

Project Mid-Term Evaluation for FORCE Fifty+ Opportunities for Re-(Skilling) Carers/Former Carers in E (Technology)

Funded by London Councils ESF Co-financing
Programme 2008-10

Organisation name: Third Age Foundation
Project ID: 6403
Target boroughs: 10
Specification: 1.1.11 & 1.1.10
Target group(s): Present Carers/Former Carers
Period covered by report: Q1-Q4 (April 2008 – March 2009)
Actual project start date: 22 September 2008

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Date: 26/05/2009	Date: 26/05/2009

1. Executive summary

This should be a brief summary of what is in the report. It should provide a digestible summary of the project's achievements so far and be easily accessible to stakeholders to give an indication of progress so far and lessons learnt.

Suggested length: 1 page

- 1.1 The London Councils '**FORCE**'- **FIFTY+ OPPORTUNITIES FOR RE-(SKILLING) CARERS IN E (TECHNOLOGY)** Project (running from April 2008 to March 2010- *actual start date 22 September 2008*), seeks to support 114 present and former carers aged 50+, resident in 10 high 'hotspot' workless London Boroughs, using additional outreach delivery.
- 1.2 Target participant numbers were raised in October 2008 by the funder, the London Councils from the originally approved 85 former carers only, representing an increase of 28%. This came about as a result of under-delivery by another approved provider for a Specification 1.1.10 project focused at present carers. 'FORCE' now supports both target groups.
- 1.3 To date 40 clients have been enrolled by Third Age Foundation (TAF), representing 35% of the intake achieved after 8 months of delivery. The project had a delayed start (22/09/08), due to contracting. Also, recruitment difficulties have occurred following Welfare Reforms made in Benefits entitlements affecting Jobseekers' and Lone Parents' eligibility to recruit economically inactive participants, as well as DWP contracting with Reed in Partnership, Work Directions, etc for direct JCP referrals of those on Income Support/Incapacity Benefit.
- 1.4 The geographical spread of recruitment, to date shows Westminster at 8%, Kensington & Chelsea 5%, Richmond-upon-Thames 10%, Ealing 33%, Hammersmith & Fulham 22%, Brent, 10% and Hounslow 12%. In Kingston, Hackney and Hillingdon, recruitment difficulties have occurred but these are being addressed through plans for future working in community centre settings.
- 1.5 The project addresses the 'Catch 22' situation whereby carers and former carers aged 50+, who can be disengaged and disaffected, are less likely to undertake training and subsequently, less likely to be taken on by employers.
- 1.6 'FORCE' is succeeding in meeting a current gap in training services for older learners and addressing their individual needs and barriers by starting where the carer is at the point of entry and tailoring bespoke provision. This might be with no or low ICT skills; never having worked before; having failed in business; coming off long-term unemployment; emerging from an extended period of care responsibilities; with rusty work skills; and/or needing financially to return to paid work. Indeed, this interim evaluation found that 100% of those interviewed had suffered from at least 3 of these barriers
- 1.7 Project participants targeted were expected to be suffering from a range of such multiple and inter-linked access needs and barriers, also to lack the confidence

and work skills to access the specialist ICT sector and other e based job opportunities. This has been borne out by the evaluation which recorded a common participant focus on acquiring both up-to-date ICT and work skills, also a desire to counter ageism encountered before in the workplace.

- 1.8** One-to-one, client led, diagnostic assessment, Accreditation of Prior Learning (APL), Information/Advice/Guidance (IAG), confidence building, Skills for Life (SfL), Personal Development (Neuro-Linguistic Programming-NLP), life and networking skills, team building, action planning, curriculum vitae (CV) development, job search, interview skills, on-line job search and self enterprise training are used to prepare for entry into jobs requiring up-to-date ICT skills.
- 1.9** TAF's tried and tested OCR accredited ICT Skills for Life (Entry Level), New CLAiT Level 1 and CLAiT Plus Level 2 work upskilling training have been re-packaged to deliver skills and assertiveness and holistic employability training for carers and former carers; also to counter ageism and to strive for gender equality, an issue affecting the ICT sector. To date, 28% of participants have achieved Level 1, with further Level 1 and 2 results expected soon.
- 1.10** Project areas that are working well include recruitment from Black & Minority Ethnic (BAME) members (31%); and clients with disabilities and/or health issues such as mental health (64%). High retention levels (75%) are to be noted, too.
- 1.11** New partnership working is expanding with strategic referral partners such as Jobcentre Plus (JCP) Centres, Reed in Partnership and Borough Regeneration Teams; also with sub-regional and pan London services such as West London Network and Relay London Jobs.
- 1.12** The age profile of participants supported shows innovation, with high take-up of those aged 60+ (53% of interviewees), evidencing a previously untapped pool of potential employees often with relevant lifetime and prior experience in the workplace across specialised sectors, also self employment backgrounds.
- 1.13** Project areas that are working less well include progression into work at 10% (4 of 40 participants achieved in the current Quarter 5). The 17% profile target was set before the advent of the economic downturn and tight jobs market, further aggravated by the loss of TAF's former employer broker.
- 1.14** A lesson learnt has been the specialist focus needed to change carers' mindsets about preparing for and moving into work and work trials including voluntary positions, on training completion. Progress has been made, with 94% of interviewees stating that they were ready to work. This is higher than evidenced for other ESF funded projects.
- 1.15** Another lesson learnt has been the need to support participants actively by continuing to build confidence in the transition into and during the early stages of work, using dedicated employment brokerage staff and other specialist services.
- 1.16** Added value has been achieved by TAF in the wake of the current recession, by providing in-house opportunities to support project completers into next stage training progression routes. In this way, the project remains relevant to learners' upskilling needs. To date, 25% of clients have been able to study higher CLAiT PLUS Office and Media Level 2 qualifications. These are currently funded by

2. Methodology

This should detail the various methodologies used throughout the evaluation. Please note that we would expect to see a combination of qualitative and quantitative methods used. For example, you should seek feedback from participants, partners and employers on the work you are doing and you should also use the outputs and results listed in your contract as a baseline against which to measure actual performance.

