



# MOVING ON UP: EVALUATION REPORT

An evaluation of the Moving on Up initiative,  
carried out by The Social Innovation  
Partnership

July 2017



A Partnership Initiative with:



# CONTENTS

- Executive Summary ..... 4**
  - The Moving on up Initiative..... 4
  - Key findings..... 5
  - Methodology..... 6
  - Recommendations ..... 7
  - Conclusion ..... 8
- 1. Introduction ..... 10**
  - 1.1 The Moving on Up Initiative..... 10
  - 1.2 The evaluation ..... 12
- 2. Unemployment and Young Black Men..... 13**
  - 2.1 The issue ..... 13
  - 2.2 The barriers to employment..... 14
  - 2.3 The policy and provision landscape ..... 15
- 3. Methodology ..... 17**
  - 3.1 Research questions..... 17
  - 3.2 Evaluation design ..... 17
  - 3.3 Limitations of the methodology..... 19
- 4. Key findings ..... 20**
- 5. Disadvantages faced by Young black men ..... 22**
- 6. Young black men’s job market experience ..... 25**
- 7. The impact of the MoU projects..... 27**
  - 7.1 Job outcomes..... 27
  - 7.2 Additional job detail..... 30
  - 7.3 Impact on intermediate outcomes ..... 32
- 8. Increasing the MoU projects’ impact ..... 35**
  - 8.1 What worked well..... 35
  - 8.2 What could be improved..... 37
- 9. MoU’s broader achievements..... 38**
- 10. Reflections ..... 41**
- 11. Conclusion ..... 43**
- 12. Recommendations..... 44**
  - 12.1 programme delivery ..... 44

12.2 funding and policy .....	44
12.3 future research.....	45
<b>Bibliography .....</b>	<b>46</b>
<b>Appendix A: Project activities and outcomes .....</b>	<b>49</b>
<b>Appendix B: Data .....</b>	<b>52</b>
Job outcome data .....	52
Pre-and-post survey data.....	56
Registration survey data .....	58
<b>Appendix C: Data analysis.....</b>	<b>63</b>
<b>Appendix D: overview of methodology limitations .....</b>	<b>64</b>

## LIST OF FIGURES

<b>Figure 1.</b> Young white and black male employment rates (2013-2016).....	4, 14
<b>Figure 2.</b> MoU programme – programme employability focus.....	11
<b>Figure 3.</b> Diagrammatic overview of survey data collection procedure and responses .....	18, 52
<b>Figure 4.</b> Graph indicating the longest period of time survey respondents had been in work for .....	25
<b>Figure 5.</b> Graph indicating how satisfied survey respondents were with support from the job centre .....	26
<b>Figure 6.</b> Graph indicating the percentage of job outcomes for survey respondents on the MoU programme..	27
<b>Figure 7.</b> Graph of the type of contract survey respondents had been offered through the MoU programme.	30
<b>Figure 8.</b> Graph indicating survey respondent's perceptions of job/qualification level match .....	31
<b>Figure 9.</b> Graph indicating how well survey respondents felt their job allowed for progression.....	54
<b>Figure 10.</b> Graph indicating how well survey respondents felt their job allowed skill development.....	54
<b>Figure 11.</b> Graph indicating survey respondent's starting salary.....	55
<b>Figure 12.</b> Graph indicating the type of contracts survey respondents secured for their MoU job.....	55
<b>Figure 13.</b> Graph indicating the type of industry survey respondents ended up working in .....	56
<b>Figure 14.</b> Graph indicating survey respondent's highest level of qualification .....	59
<b>Figure 15.</b> Graph indicating how many survey respondents had been excluded from school temporarily .....	59
<b>Figure 16.</b> Graph indicating how many survey respondents had been excluded from school permanently.....	60
<b>Figure 17.</b> Graph indicating the percentage of participants who have a criminal record.....	60
<b>Figure 18.</b> Graph indicating the longest period survey respondents had been in work for prior to MoU.....	61
<b>Figure 19.</b> Graph indicating the length of time survey respondents had been looking for work prior to MoU ..	61
<b>Figure 20.</b> Graph indicating whether survey respondents were currently receiving job seekers' allowance.....	62
<b>Figure 21.</b> Graph indicating how valuable survey respondents found the job centre's support.....	62

