their challenges such as childcare, travel costs and digital issues. Participants were also supported with travel costs where remote delivery was not feasible especially where they had to undergo training with practical aspects. They were also linked to organisations that provided free clothing and shoes for interviews and work, and specialised equipment for work was provided by the partnership when free ones were not available.

Equality Targets achievement

Equality Benchmarks – (based on 1000 participants)	Actual Nos to date	Actual %	Project Profile	Project %
Minorities (BAME)	793	79%	500	50%
Female	108	11%	100	10%
Age (50+)	180	18%	140	14%
Disabilities	138	13.5%	250	25%

The figures above show that the partnership substantially exceeded by almost 30% when delivering to minority (BAME) groups. A further 2 equality targets were also overachieved with female participants and those who were 50+. However, the disability target was low at 13.5% and although we identified that some data which should have recorded some participants as having dyslexia had not been completed correctly by some partners, this was not able to be rectified.

Sustainable Development:

The partnership developed a project specific sustainable development policy and action plan which incorporated the 3 elements of the policy which guided its operations.

This was monitored throughout project delivery at bi-monthly steering group meetings.

Social: Project activities were geared towards promoting social sustainability by addressing barriers that ex-offenders have in accessing the labour market. These included meeting support costs and provision of appropriate equipment and resources to aid access to services and opening opportunities to enable them to fulfil their potential. More ex-offenders going into paid employment and obtaining work related to their skills/qualifications is helping towards the society valuing their contribution and challenges prejudice. This in turn is raising their standard of living and helping to counterbalance income and health inequality, reducing wider social issues such as child poverty, etc.

Economic: Project activities included provision of tailored advice & guidance, short skills training, and employment support to address participants skills needs and match them to right employment opportunities to ensure they can progress into the labour market. This in turn is contributing to a diverse workforce in London and a thriving local economy.

Environmental: Partners are committed to waste minimisation and energy saving practices and supported and encouraged (through energy saving awareness) participants especially with the high energy cost and cost of living crisis. Project activities also integrated environmental issues to raise awareness, change behaviour and reduce cost of living. Project management and monitoring functions were carried out remotely.

A positive impact of the pandemic is the hybrid provision - services were delivered in person and remotely, reducing carbon footprint by both staff and participants.

RECOMMENDATIONS

Areas for improvement:

- Restrictive criteria (limited to ex-offenders no longer on licence or statutory provision) prevented access of support to all ex-offenders in London.
- Streamlining project monitoring and administrative processes to increase efficiency and reduce waste.
- A better formatted database with fewer formatting problems.
- Eligibility evidence/ID requirements needed from participants could have been wider to make it easier for the 'ex-offender' target group to enrol.
- Some Participants felt the self-declaration form was intrusive, and partners in future should find a less intrusive way of evidencing ex-offending status.

Annex 1

Delivery by Borough:

Breakdown of Participants by Borough

Enrolments	Actual	% Target	Target
Barking & Dagenham	13	5%	50
Barnet	19	1%	10
Bexley	6	1%	10
Brent	191	4%	40
Bromley	25	1%	10
Camden	11	4%	40
Croydon	92	5%	50
Ealing	114	4%	40
Enfield	14	5%	50
Greenwich	18	4%	40
Hackney	12	4%	40
Hammersmith & Fulham	23	1%	10
Haringey	15	5%	50
Harrow	96	1%	10
Havering	5	5%	50
Hillingdon	41	1%	10
Hounslow	24	4%	40
Islington	9	4%	40
Kensington & Chelsea	11	4%	40
Kingston	2	1%	10
Lambeth	88	5%	50
Lewisham	33	4%	40
Merton	11	1%	10
Newham	23	4%	40
Redbridge	18	1%	10
Richmond	4	1%	10
Southwark	46	4%	40
Sutton	12	1%	10
Tower Hamlets	4	4%	40
Waltham Forest	11	2%	20
Wandsworth	23	1%	10
Westminster	11	4%	40
Total	1025		

This table excludes 15 participants who later needed to be deducted from the overall figures, totalling 1025 participants counted. The table shows that participants came from all 32 boroughs across London, with the top 5 boroughs being Brent (191), Ealing (114), Harrow (96), Croydon (92) and Lambeth (88).

Annex 2:

List of occupational related short courses

ACT Awareness (2)
Administration (1)
Business start-up (1)
CCTV Operations Level 2 Award (1)
Child counselling (1)
Communication Skills (1)
CSCS - H&S Construction (212)
Customer Service (10)
Cyber Security (1)
Digital Skills (1)
Electrical Certification Scheme (1)
Emergency First Aid at Work L3 (2)
First Aid (9)
Food safety & Hygiene (6)
Hazardous substances (5)
Health & safety at work (117)
HGV Driving (1)
Ladder/scaffold safety (5)
Leadership & Management (1)
Life coaching (1)
Lift truck/ forklift operator (3)
Manual Handling (10)
Painting & Decorating (3)
People management skills supervisor (1)
Personal Development/Employability (2)
PTS Network Rail & Sentinel Card (13)
Public Health (1)
Reading & Writing Level 1 (1)
Retail (2)
Safeguarding vulnerable people (15)
Safer Driving at Work (1)
SIA (5)
Traffic Management/Marshall (3)
Vehicle Banksman (6)
Warehouse Safety (29)
Youthwork (1)

Annex 3:

Feedback after completion of short occupational related training

What do you think of your Tutor?					
	Very Good	Good	Not Good or Bad	Bad	Very Bad
Knowledge of the activity	372	103			
Understanding of your needs	333	135	7		
Support in setting targets to help you achieve your goals	322	147	6		
Help finding other support for you	278	159	40		
Support helping you to plan your next steps	319	153	3		