Suggested length: 1/2 page

- 2.1** The evaluation methodology used for this interim evaluation has been to measure actual performance against the profile outputs, outcomes, milestones and targets of the approved project. The evaluator has sought to capture the progress and lessons learnt to date; also to record recommendations towards developing the project in its second year.
- 2.2** Research methodology used has been an analysis of primary project quantitative and quarterly submitted monitoring participant and financial data and reports, also secondary qualitative data recorded by TAF management staff (2) and strategic partners and referral agencies (7) including JCP Centres in Twickenham and the West London District Office; Reed in Partnership in Ealing and the West London Office; the Borough Regeneration Team in Hammersmith & Fulham; the West London Network; and Relay London Jobs. This work was carried out on 20 and 21 May 2009.
- 2.3** Client level quantitative and qualitative monitoring data capture was recorded in group and one-to-one settings with present (12) and former project participants (5), representing a 30% and 13% sampling respectively. This was carried out on 20 May 2009 using a questionnaire with questions relating to:

⇒ Gender	⇒ Participant financial support
⇒ Age	⇒ Attendance dates/times/durations
⇒ Borough of residence	⇒ Project induction
⇒ Outreach participation	⇒ Training modules completed
⇒ Ethnicity	⇒ In-project attitudinal changes
⇒ ESF beneficiary groups	⇒ Qualifications gained
⇒ Work background	⇒ Client assessment of employability
⇒ Barriers to learning/training	⇒ Type of work preferences
⇒ Educational background	⇒ Recommendation to the project
⇒ Access to the project	⇒ Case study consent
⇒ Reasons for project start	⇒ Client recommendations

- 2.4** Also, pan London strategic documentation and the project fit with the 2007-10 London Councils *Co-Financing Plan*, *ESF Objective 3 London Regional Development Plan*, and the *London Skills and Employment Board* final strategy, *London's Future* have been evaluated

3. Rationale for the project

Please describe the original rationale and the main reason for developing this project.

- Aims and objectives
 - What are the project's aims? (i.e. what are you planning to achieve?)
 - What are its objectives? (i.e. how are you planning to meet your aims?)
 - How are the project aims linked to the needs of the target group?
 - How are the aims linked to the London Councils ESF prospectus and plan?
- Added value
 - Provide an overview of how activities add value to regional employment and skills priorities set out in the regional ESF framework.
 - If your project helps to respond to any significant regional or local economic or labour market shocks (e.g. a large scale redundancy), please describe your project's contribution.
 - Describe how the activities complement and add value to other regional or area-based initiatives such as City Strategy Pathfinders and the Working Neighbourhood Fund
- Innovation
 - If applicable, provide examples of innovative activities undertaken. Describe how they add value to existing provision and how they are being mainstreamed.
- Complementarity with other EU funding (Describe any links to activities funded by other Co-financing organisations or other EU programmes, such as ERDF, if applicable).

Suggested length: 1-1 ½ pages

3.1 The project had 8 key aims and objectives. Firstly, it aimed to address the 'Catch 22' situation whereby 50+ economically inactive carers and former carers from hard-to-reach and/or workless backgrounds are less likely to be taken on by employers due to having little or no prior work experience; having failed in business or self employment; rusty work skills and low or no experience of e learning. Yet, they require less training generally.

3.2 Secondly, the project sought to tackle social exclusion, labour market disadvantage and age discrimination for disaffected and hard-to-reach carers and former carers across 10 'hotspot' workless boroughs. A borough level area of success, to date is the use of important community outreach facilities developed in Ealing Resource Community Centre (The Lido Centre); Kingston (the RAKAT Centre to serve Richmond clients also); and the Westminster Abbey Community Centre (to support Kensington & Chelsea participants too).

3.3 The third aim/objective was to offer *matrix* standard IAG, also APL. (TAF was one of the first London Voluntary Sector organisations to achieve *matrix* in

September 2002 (from when it has been used as a case study) and it has been reviewed successfully in 2005 and 2008. TAF built capacity for *matrix* IAG delivery through its partnership working with JCP and Borough Regeneration Teams and sub-regional networks including for care, to secure client referrals.

- 3.4** Fourthly, the project was designed to deliver the wider soft skills needed for work, using the externally standardised *Rickter and DWP approved indicators—'Measuring Soft Outcomes & Distance Travelled.'* Impact areas assessed monthly by TAF tutors have included improved appearance/engagement; positive attitudinal skills to training/lifelong learning; raised basic ICT skills; increased confidence; higher motivation levels; development of self-esteem/ worth; interpersonal skills; team working; employability skills capabilities; ability to work with others; and/or how lead a team.
- 3.5** Fifthly, 50% of clients were to achieve the OCR ICT Skills for Life (Entry Level) qualification; 35% the OCR New CLAiT Level 1; and 15% the OCR CLAiT Plus Level 2. To date, 28% of clients have gained Level 1 qualifications- *please see Section 11*, using additionally staffed sessions. In addition, 5% have gained Entry Level qualifications. This represents a reduced number against profile, as funder advice received was that this qualification on its own was insufficient to secure employment. However, some have gained bite-sized *Units Towards Level 1 & 2*.
- 3.6** The sixth aim/objective was to progress a total of 17% of participants into full-time and part-time work, with an increase to 20% after 6 months. This included 5% into self employment- 25% of participants undertake TAF's in-house Self-Enterprise Module. To date including the current Quarter 5, just 3% of the total target have progressed into employment, explained inter-alia by the economic recession and tight jobs market but also, by the loss of TAF's employment broker tasked with increasing volunteering, work experience/shadowing and work trials. However, TAF has increased working with strategic partners such as the West London Network, the City Strategy Pathfinder West London Working and pan capital services such as Relay Jobs London and it will look to replace its employment broker.
- 3.7** The seventh aim/objective was to offer supported work trials on project completion- 40% based in businesses and 40% in the voluntary sector. Of the 10 completers profiled in the current Quarter 5, four are progressing into work trials and one into a job. This target is especially challenging in today's recession, compounded further by perennial difficulties of obtaining funder approved documentary evidence to support the progression.
- 3.8** Finally, the project was to support participants into next stage training progression routes within Further Education or with other providers including TAF. Currently, 25% of clients have extended their study with TAF, to study both CLAiT PLUS Office and Media at Level 2 but at the organisation's expense. Additionally, TAF has referred clients to follow ICT specialist courses delivered by LSC approved work-based learning providers, for example the London Skills Academy that offers C++ and Cisco accredited training, as well as Computer Maintenance.
- 3.9** Project activities are adding value to regional employment and skills priorities set out in the regional ESF framework by delivering up-to-date ICT skills that can be transferred and applied across a variety of work roles demanded by today's labour market. This remains a principal skills gap faced by a large number of the