## LIST OF TABLES

<b>Table 1.</b> List of the MoU evaluation's research questions .....	6,17
<b>Table 2.</b> Per project comparison of the reported number/percentage of YBM supported into a job.....	29
<b>Table 3.</b> Pre-/post- raw data for likert scale survey responses .....	58
<b>Table 4.</b> Table mapping areas of focus, to evaluation outcome, and survey questions.....	58

# EXECUTIVE SUMMARY

## A summary of the Moving on Up evaluation report

### THE MOVING ON UP INITIATIVE

Young black men have consistently experienced more unemployment than young men of other ethnicities. In London in 2013, the employment rate for young black men was just 56%, compared to 81% for young white men. Though this disparity improved over the next two years, it has stagnated since March 2016.

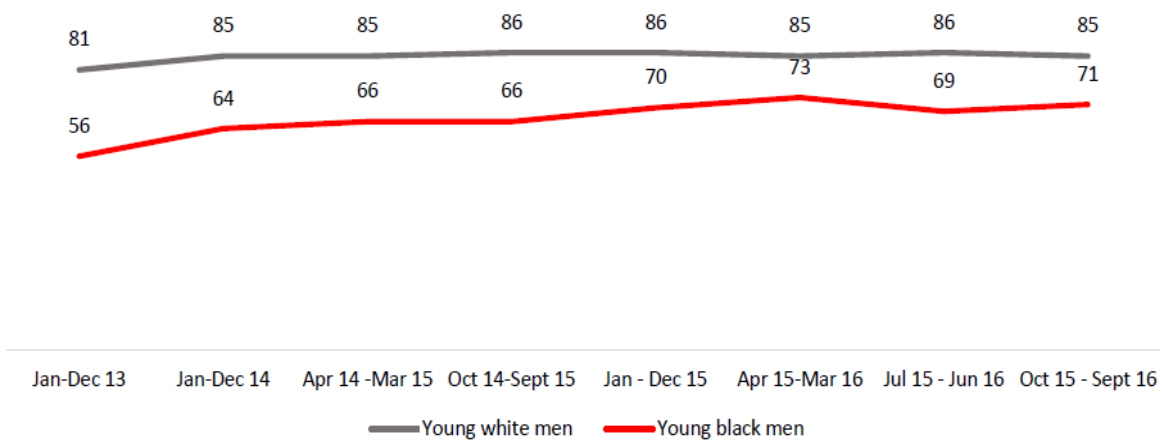


Figure 1. Graph of young white and black male employment rates between January 2013 and September 2016

This disparity does not just reflect educational differences between the two groups – in 2015, young black graduates were also more likely to be unemployed than young white graduates one year after graduating (9.7% vs 4.6%).

The Moving on Up Initiative was set up to better understand this issue, and to tackle it directly:

- With £500,000 from Trust for London and City Bridge Trust, six projects were funded to support young black men into employment. These spanned recruitment agency models, on-the-job experience, and group-based support to improve skills and build character.<sup>1</sup>
- The Black Training and Enterprise Group (BTEG) carried out research that informed the Initiative’s approach, and brought together partnerships between key stakeholders.
- The Social Innovation Partnership (TSIP) conducted the evaluation of the Initiative, to understand the root causes of this problem and how best to address it.

<sup>1</sup> The six projects were Action West London, Step Ahead, Elevation Networks, Hackney CVS and partners, Making the Leap, and London Youth’s build-it project

# KEY FINDINGS

## Key findings relating to the MoU projects

- **271 young black men are known to be in paid work following their participation in MoU.** This equates to a job entry rate of 40-60%. This finding is based on having data for 66% of the 683 participants that took part in MoU, so the real figure across 100% of participants is likely to be somewhere between 271 and 410. This success rate is comparable to similar programmes in the field.
- **MoU had the biggest impact on participants' attitude, confidence and understanding of work.** Whilst some improvement was seen in career direction and more practical job application skills, survey and interview data indicates that MoU's impact was driven more by psychological outcomes – with young black men being more motivated, confident, and aware of what employers are looking for in terms of skills and behavior.
- **The thing that MoU participants valued most about the projects was that the staff cared.** Participants consistently appreciated, at times effusively, that the project staff always gave them their time, showed a genuine interest in their success and wellbeing, and never gave up on them. Their descriptions imply, and sometimes explicitly state, that this level of care was rare among people they had encountered from other projects or agencies.
- **MoU participants also appreciated when the projects were targeted and tailored to young black men.** Many interviewees said they felt empowered by people caring about young black men as a group, and felt like they were interacting with people who understood them and the specific issues they were facing.