How has this activity made a difference to you?			
	Improved a lot	Improved a little	No change
My confidence has	209	260	6
My skills have	291	182	2
My prospects of getting a job have	275	197	3
My knowledge of the options available to me has	277	196	2
My motivation to make the next steps has	256	210	9
My ability to manage my time and responsibilities has	188	269	18

Overall, how satisfied or dissatisfied were you with the activity?				
Very satisfied	Satisfied	Neither Satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
378	95	1		1

**Annex 4:
Employment Outcomes by sector**

Admin

Civil Enforcement Officer (1)
Customer Service/Admin (11)
Logging Deployment Technician (1)
Loss Prevention Adviser (1)
Managing Consultant (1)
Office Receptionist (1)
Receptionist/Duty/Shift Manager (3)
Temp Resource (1)
Trainee Manager (2)

Construction

Banksman (2)
Belt Operator (2)
Brick Layer/Plasterer Assistant (3)
Customer Service Engineer (1)
Driver/Drivers Mate (2)
Electrician (1)
Engineer Apprenticeship (1)
Forklift Yardman (1)
General labourer (99)
HIU/District service & Breakdown
Engineer (1)
Hoist Driver (1)
Hoist Technician (1)
Industrial Worker (1)
Maintenance operative (3)
Mobile Mechanic/worker (2)
Pre-enablement Technician (1)
Rail Engineer (2)
Scaffold labourer (1)
Traffic Marshall/Management Operative
(3)
Trainee Painter/Decorator (3)
Window Fitter (1)
Yard labourer (3)

Creative

Actor (1)
Photographer Assistant (1)

Education

Employment skills Advisor (1)
Supply Teacher (1)
SEN support worker (4)

Healthcare

Diversion keyworker (1)
General Asst/Carer (3)
Vaccinator (1)

Hospitality

Asst Hotel Manager (1)
Bartender 1
Bike Team Member (7)
Chef (3)
Chef de Partie (1)
Courier (7)
Customer Service Asst (2)
Events Staff (4)
Housekeeping Team (8)
Kitchen staff (9)
Night supervisor (1)
Porter (1)
Resident Liaison Officer (1)
Waiter (9)

Retail

Branch Asst (1)
Cargo Bike Rider (1)
Delivery Driver (39)
Dispatch Asst (1)
Field Sales Executive (1)
Leaflet Distributor (1)
Personal Shopper (2)
Picker/Packer (3)
Shop Manager (1)
Sortation Operative (5)
Team member/Customer service (14)
Warehouse Operative (54)

Security

Gate security (1)
Security officer (13)
Steward (1)

Telecommunications

Postman (2)
Trainee Customer Service Engineer (1)
Trainee Telecom/Datacom Engineer (2)

Utilities

Caretaker (12)
Cleaner/Sweeper (22)
External Meter Fitter (1)
Fire Marshall (1)
Graphic Fitter (1)
Refuse Loader (10)

Annex 5:

Feedback on Exit to Work or FE

What do you think of your Advisor/Caseworker/Mentor?					
	Very Good	Good	Not Good or Bad	Bad	Very Bad
Knowledge of the activity	299	113	3		
Understanding of your needs	278	133	4		
Support in setting targets to help you achieve your goals	282	125	8		
Help finding other support for you	281	128	6		
Support helping you to plan your next steps	286	125	4		

How has this project/activity made a difference to you?			
	Improved a lot	Improved a little	No change
My confidence has	301	110	4
My skills have	284	122	9
My prospects of getting a job have	363	50	2
My knowledge of the options available to me has	318	93	4
My motivation to make the next steps has	283	129	3
My ability to manage my time and responsibilities has	303	100	12

Overall, how satisfied or dissatisfied were you with the activity?				
Very satisfied	Satisfied	Neither Satisfied nor dissatisfied	Dissatisfied	Very Dissatisfied
332	80	3		

**Annex 6:
Sustained Employment Outcomes by
Sector**

Admin

Administrator (2)
Customer service/Admin (3)
Office Receptionist
Receptionist/Duty Manager

Construction

Banksman (2)
Driver/Drivers Mate (2)
Engineer (1)
Engineer Apprentice (1)
Forklift Yardman (1)
Gangerman (1)
General labourer (45)
HIU/District service & Breakdown
Hoist Driver (1)
Maintenance operative (3)
Mobile Mechanic (1)
Pre-enablement Technician (1)
Scaffold Labourer (1)
Traffic Marshall (1)
Trainee Painter/Decorator (1)
Yard Labourer (5)

Creative

Online Assistant (1)
Photographer Assistant (1)

Healthcare

Diversion keyworker (1)
General Asst/Carer (3)
SEN Support Worker (3)
Vaccinator (1)

Hospitality

Asst Hotel Manager (2)
Bike Team Member (5)
Busser (1)
Chef (1)
Chef de Partie (1)
Courier (8)
Customer Service Asst (2)

Events Staff (4)
Housekeeping Team (2)
Kitchen staff (4)
Night supervisor (1)
Porter (2)
Resident Liaison Officer (1)
Sous Chef (1)
Waiter (1)

Retail

Branch Manager (1)
Delivery Driver (8)
Dispatch Asst (1)
Field Sales Executive (1)
Mobile Colleague (1)
Picker/Packer (2)
Shop Manager (1)
Sortation operative (5)
Team Member/Customer Service
Assistant (12)
Warehouse Operative (31)
Warehouse Cleaner (1)

Security

Door Security (1)
Gate Security (1)
Security Officer/Operative (4)
Steward (1)

Telecommunications

Trainee Customer Service Engineer (1)

Utilities

Caretaker (1)
Cleaner (2)
External Meter Fitter (1)
Refuse Loader (2)
Sweeper (5)