- 3.10** Project activities complement and add value to other regional initiatives such as the West London Working City Strategy Pathfinder and the Working Neighbourhood Fund by delivering a pool of ‘work ready’ older residents who can offer ICT, team working and customer skills; problem solving, numeracy and communication competences; and the ability to work flexibly in a changing environment to meet regional business needs. Indeed, the 50+ are a well-documented, under-utilised resource representing 16% of the population and 20%+ by 2016, that currently generates a loss of some £31 billion annually to the UK economy.
- 3.11** The project is evidencing further measurable added value through outreach delivery at the heart of the community- *please see 3.2-* which in turn, is establishing new networks and partnerships that can be developed for future projects aimed at hard-to-reach 50+ clients, especially female.
- 3.12** Individual client case studies are being collated, to measure the added value of employing older persons. These can be moved up horizontally to strategic policy makers such as the Government Office for London, the London Development Agency and London Boroughs to promote the potential of investing in older clients, especially carers as future employees.
- 3.13** Much expertise in delivering assertiveness training to counter ageism and empowering the 50+ has been developed by TAF, initially in West London but today across the capital as demand increases for its age-specific, employer-driven ICT upskilling training. It is to be noted, too that by working at the heart of communities, TAF reaches clients unlikely to self-present and engage with learning providers at Borough Further Education Colleges for reasons of the age of learning peers; study approaches used; a lack of intensive focus on their age-related barriers/needs; and the confidence building needed to improve their SfL levels.
- 3.14** Of interest, is the range of educational, professional and managerial backgrounds that project participants bring with them. Of those interviewed, 56% described themselves as skilled; 18% as professional; and 26% as managerial. This was borne out by the level of qualifications held before project start. 82% were qualified to GCE Advanced Level or equivalent; 24% held vocational qualifications; and 35% were graduates. Quite clearly, such trainees have much potential to progress into supervisory and management roles.
- 3.15** The project delivers complementarity with other European Union (EU) funding and European Social Fund (ESF) Co-financing programmes through the transferability of its bespoke and holistic older persons’ training which can be targeted at further groups of specialist learners using the same model as for supporting carers. Additionally at wider EU level, these innovative ‘trial tank’ activities have the potential to advance the learning and training of older persons, (a prevalent theme across all EU countries) through EU Programmes such as LEONARDO DA VINCI which specialises in vocational training developed in partnership with employers and industry.

4 Project management

Whilst evaluating project management, it is recommended that you re-visit the proposal in section C5 of your tender form.

a) Project management

- To what extent is the staffing structure appropriate for the project?
- How well do the staff members fit their roles?
- How well do the systems used in the administration of the project work?
- What works particularly well?
- What changes are you planning to make in terms of processes, systems, staff, or administration?

b) Partnership working

- Describe the partnership (including names, roles and responsibilities)
- How well do the Partnership Agreements work?
- What changes are you planning to make to the partnership?
- Joint social partner activities (Describe joint social partner activities (e.g. training, networking, strengthening the social dialogue and other activities undertaken jointly with employers and trade unions, in particular relating to adaptability of workers and enterprises) – if applicable.

c) Innovative approaches taken

- What innovative approaches has this project taken so far? (e.g. in the fields of participant recruitment, employer engagement, training offered, participant tracking)
- What have the benefits of such an innovative approach been?

Suggested length: 1 page

4.1.a TAF's staff are well-qualified and all hold NVQ Level 4 to 5 equivalent qualifications. Additionally, the ICT Tutors have City & Guilds 7307 or 7407 Stage 1 and/or Stage II and the Personal Development Tutor is Advanced NLP qualified. The Business Advisor has specialist qualifications and has run her own business successfully over a number of years.

4.2.a The 10 well-experienced TAF staff members offer long and stable service history records with the organisation of between 5 and 10 years. Their job descriptions and person specifications do remain fully appropriate to ensure that this specialist carers project can be delivered as planned. Indeed, a review has taken place pre project start to appraise approaches and training materials and this continues as part of regular staff and delivery review activities.

4.3.a Day-to-day project administration systems co-ordinated now by 2 Office Administrators (to provide full cover from Monday to Friday), are proving effective. Currently, London Councils specific, centralised participant and financial monitoring documentation is used throughout the organisation, sampled and overseen by the Director of Projects and an qualified accountant, in attendance 2 days per month who monitor actual performance against profile. However, other London Co-Financing Organisations have individual and differing reporting systems and so this might

necessitate a future change in current practice to facilitate TAF's central database and its maintenance.

4.4a On-going monitoring of participant data and project spend in both electronic form and hard copy, is working well, transferring progress into formative monthly and summative quarterly returns using the London Councils standardised EXCEL documentation, backed up by 'Quickbooks.' No changes to processes, systems, staff or administration are perceived as necessary but monthly review takes place.

4.5b Non-formalised partnership working with strategic referral partners is expanding with JCP Centres in Hammersmith (Danny Shepherd, Personal Adviser), Twickenham (Uwe Bazuaye, Personal Adviser) and the West London District Office (Marianne McCaskell, Manager West London); with Reed in Partnership in Ealing (Shirley Allen, Business Manager) and the West London Office (Jodie Amponsa-Banson); with Borough Regeneration Teams in Hammersmith & Fulham (Rosemarie Hayden, Regeneration Officer) and Ealing (Imogen Hughes, Regeneration Officer); with the West London Network (John Carlin, Development Manager); and with Relay London Jobs (Constantine Constantouris, Business Manager West London). Planned changes relate to the inclusion of further Boroughs across the 10 project targeted. Joint partner activities focus on networking.

4.6b Partners interviewed (9) reported high levels of satisfaction, both with the quality of training received by their referred clients and with TAF project management services. One interviewee did request increased follow-up on referred clients, whilst another spoke of *the pleasure working with the organization as an intermediary provider*.

4.7b Other partner feedback received related to the numbers of referrals and frequency of the project training. Clearly, there is scope for increased provision- *a big reservoir of carers and neglected cohort*- subject to additional funding and the securing of fit-for-purpose accommodation.

4.8b However, a continuing difficulty remains the co-working with carer organizations. A series of potential partnership actions such as borough level meetings have not proved as fruitful as anticipated, to date. Addressing territorial boundaries remains an area for improvement in the second year of the project.

4.9c Innovative project approaches include the recruitment of former and present carers aged 50+ (53% of those interviewed were over 60); high levels of support for people with illness and/or disability (30% of interviewees); and engagement with jobless parents (12% recorded during interviews). The benefit of these approaches is to widen access and project reach, aided further by present and future planned case studies.

4.10c A further area of innovation relates to TAF's holistic assertiveness training designed to counter ageism and empower 50+ clients unlikely to self-present and engage with statutory learning providers such as Further Education Colleges for reasons of the age of learning peers; study approaches used; and a lack of intensive focus on their age-related barriers and needs.

5 Significant Change

Has your project made any significant changes and have you re-profiled? (Please see page 22 of the Project Handbook for details)

- What were the significant changes?
- Was the project reprofiled?
- Why were the significant changes made?
- Why? What difference did it make?

Suggested length: 1 page

NB If you haven't made a change but would like to, please contact your contract manager.

- 5.1** There have been 3 Significant Changes and 2 project-wide dispensations made affecting the 'FORCE' project:
- 5.2** Target participant numbers were raised in October 2008 from the originally approved 85 to 114 participants, representing an increase of 28%. This was owing to an amalgamation of part-provision of a Specification 1.1.10 present carer project as one organization pulled out; therefore now open to both client groups.
- 5.3** New Borough targets were agreed in October 2008 and are currently being re-profiled to reflect the pattern of actual recruitment as at May 2009. It is hoped that the number of Hammersmith & Fulham residents be increased as demand was higher than anticipated. Other area targets are to be re-distributed e.g. Hounslow.
- 5.4** The project was to support participants into next stage training progression routes within Further Education or with other providers including TAF. Authorisation was received via e-mail to count progression into higher provision at TAF, currently 10 participants (25%) studying for CLAiT PLUS Office and Media Level 2 higher level provision.
- 5.5** From project start, the participant age limit for the 'FORCE' Project was extended from 64, in line with the removal of compulsory retirement at 65 and new ESF directives.
- 5.6** It was no longer required to record project participants by faith groups and sexual orientation, for reasons of contravention of the Human Rights Act

6 Activities

Evaluate the activities delivered so far against the proposed activities described in your tender:

- Describe the activities that have been undertaken as part of the project and to what extent they fit with those described in the tender, including target group, identifying needs, enrolment and retention, activities delivered and results. (Sections B1 and B2 and C1-C3)
- How do you make sure the project remains relevant to the needs of your target group, describing how you obtain feedback from participants, employers and referral agencies?