## Key findings relating to the MoU participants

- **Young black men have to deal with barriers which are additional to those facing other young people trying to find jobs.** Three-quarters of the project participants interviewed for this evaluation believe that as young black men they need to work harder than other young people to get a job. This view results from their own negative experiences of trying to find work, which include instances of perceived discrimination from employers, and from the experiences or views of their friends and family.
- **MoU participants had high aspiration to begin with.** Lower aspiration is often identified as a key barrier to young people gaining employment, but MoU survey data showed that these young men had very high aspiration to begin with, with little room for improvement. Baseline survey scores were higher for this outcome than for any other. This indicates that at least for this group of young black men, it is not a lack of aspiration that is preventing them from securing employment.
- **Social capital is still a key area of disadvantage.** In stark contrast to aspiration, MoU participants scored lowest on baseline survey questions relating to social capital. These questions focus on using personal relationships to find work. This was also the only outcome not to see any improvement at follow-up, and to receive almost no references in the participant interviews. Clearly this is an area that may need more intense, targeted support, and/or further research to explore this in more detail.
- **MoU participants had consistently negative views of Job Centre Plus.** The participants' positive views on project staff stood in contrast with their views of support from the Job Centre Plus (JCP). 50% of survey respondents rated the value of JCP support as 1

on a scale of 1-5, and this was reiterated by half of the interviewees who said the support was not useful, the staff didn't care about helping them, the sanctions are unfairly punitive and the job application targets are unrealistic and unhelpful.

## Key findings relating to the MoU Initiative

- **Engaging employers is a key challenge.** Supporting the young black men is only one side of the issue of their higher rates of unemployment – the supply-side. For this issue to be addressed successfully, the demand-side must also be addressed by engaging with employers. This has been a challenge for MoU projects throughout the initiative. MoU-commissioned research by YouGov suggested that there is a need to raise awareness amongst employers about opportunities for young black men – as they were not top of mind for most. The best approach to engaging employers might be to clearly identify the problem, explain what is currently being done about it, and explain what employers can and should do themselves – without laying the blame for the problem at employers' feet.
- **The MoU Initiative has been able to raise awareness among policymakers of the issue of young black men unemployment.** A London Advisory Group was established and received good engagement from the Department for Work and Pensions, JCP and the Greater London Authority, among others. Damian Hinds, Minister of State for Work and Pensions, visited the MoU Initiative in 2016, and there are ongoing conversations with DWP about learning from MoU's targeted approach to supporting young black men.
- **Focusing both on hard outcomes and learning can be a tricky balancing act.** The MoU Initiative and this evaluation tried to balance the need for hard outcomes with the desire for learning - to support as many young black men into work as possible, whilst learning as much as possible along the way. Whilst broadly speaking this has been a success, this juxtaposition may be particularly hard on projects, and requires careful messaging both internally and externally.

## METHODOLOGY

This evaluation has five research questions:

*Table 1. List of the MoU evaluation's research questions*

Area of focus	Research question
Participants	What type and level of disadvantage have the young black men who are part of the MoU Initiative faced?
	What has the participant's experience of the job market been before joining MoU?
Projects	What was the impact of the MoU projects on the participants?
	How could the projects increase their impact going forward?
Initiative	What did the MoU Initiative achieve more broadly?

To answer these research questions, the evaluation took a three-pronged approach: administrative data already collected as standard by the six MoU projects; additional surveys

designed by TSIP in collaboration with projects and partners; and semi-structured interviews with young black men who received support from the projects.