Suggested length: 1 page

6.1 The target group now comprises present carers and former carers- *please see 5.1-* whose needs are in line with the approved bid. 'FORCE' is succeeding in meeting a current gap in training services for older learners and addressing their individual needs and barriers by starting where the carer is placed on the point of entry, be this with no/low ICT skills; never having worked before; having failed in business; coming off long-term unemployment; emerging from an extended period of care responsibilities; with rusty work skills; and/or needing financially to return to paid work. Indeed, this evaluation found that 100% suffered from at least 3 of these debilitating barriers.

6.2 To be recorded is the project's success in tackling social exclusion, labour market disadvantage and age discrimination for participants from BAME backgrounds. The profile was to support a 60% profile of clients and actual delivery has already reached 31% already. Similarly, clients with disabilities and/or health issues such as mental health was profiled at 22% and currently is 64%. Actual female participants now number 29 against a 59 profile, showing a 49% recruitment success so far, just short of the profile 51%.

6.3 Project areas that are working well include the 'distance travelled' by beneficiaries. Amongst interviewees, 100% felt more confident than at the start of the course, more positive and responsible for their own learning, also better equipped to continue their own learning. Moreover, all believed that the project had improved personal employability and work prospects and 94% stated that they were ready to begin work.

6.4 A particular area of success of the project is proving to be the flexibility of the ICT 'pick and mix' bespoke training and one-to-one personal development (2 sessions) delivered that is always tailored to individual training needs and the personal availability of carers. Individually negotiated learning plans with agreed targets have maximised attendance and are securing completion rates. Indeed of participants interviewed, study packages have included an Introduction to Computers&Computing and a choice of 3 (for Certificate Level 1 qualification) and 5 (for Diploma Level 2 qualification) ICT modules from Word Processing, Spreadsheets, Graphs and Charts, DataBase, DeskTop Publishing, Powerpoint, Website Design, PhotoShop, E-Mail for Business and Internet for On-Line Research).

- 6.5** Enrolment up to Quarter 4 shows 40 of 114 starts, representing 35%. Key factors have influenced this such as Welfare Reform policy changes to benefit structures, for example affecting lone parents. Other groups affected include Jobseekers who cannot participate in the project, although ESA claimants can. Additionally, large private pan London providers have been pre-contracted by JCP to deliver services to former Incapacity Benefit and Income Support claimants.
- 6.6** To date, project retention levels of 75% (6 leavers of 24) have been recorded, with 10 completers of 90 (11%). The current participant success rate is running at 55%. TAF's 15 year track record indicates an increase up to a possible 80%+.
- 6.7** In summary, up to Quarter 4, project activities compromised both initial and exit IAG guidance, training and work signposting advice and tracking interviews; 5 OCR ICT Skills for Life Entry Level courses over 6 weeks; 2 OCR New CLAiT Office and Media Level 1 courses over 12 weeks; 2 OCR CLAiT Plus Office and Media Level 2 courses over 12 weeks; and Personal Development courses delivered both as group sessions and one-to-one. Of note, too are the extra sessions for individual business start-up; and job search that take place on Wednesdays. Planned work trials and placements have been delayed owing to the downturn in the economy but these are now beginning to come on line in Quarter 5, with 4% of participants placed.
- 6.8** TAF ensures that the project remains relevant to present and former carers' needs, by prioritizing feedback from participants and referral agencies. Client satisfaction questionnaires based on Ofsted Common Inspection Framework Performance Indicators are completed at the interim and final stages of training packages, supplemented by monthly group and individual evaluation. Additionally, TAF is in daily and weekly contact with its partner referral agencies- *please see 4.5b-* and brings organisations together within regular focus groups.
- 6.9** High levels of beneficiary satisfaction have been recorded throughout this evaluation. 100% of participants interviewed would recommend the project to others. Clients praised the supportive and caring approach and high calibre, skills levels and professional expertise of specialist ICT and other TAF staff. Comments included:

- *Approachable and patient staff*
- *Very interested and co-operative tutors*
- *Brilliant teaching and fantastic teachers*
- *The quality of tuition is outstanding*
- *Tutors keep classes utterly engrossed*
- *They promote the excitement of learning*
- *Tutor makes students feel good about themselves*
- *I wouldn't have lasted on the course without the tutors*
- *Fun classes and no pressure!*
- *I look forward to coming in!*

7 Participants enrolled and outputs delivered

Description in this section, to clarify the quantitative information in the tables below, could include:

- How is the project progressing towards final outputs?
- Is there any other information that would add depth to the understanding of the statistics? (i.e. reasons or explanations to do with the figures in each section, reasons for over/under achievements)
- To what extent have you been able to draw participants and deliver results from the contracted boroughs? Please provide details of successes or challenges you have faced.

Suggested length: 1 page

Borough	Starters		Jobs within six weeks		Jobs six months after leaving project		Further jobsearch or training	
	Profiled*	Actual**	Profiled	Actual	Profiled	Actual	Profiled	Actual
Barking and Dagenham								
Barnet								
Bexley								
Brent	15	4	1		3		11	
Bromley								
Camden								
City of London								
Croydon								
Ealing	23	13	2		3		15	1
Enfield								
Greenwich								
Hackney	5		1		1		3	
Hammersmith and Fulham	10	9	2		3		5	5
Haringey								
Harrow								
Havering								
Hillingdon	5		1		1		3	
Hounslow	5	5	1		1		3	3
Islington								
Kensington and Chelsea	14	2	3		3		9	
Kingston-upon-Thames	9		1		1		6	
Lambeth								
Lewisham								
Merton								
Newham								
Redbridge								
Richmond-upon-Thames	23	4	5		5		14	
Southwark								
Sutton								
Tower Hamlets								
Waltham Forest								
Wandsworth								
Westminster	5	3	1		2		2	1
Total	114	40	18		23		71	10

*please provide profiled figures for the whole lifetime of your project from Schedule 1 of your contract or revised profile

**please provide cumulative figures up to the last submitted quarter

- 7.1** Progression into employment in this current Quarter 5 is running at 10% (4 of 40 participants), with evidence being collated to meet the funder's evidencing requirements
- 7.2** The 17% overall project profile target remains challenging, having been set before the advent of the downturn in the economic climate and the ensuing tight jobs market. This situation has been aggravated further by the loss of TAF's employer broker, although the organisation is looking to make a replacement.
- 7.3** TAF has been able to re-negotiate Borough targets with the London Councils that reflect the actual pattern of recruitment and growth witnessed in Ealing, Kensington & Chelsea and Kingston. However, the recruitment shortfall occurring in Kingston-upon-Thames, Hillingdon, Hackney, Brent, Richmond-upon-Thames and Kensington & Chelsea needs to be addressed, possibly through previously used community venues such as the Brent located Dudden Hill Centre. Additionally, increased interaction with carer organizations in these Boroughs would be beneficial.

8. Target groups

Please describe how the project is progressing towards final targets.

Description in this section, clarify the quantitative information in the tables below, should include:

- Gender (e.g. training for men or women to enter non-traditional occupations)
- Disabled people (e.g. adaptations to buildings, equipment, websites, software, transport provision, innovative recruitment procedures, extra efforts to consult with community-based disability groups, etc.)
- Parents (examples of activities to promote participation in employment by lone parents, disabled parents, homeless families, jobless parents)
- Older people (e.g. examples of activities to promote access to provision by older people, actions taken to retain older people in employment and/or re-engage them in the labour market. For carers and former carers: examples of activities to promote access (e.g. travel subsidy). Include any specific activities to promote the supply of care workers (e.g. training child care workers).
- BAME participants, including women from BAME groups with low labour market participation rates (examples of activities to actively promote equality for people from ethnic minorities and provide access to provision for people from ethnic minorities)
- Refugees and asylum seekers (examples of activities to increase this target group's participation in employment or to improve/adapt their skills)
- People recovering from drug and/or alcohol addiction (examples of activities to prepare participants for entry to the workplace and progression to mainstream employment training)
- Homeless people (e.g. addressing the special needs of this target group and support participants in accessing mainstream service support.

Suggested length: 1 page

Target groups	Profiled*	Actual**	% achieved so far
Female	59	29	49%
BAME participants	68	21	31%
Disabled people or people with a health condition	25	16	64%
People recovering from drug and alcohol addiction	0	n/a	n/a
Homeless people	0	n/a	n/a
Jobless parents	75	n/a	
Refugees and asylum seekers	22	n/a	
Women from BAME groups with low labour market participation rates	41	16	39%
Older People	114	40	35%

*please provide profiled figures for the whole lifetime of your project

**please provide cumulative figures up to the last submitted quarter

8.1 Of note, is that TAF is providing non-traditional training for women to combat the well-documented male bias of the ICT sector (80%), also some ageist practices prevalent across the industry.

8.2 TAF provides accessible premises for people with disabilities and adapted ICT equipment (screen/keyboard), according to demand.

8.3 Amongst project interviewees, 12% self declared as jobless parents.

8.4 Project participants aged 50-60 are able to apply for travel support (limited funding available) and to obtain half-price *Oyster Card* travel, also once they have been claiming benefit for 3 months. Those aged 60+ have Freedom Cards covering all London travel costs.

8.5 Equality for people from ethnic minorities and access to provision has been facilitated through the delivery of heart-of-the-community outreach training currently being delivered largely in Ealing.

9. Average hours each week and number of weeks each participants spent on the project

Description in this section should be used to clarify the quantitative information in the tables below and could include:

- What are the reasons for any variance against profile?
- How is the project progressing towards final outputs?
- Is there any other information that would add depth to the understanding of the statistics? (i.e. reasons or explanations to do with the figures in each section)

Suggested length: 1/2 page

Average hours each week			Average total weeks per participant		
Profiled*	Actual**	% achieved so far	Profiled*	Actual**	% achieved so far
12	7.5	n/a	12	7.7	n/a

*please provide profiled figures for the whole lifetime of your project from Section B6 of your tender form

**please provide cumulative figures up to the last submitted quarter

Calculations:

Average hours each week (Total hours ÷ number of participants) ÷ number of weeks per course = (3608.5 ÷ 40) ÷ 12 = 7.5 hours

Average total weeks per participant (Total weeks ÷ number of participants): 307 ÷ 40 = 7.7 weeks

9.1 The project was profiled to complete an average 12 hours weekly over 12 weeks. Flexible training packages detailed in the approved application were to have ranged from 12 to 15 hours weekly, on 2-2½ days per week, over 6-12 weeks, both on TAF premises and located in up to 7 borough-based outreach centres.

9.2 A factor affecting these targets and evidenced in the above statistics, is the reduced availability of carers who are still discharging care responsibilities. These participants' attendance patterns can be significantly limited.

9.3 Another factor relates to the pattern of Borough-based enrolment. To date, only 3 outreach locations are being used: Ealing (Ealing Community Research Centre - The Lido Centre); Kingston (at the RAKAT Centre to serve Richmond clients also); and the Westminster Abbey Community Centre (supporting Kensington & Chelsea participants too). Other previously used community venues such as in Brent (the Dudden Hill Centre); in Hillingdon (the Hayes Centre and Barra Hall to serve Hounslow residents); and in Hackney (the Print House) are to be re-appraised as training venues to be used again.

10. Project leavers and other destinations

Description in this section should be used to clarify the quantitative information in the tables below and could include:

- How is the project progressing towards final outputs?
- What measures are in place to reduce the number of unknown destinations and retain participants on the project until a positive output is reached?

Suggested length: 1 page

Project leavers		Profiled*	Actual**	% achieved so far
1.	Completers	90	10	11%
2.	Early leavers	24	6	25%
3.	Total leavers (1+2)	114	16	14%
Other destinations				% of leavers
3.	Unemployment	-		-
4.	Economic inactivity	-		-
5.	Not known	-		-
6.	Other	-		-
7.	Further Job Search/Training	71	10	14

*please provide profiled figures for the whole lifetime of your project from your profile form

**please provide cumulative figures up to the last submitted quarter

- 10.1** In the face of the current and deepening economic recession, the project is delivering additional job search and training added value activities to secure further outputs. Currently, 25% of clients have extended their training with TAF, to study both OCR CLAiT PLUS Office Level 1 and OCR CLAiT PLUS Media at Level 2.
- 10.2** Also, online job search facilities are available each Wednesday to widen access, work opportunities and to sustain confidence, too. These new structures serve to retain participants until a positive work trial or job outcome can be secured. Moreover, it provides on-going access to some clients who do not have access to the Internet outside of TAF facilities. However, drop-in attendance needs to be monitored more actively for monitoring purposes.
- 10.3** With regard to unknown participant destinations and the perennial difficulty of funder acceptable documentation, TAF can evidence a 30% return date to sent questionnaires and tracking telephone calls- the average rate for training providers is barely 10%.