In addition to this formal three-pronged methodology, more informal learning took place in relation to the fifth research question (about MoU's broader achievements) through firstly, a series of internal learning sessions conducted with the MoU projects, and secondly, various meetings and discussions between projects and partners throughout the Initiative's lifetime

## RECOMMENDATIONS

### Recommendations for programme delivery

- **Continue what works well:** Delivery organisations should continue to do the things they do well - caring and persistent staff delivering tailored support targeted specifically at young black men, and providing direct contact with employers where possible.
- **Engage employers:** To meet an increased supply of high quality young black male candidates, employers' demand must be increased too – through appealing to their self-interest as businesses, their ethical or legal obligation, or their desire to do social good. On-the-ground delivery organisations often do not have the capacity to do this on a strategic scale, and so may need specialist or dedicated support.
- **Engage media:** Similarly, to raise the awareness of this issue and/or reduce negative stereotypes in the media needs a dedicated, specialist team to drive an organised, large-scale campaign – delivery organisations often do not have the in-house capacity or expertise to drive this themselves.
- **Engage locally:** Delivery could also benefit from more local engagement – maximising enrolment into projects both by building networks among the local families and communities, and building relationships with Local Authorities and JCPs.

### Recommendations for funding and policy

- **Recognise disadvantage:** A vital starting point for funding and policymaking is to recognise the particular disadvantage that young black men face, and that this makes them a group worthy and in need of targeted support.
- **Shift balance from using the stick to providing support:** Many young black men on this project talked about the rules, targets, sanctions and punishments faced through school, the criminal justice system and/or Job Centre Plus. The evidence from MoU suggests that providing support is a much more effective route to helping young black men achieve their potential, and that there might be value in policies taking a similar approach to engaging with young black men as the one taken by the MoU delivery organisations.
- **Fund more support organisations:** Based on the two points above, a straightforward recommendation is to provide more funding for projects like those in MoU, which this evaluation has shown to be effective at addressing the issue of unemployment among young black men.

- **Refer to delivery organisations from Job Centre Plus:** JCPs should systematically refer young black men to local targeted projects like MoU, to provide the support they need to find work.

## Recommendations for future research

- **Focus on learning:** This evaluation has given a good indication that initiatives such as MoU can have a positive impact on the issue of unemployment amongst young black men, but there is still much more to learn about what works best. It is important to have a target in mind for the results that any programme is trying to achieve (for example getting a certain number of young black men into employment), but it is vital that this does not overshadow a focus on learning how to increase that number even further.
- **Focus on race and discrimination:** The interviews in this evaluation strongly indicate that there are racial barriers evident in the workplace. Future research should explore this in more detail in two ways. Firstly, exploring this concept in more depth, drawing inspiration from recent social research trends on unconscious biases, micro-aggressions in the workplace and white privilege. Secondly, measuring this issue quantitatively – using interview data from this evaluation to draft survey questions that measure the different aspects of these racial barriers, and sending the survey to large numbers of young black men to more robustly identify the scale of this issue.
- **Continue mixed methods:** Ideally any further evaluation should include both quantitative and qualitative elements, to have a representative picture of how much impact there has been, as well as a deep understanding of the exact nature of that impact and how it can be increased.
- **Maximise response rate:** Any quantitative evaluation will likely benefit from a focus on maximising response rate, whether it is using SMS technology to gather follow-up data on job outcomes, or providing hands-on practical support to delivery organisations to administer surveys.
- **Gradually increase robustness:** If the three recommendations above are met, a next or simultaneous step may be to increase the robustness of the quantitative evaluation by adding a comparison group. This could provide the strength of evidence needed to scale initiatives like this at a faster pace.

## CONCLUSION

1. Young black men in London have perennially experienced a higher unemployment rate than young people of other ethnicities in the capital. This disparity is likely driven by a type of disadvantage that is unique to this group – experience of likely discrimination in the job market, which has both the direct, tangible impact of receiving less opportunities, but can also have the knock-on psychological effect on confidence and motivation. This discrimination may stem from perceived negative stereotypes among employers and other stakeholders, which are mis-generalised from a minority and are likely actually caused in part by that discrimination, in a self-perpetuating negative circle.
2. The approach of the Moving on Up projects suggests a path for addressing these issues. Young black men recognised project staff for consistently showing that they



genuinely cared about their success and wellbeing. Where projects targeted and tailored their approach to young black men specifically, this gave these young men a space where they could discuss the bias they have experienced with other people who have been in the same position; or where they could simply be free to develop and grow in its absence.