11. Number of qualifications gained

Description in this section, to clarify the quantitative information in the tables below, could include:

- What are the reasons for any variance against profile?
- How is the project progressing towards final outputs?
- Is there any other information that would add depth to the understanding of the statistics? (i.e. reasons or explanations to do with the figures in each section)

Suggested length: ½ page

Number of qualifications gained		Profiled*	Actual**	% achieved so far
1.	Below NVQ Level 1 (or equivalent) profiled figures for specification 1.1.8 only!		2	2%
2.	NVQ Level 1 (or equivalent)	-	11	10%
3.	NVQ Level 2 (or equivalent)	-		
4.	NVQ Level 3 (or equivalent)	-		
5.	NVQ Level 4 (or equivalent)	-		
6.	NVQ Level 5 (or equivalent)	-		

*please provide profiled figures for the whole lifetime of your project from section B8 of your tender form

**please provide cumulative figures up to the last submitted quarter

- 11.1** The apparent shortfall in below Level 1 Entry Level qualifications (OCR ICT Skills for Life), is the result of advice received from the funder that this level would be insufficient to secure progression into employment.
- 11.2** So the project has made available new and additional CLAiT PLUS Office and Media Level 2 training opportunities which are proven to equip people for work through the acquisition of transferable ICT skills. 25% of present project participants are pursuing these options - results expected shortly. Additional job search facilities available on Wednesdays secure further retention and progression.

12. Soft outcomes

What have the project's "soft outcomes" been? Examples include participants' improvements in:

- Self esteem
- Confidence
- Time keeping
- Motivation
- Communication

How do you measure this? What evidence is there to support this?

Suggested length: $\frac{3}{4}$ page

- 12.1** The project was designed to deliver the wider soft skills needed for work, using externally standardised *Rickter and DWP approved indicators*– '*Measuring Soft Outcomes & Distance Travelled.*'
- 12.2** Examples of impact areas that have been tutor assessed monthly within group and one-to-one reviews, have included improved appearance and engagement; development of self-esteem and worth; positive attitudinal skills to training and lifelong learning; increased confidence; higher motivation levels; inter-personal skills; team working; employability skills; raised ICT and SfL competences; ability to work with others; and teamworking including leading.
- 12.3** Of particular note, is the rate of progress recorded by tutors. For example on entry, some participants appeared not to be coping. (The severity of the illness, or the death of the person cared for was clearly a contributory factor). However, rapid development of new-found confidence and self esteem was recorded, as were emerging positive attitudes and improved communicative skills.
- 12.4** Carers can remain inactive during periods of prolonged isolation. An area emphasised by tutors, was the increased inter-action between class members and the levels of support given to one another. This was evidenced, too by the evaluator during interviewing when a group of former project participants talked of *respecting each individual's needs and supporting one another both in and out of the project.*
- 12.5** Other soft outcomes recorded during participant interviews related to taking more control of life and work options(100%) and benefiting from motivation and orientation training (80%); also notably, receiving help to combat ageism (60%).
- 12.6** A further and important soft outcome to be recorded, relates to participants' readiness to take up work. Of those interviewed, 94% stated that they were ready to begin employment. This is a much higher statistic than has been recorded on other ESF projects which have had differing but comparable target groups, such as the long-term unemployed.

13.Publicity

Please provide a summary on how your project was publicised:

- How did you promote the project to potential participants within your target area?
- What specific actions took place to reach the target group your project is working with?
- How did you make the participants aware of the funders?
- How are you promoting the achievements and results of your project?
- Please describe how you use the London Councils and ESF logos
- Please provide good news stories and examples of press coverage of your project as appendixes to this evaluation

Suggested length: $\frac{3}{4}$ page

- 13.1** The project was publicised using a range of already proven methodologies. These included flyers and leaflets distributed to libraries, churches, health centres, hospitals and doctors' surgeries, also to veterinary surgeons. Additionally, leaflets and display materials were taken to exhibition and job fairs. However, the take-up was not as high as expected, at 15%.
- 13.2** Partner strategic referral agencies-*as specified in 2.2*- also Borough Carer Centres across the 10 targeted Boroughs, received comprehensive information on the training provision including hard copy and electronic form which was further distributed to relevant personnel. For example JCP Advisers passed information to specialist Lone Parent and Disability colleagues. This proved to be the most successful publicity route, with 32% recruitment recorded.
- 13.3** The Reed in Partnership Office in Ealing has proved to be a new and effective referral partner, more so because staff work jointly with colleagues in Brent and Hillingdon Offices. Interviewed staff were very happy with the level and frequency of publicity received but mentioned the possibility of website usage, also for those potential clients who were able to access the Internet.
- 13.4** Specialist carer referral organisations such as Hammersmith & Fulham Caring for Carers were contacted directly and also through borough based meetings. However in some cases, issues of territory have arisen- *please see 4.8b*- that will need resolving in the next year of the project.
- 13.5** Many sub-regional networks, meetings and projects have proved useful and have added value, such as the West London Network, the Work Foundation, Tomorrows People and voluntary sector reach. (TAF's Director of Projects represents the West London Network Steering Group- 6 Community Voluntary Services and Voluntary Sector- on the IAG Strategic Board and on the West London Business Borough Partnership; the Voluntary Sector on the West London City Strategy Partnership (West London Working); and the Ealing Community Network/Ealing Community Voluntary Services steering group on the Ealing Local Strategic Partnership Economy, Enterprise and Housing Board

and sub-group 3rd Tier Skills & Employment Group and Training & Employment Networks in Ealing, Hammersmith & Fulham, Hounslow & Hillingdon.

- 13.6** Feedback received from interviewed partners is that joint working has started positively but that there is further potential to raise the profile of the project with sub-regional networks such as the City Strategy Pathfinder West London Working and those pan London such as Relay London Jobs and Business Link.
- 13.7** As a specialist older person age specific training organisation active since 1993 in West London and across the capital, many clients come to TAF by word of mouth, often referred by satisfied former service users. Indeed, records show that 22% of present participants were referred in this way, although during the interviewed sample, 35% referred to personal recommendation.
- 13.8** Project participants are thoroughly briefed by the Director of Projects at a comprehensive induction on all aspects of the training, including the source of funding for their training. The evaluator found clear understanding of the aims and objectives of ESF amongst participants. All delivery, administrative and financial staff receive full briefing on the underpinning and strategic level support that ESF funding delivers to TAF as an organisation, too.
- 13.9** To be recorded is that TAF carries out regular project publicity using inter-alia impact reports and a newsletter sent out widely to training organizations and sub-regional organizations. Also, student graduation award functions are held 3 times yearly and engage mainstream agencies and private sector employer audiences, sometimes in prestigious locations such as the House of Commons and Lords, led by Ministers of State for example James Purnell, Rosie Winterton, and Andrew Smith, opposition Philip Hammond and London Councillors such as Dame Sally Powell and MP Andrew Slaughter as well as MEPs. Learning & Skills Council Local and Regional Directors are engaged, too as is the press.
- 13.10** To be mentioned, also is that TAF's Director of Projects has been asked regularly to input into ESF good practice events, using the organisation as a dissemination multiplier model of good practice. For example, the *London ESF Story* and *ESF Celebration* Events in June 2008 showcased TAF's bespoke, innovative older persons' ICT training.
- 13.11** Participant case studies have been compiled, designed for wider dissemination to the funder and to wider pan London strategic level agencies. Three anonymous case studies are profiled in Annex 1.
- 13.12** The evaluator noted the use of ESF promotional posters and the approved ESF wall plaque displayed on TAF premises.
- 13.13** The evaluator found that TAF well understands and delivers the necessary ESF publicity requirements. All project level documentation and publicity materials carry the approved ESF Co-financing and London Councils logos, also those of partner referral agencies and Disability Discrimination Act statements. It is suggested that to raise further awareness of ESF support, that all computers might have a screensaver page, also logoed mousemats.

14. Cross-cutting themes

a) Equalities and diversity

- How do you promote and encourage equalities and diversity in your project?
- How do you implement your Equal Opportunities Policy?
- Explanation of any challenges you had in embedding equalities and diversity in your project, steps that were taken to try address these, and how you would combat these in future projects.

b) Sustainable development

- Please describe how your project contributes to sustainable development including economic, social and environmental aspects? (including good practice, description of environmentally-focused employment and skills projects/activities e.g. training in environmental management and protection skills, and eco-friendly technologies, environmental conservation projects with a focus on skills or jobs etc).

c) Health

- Explain how your project contributes to the health cross cutting theme. (including good practice, health focused employment and skills projects/activities) (Please see Section 6 of the project handbook for further details)

Suggested length: 1-1½ page

14.1a Equalities and diversity have been incorporated and integrated into the design, delivery and management of the project for all participants: delivery staff, managers and administrative/financial personnel. Using a project-specific action plan, monitored areas include publicity, recruitment, interviews, selection, induction, training, personal development, service delivery, employment, redundancy and retirement. These actions are reviewed on a formative monthly frequency by tutors using common performance indicators. The Director of Projects then assesses on a summative quarterly frequency, against operational delivery targets.

14.2a TAF ensures that project participants understand the importance of equality and diversity and TAF's internal practices to bring this about. They are briefed regularly about the organisation's equal opportunities policy and project-specification plan that aims to meet everyone's learning and training needs by realising each person's full potential.

14.3a Positive peer role models from previous training intakes for example originating from hard-to-reach communities such as BAME clients, have been engaged actively with new cohorts of learners. This work has taken place, too during the three times yearly external awards ceremony functions involving distinguished audiences such as Ministers of State, MPs, MEPs; LSC Local/Regional Directors; and Councillors pan London- *please see 13.8.*

- 14.4a** TAF adopts a continuous improvement approach in the implementation of equality and diversity and it targets clients with priority identified needs such as disability, or with lone parent status. Indeed amongst interviewees, 30% disability was recorded and 12% lone parent status. Access procedures are appraised for these groups and training materials reviewed for suitability and fit-for-purpose, for example to ensure that they are free from Anglo/Eurocentric bias.
- 14.5a** TAF seeks to promote equality and access through the provision of participant support measures. The approved, yet modest budget allowed for 20 clients to be supported with travel costs and for 5 to receive child/elder care costs. Travel support costs are given to those most in need, as is child/eldercare
- 14.6a** Project participants are empowered directly, for example through service user involvement during group and individual feedback; through focus group meetings and as representatives at quarterly TAF Management Committee Meetings.
- 14.7a** As 'FORCE' was targeting a new client group for TAF, a review took place prior to project start to appraise approaches and training materials and this continues as part of regular staff and delivery equality and diversity review activities.
- 14.8b** The project is seeking to tackle social exclusion, empower communities, widen participation and overcome a range of debilitating barriers by reaching out to hard-to-reach carers and former carers across 10 Boroughs, at much disadvantage in today's labour market society through misconception that they do not wish or are available to work.
- 14.9b** Using a project-specific action plan with monthly and quarterly operational targets, 'FORCE' aims to make a measurable contribution to environmental protection and eco-friendly actions. TAF's practice is always to recycle paper, toner and print cartridges; to use double-sided printing; to switch off lights whenever possible; and to use fairtrade products e.g. tea/coffee and bio-degradable products.
- 14.10b** TAF staff encourage participants to care for the environment by focusing on the prudent use of finite resources such as electricity, (particularly pertinent to their ICT training); by promoting increased use of electronic resources to cut down on paper and ink wastage; and by leading by example when recycling old computers and items of office furniture.
- 14.11b** Awareness of environmental concerns are integrated into course content, also for example at induction by encouraging protective strategies such as clients walking, cycling or using group transport preferably public, whenever individual health circumstances allow.

- 14.12b** A primary project aim has been to provide the economic skills that businesses both demand and require, now and in the future. The project is seeking to change mindsets and stereotyping about older people who are carers, particularly female and to break down the erroneous myths that exist amongst employers that they are not a potential source of future employees.
- 14.13b** Another key aim has been to provide upskilling ICT training to build the potential to address specific skills shortages and to meet future upskilling needs- Sector Skills Councils continue to report growing shortfalls of up to 26%. Also, the project works to combat the male bias of the ICT sector (80%+ male) and certain ageist practices, too.
- 14.14c** Health promoting activity has been integrated into project delivery based on the *Leitch Review-Prosperity for All In The Global Economy-World Class Skills 2006*. Worklessness is seen as a key indicator of health inequalities and associated mental and physical health problems and so the health benefits of employment and work trials are recommended as the route to well-being and self-improvement.
- 14.15c** TAF uses a project-specific health action plan to achieve this, with monthly performance indicators to measure quarterly progress. For example, support is prioritised for those with health conditions such as mental illness and/or disability. The primary aim remains though, to narrow the gap between participants with the best and worst health outcomes.
- 14.16c** Tutors focus on increasing self esteem and heightening confidence; also developing personal empowerment skills (NLP training), improving life patterns and achieving a healthier lifestyle. Actions include making available health promotion information to participants; referring clients on to local health services; and promoting approaches in line with Borough and Primary Care Trust Healthy Living Strategies, such as the cessation of smoking.
- 14.17c** Above all, the project seeks to identify, support, and empower older carers' to realise aspirations and work goals. 'FORCE' is achieving this by equipping participants with the transferable skills and competences for employment within the shortage ICT sector, also other ICT related jobs across a variety of sectors in-Borough and across London.

15. Lessons learnt to date

What are the main learning points from the project?
What are the main difficulties that the project has experienced so far?
What are you planning to do differently in the next year?

Suggested length: 1 page

- 15.1** Key learning points have been firstly, the primary need to focus on changing carers' mindsets about preparing for and moving into paid work and work trials including voluntary positions on training completion. Progress has been achieved in this area, with 94% of those interviewed stating that they were ready to work. This is higher success rate than evidenced on other ESF projects, such as those targeted at Jobseekers.
- 15.2** Secondly, the fundamental need to support participants actively and continue to build confidence in the transition into the early stages of work, using experienced employment brokerage staff and specialist resources such as Relay London Jobs, a new strategic partner. For this reason, TAF is looking to replace its employment broker and to increase joint working with specialist, sub-regional job brokerage agencies such as Jobs West, Hackney Working Links and LEPS in East, West, South and Central London.
- 15.3** A continuing difficulty relates to recruitment. Welfare Reform policy changes to Benefit structures have affected the number of claimant groups eligible for the project. So for example, Jobseekers cannot participate, although Employment and Support Allowance (ESA) claimants can. Lone parents, too have undergone changes in their eligibility to undertake training. Additionally, large private pan London providers were pre-contracted by JCP to deliver services to former Incapacity Benefit and Income Support claimants, prior to the launch of the project.
- 15.4** Another unsurprising difficulty is the recession and tight jobs market in 2009. 17% of participants are to progress into full and part-time work. However, this target was set prior to the economic downturn and in this current climate, the figure looks ambitious for the duration of the project until March 2010.
- 15.5** Next year, TAF is looking to intensify its marketing and roll out its partnership working for example with more carer organizations, to reach clients in Boroughs that have not recruited well until now. So particular focus will be placed on Hillingdon, Brent, Richmond-upon-Thames and Kensington & Chelsea, using already identified and previously used community centre learning facilities such as the Dudden Hill Centre in Brent; the Hayes Centre and Barra Hall in Hillingdon; and the Print House in Hackney, if necessary..
- 15.6** In the continuing recession, TAF will continue to provide additional opportunities to support project completers into next stage training progression routes including at TAF. In this way, the project remains relevant to the needs of our carer target group. (25% of clients to date, have extended their study with TAF to study both CLAI^T PLUS Office and Media at Level 2).

16. Programme management (the role of GLE and London Councils)

How effective is the programme management?

Please give details on the effectiveness of programme management in relation to:

- Claims and monitoring
- Supporting delivery and outputs
- What is programme management doing well in relation to your project?
- What is programme management doing less well in relation to your project?
- How could programme management be improved?

How useful did you find the support provided by GLE:

- If the support was useful please explain how
- If the support was not useful please explain why

Suggested length: 1 page

- 16.1** Allocated Greater London Enterprise (GLE) officers are working closely with TAF's Director of Projects, Office Manager/Administrator and Accountant to support effective delivery and achievement of the project's funded outputs.
- 16.2** TAF has recorded that allocated GLE officers have been able to add value to the delivery of project management systems, in particular relating to monthly monitoring and quarterly claim systems.
- 16.3** Further recorded is that GLE staff have remained open and flexible, also in the delivery of necessary project Significant Changes- *please see Section 5*. A recommendation here would be for GLE to ensure that all verbal agreements are confirmed in writing, without undue delay e.g. the merging of ex-carer/carers was not known to TAF staff until mentioned verbally very recently.
- 16.4** The London Councils' monitoring documentation is considered to be user-friendly, in that it is straightforward to complete and update and it can be viewed easily on-screen.
- 16.5** Here, it is to be recorded that currently, London Councils participant and financial monitoring documentation is being used solely across the organisation. However, to be mentioned is that the 3 other London Co-Financing Organisations have differing reporting systems, so this might necessitate a change in future practice to secure TAF's centralised, project-wide database.

London Councils ESF Co-financing Programme 2008-2010
Annex 1 – Case study

Project name: 'FORCE'
Organisation name: TAF
Delivery partners: (Strategic Referral Agencies)
Participant target group: Carers and Former Carers
Target boroughs: Kensington & Chelsea , Richmond-upon-Thames, Ealing, Brent, Hammersmith & Fulham, Hounslow, Kingston, Hackney, Hillingdon and Westminster
Project budget: £218,788 increased to £293,039
Project summary: <p>FORCE' targets 85 extended to 114 workless, 50+ present and former carers in 10 Boroughs, lacking confidence and work skills. They access a bespoke, holistic personal development (NLP), SfL, ICT employer-led upskilling package of IAG; diagnostic assessment; confidence, motivation, assertiveness, action plan building, employability, enterprise training, work trials and aftercare for 6 months</p>
Case 1
<ul style="list-style-type: none"> • The participant started 13/10/2008 • The participant left the project on 15/01/2009 • The participant was economically inactive and was a lone parent. The participant had cared for the mother who had died and was still caring for the father, who subsequently moved himself into a home. The participant heard about TAF through word of mouth. • The participant followed the TAF programme of IAG, Personal Development including Business Start-up and ICT where they attended the New CLAiT class • The participant completed an ILT which included an assessment of need, personalized 1-2-1 and group support, work readiness training e.g a CV and AP, motivational training, confidence building, financial literacy, enhanced job search, and interview techniques. participant gained an OCR qualifications in New CLAiT (Level 1) • The participant gained a work placement in the Local Authority scheme. • The participant has left and progressed 12/01/2009 in house to do Level 2 and gained another work placement, and has been interviewed for a job in another Department of the same Local Authority.

London Councils ESF Co-financing Programme 2008-2010
Annex 1 – Case study

Project name: 'FORCE'
Organisation name: TAF
Delivery partners: (Strategic Referral Agencies)
Participant target group: Carers and Former Carers
Target boroughs: Kensington & Chelsea , Richmond-upon-Thames, Ealing, Brent, Hammersmith & Fulham, Hounslow, Kingston, Hackney, Hillingdon and Westminster
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Case 2
<ul style="list-style-type: none"> • The participant started 29/09/2008 • The participant left the project on 12/01/2009 • The participant was economically inactive and was a lone parent. The participant had cared for a relative. The participant heard about TAF through word of mouth. • The participant followed the TAF programme of IAG, Personal Development including Business Start-up and ICT where they attended the New CLAiT class. • The participant completed an ILT which included an assessment of need, personalized 1-2-1 and group support, work readiness training e.g a CV and AP, motivational training, confidence building, financial literacy, enhanced job search, and interview techniques. participant gained an OCR qualifications in New CLAiT (Level 1) • The participant gained a work placement in an RSL. • The participant has left and progressed 12/01/2009 in house to do Level 2 and whilst waiting for the work placement is doing part-time work for a friend.

London Councils ESF Co-financing Programme 2008-2010
Annex 1 – Case study

Project name: 'FORCE'
Organisation name: TAF
Delivery partners: (Strategic Referral Agencies)
Participant target group: Carers and Former Carers
Target boroughs: Kensington & Chelsea , Richmond-upon-Thames, Ealing, Brent, Hammersmith & Fulham, Hounslow, Kingston, Hackney, Hillingdon and Westminster
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Case 3
<ul style="list-style-type: none"> • The participant started 25/11/2008 • The participant left the project on 03/12/2008 • The participant was economically inactive and low income single earner where one parent was not working. The participant had cared for a relative. The participant heard about TAF through ECVS/ECRC. • The participant followed the TAF programme of IAG and Personal Development. • The participant completed an ILT which included an assessment of need, personalized 1-2-1 and group support in motivational training and confidence. • The participant registered with an agency where they organize self-employed work. • The participant has left and progressed into self-employed work. (More evidence is still required).