3. Through these two key principles, MoU projects were able to have a meaningful impact on young black men's motivation, confidence, and understanding of the world of work that many had had little experience of to date. Combined with a little bit of direction and preparation, this helped 40 to 60% of young black men secure paid work, which compares favourably with other similar programmes in the sector – despite young black men being one of, if not the most disadvantaged and underemployed groups of young people.

# 1. INTRODUCTION

## An overview of the Moving on Up project and this evaluation.

*‘Even when I was younger, my grandma used to tell me, ‘If you’re black, you have to work twice as hard.’ She always used to tell me that. I didn’t like the idea of thinking, ‘Why am I not good enough that I have to work twice as hard?’ Are my opportunities not going to be as great, just because of the colour of my skin, something that I’ve been born into, I’m proud of being black. I do feel it plays a role, but you just think, ‘What can you do?’ How could you change the perception of someone who has lived their whole life thinking of a race in a certain way?’*

This quote is one of the voices of the many young black men (YBM) in London’s boroughs, who are seeking work. The percentage of unemployed young black men who are actively looking for work stands at 29%, opposed to 15% of unemployed young white men (YWM) according to government data (Office for National Statistics, 2017). Sadly, this stark difference is nothing new, but is a continuous trend reflected in the data reaching back many years.

## 1.1 THE MOVING ON UP INITIATIVE

Moving on Up (MoU) is an Initiative funded by Trust for London and City Bridge Trust, in partnership with the Black Training and Enterprise Group (BTEG). Originating in 2014, its aim is to increase employment rates amongst young black men in London, by funding Initiatives that improves the support offered to them and increases their ability to transition successfully into employment.

The rationale for MoU is the large and consistent gap between the employment rates experienced by young black men, relative to other ethnic groups. Given this context, the target group for the Initiative is young men aged 16-24 from black British, black African, black Caribbean and mixed black ethnic background, who are actively seeking work.

Prior to the start of the Initiative, Trust for London commissioned BTEG to undertake research into why young black men are faring less well in the labour market, because despite slowly falling unemployment rates for young black men, the gap in employment between young black and white men is still an enduring difference. This research from BTEG helped to inform the priorities of the MoU Initiative – to support getting young black men into work, and tackling the social barriers that work against them in securing work (see section 2 for more details).

As such, the core aim of the MoU Initiative was to focus on increasing the employment rates of young black men in London. To do so, the Initiative aimed to fund a cohort of organisations which featured:

- Projects that wanted to develop new ways of supporting young black men into employment.
- Work which demonstrated successful employment outcomes for young black men and, with further investment through MoU, had the potential to influence mainstream employment programmes.

- Work that created new pathways into employment for young black men, by establishing stronger links with employers and creating new opportunities to gain work experience and skills.

In addition, the MoU Initiative was keen to support organisations, who involved the voluntary and community sector, local statutory agencies such as Job Centre Plus and local authorities/employers, to ensure the sustainability of this work.

In November 2014, Trust for London awarded grants to six organisations that fulfilled these criteria:

- Action West London (formerly Action Acton) and Step Ahead use recruitment agency models, focusing directly on the skills required to successfully apply for jobs and brokering specific employment opportunities for young people.
- Elevation Networks mixes group-based skills training with mentoring from employers.
- Hackney CVS, in partnership with Skyway, the Crib and Hackney Marsh Partnership (referred to simply as 'Hackney CVS' throughout this report). Hackney CVS provides youth-led, community-based opportunities for young people to improve a range of skills and build character.
- London Youth<sup>2</sup> - London Youth's Build-it project, by contrast, provides on-the-job work experience on a construction site, enabling young people to experience the working world directly
- Making the Leap provides group-based, as well as one-to-one support focused on young people's skills, confidence and outlook

The graphic below illustrates the key focus of each of the organisations:

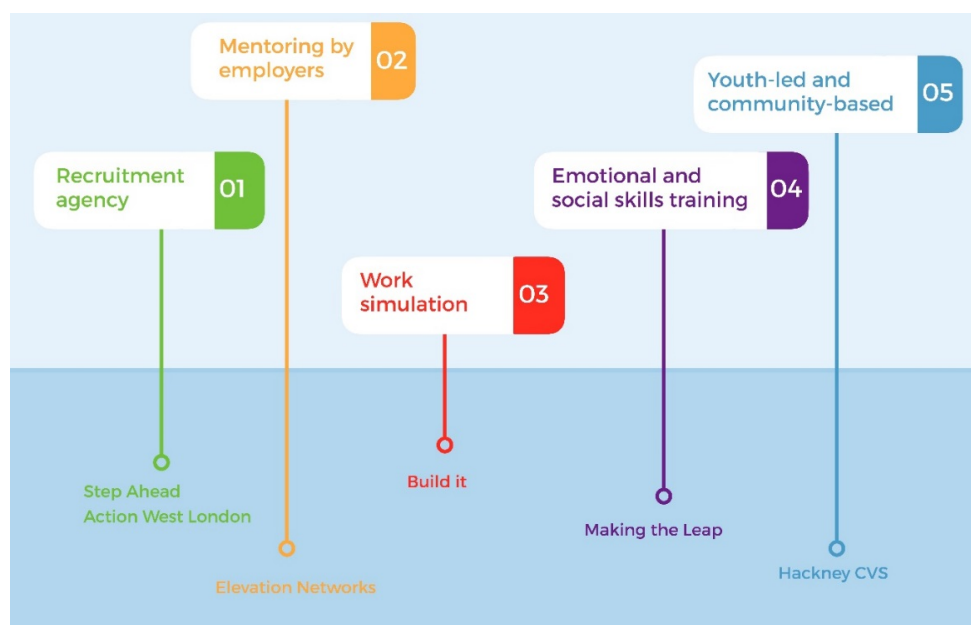


Figure 2. Diagram illustrating the employability focuses of each programme on the MoU Initiative

For a more detailed breakdown of projects' individual activities, please refer to Appendix A.

<sup>2</sup> London Youth withdrew from the MoU initiative early, primarily due not being able to sustainably scale up the 'Build It' project

## 1.2 THE EVALUATION

The Social Innovation Partnership (TSIP) was commissioned to conduct an evaluation of the MoU Initiative with the aim to provide:

- a coherent narrative on what is most effective in supporting young black men into employment, using the evidence generated from the evaluation; and
- key recommendations on what should happen next with employability interventions targeted at young black men, or even other under-represented groups in the labour market

### This report

This evaluation report covers the following aspects of the MoU Initiative and its evaluation:

- Section 2 - unemployment and young black men: an exploration of the contextual background for the MoU Initiative in more detail, specifically the employment landscape and existing support for young black men.
- Section 3 - methodology: detailing how the mixed methods evaluation of the MoU project was carried out (including quantitative surveys, qualitative interviews, and existing database data).
- Section 4 - key findings: an overview of the essential findings from the MoU evaluation.
- Section 5 - the disadvantage faced by YBM: a detailed breakdown of the qualitative interview findings, with young black men explaining their day-to-day experiences with employment.
- Section 6 - YBM's experience of the job market: a combined look at the quantitative/qualitative data, exploring the challenges young black men face in the current job market.
- Section 7 - the impact of the MoU project: a presentation of the quantitative/qualitative impact findings of the MoU evaluation – focusing on job outcomes and the performance of individual projects
- Section 8 - increasing the MoU' project's impact: a discussion of what worked well on the Initiative, and what could be improved going forward
- Section 9 - what did the MoU project achieve more broadly: the impact of the MoU Initiative on outcomes beyond the scope of the current evaluation
- Section 10 - reflections: TSIP's thoughts on the development of the MoU Initiative, and on what can be learned from the current evaluation
- Section 11 - conclusion: drawing together key points and learnings from the evaluation
- Section 12 - recommendations: a set of suggestions to take into account for the future of MoU – particularly focusing on delivery, policy and funding

A bibliography, and appendices collecting extra information, raw data and data analysis are also included.

## 2. UNEMPLOYMENT AND YOUNG BLACK MEN

**A brief summary of the challenges, issues and existing support facing unemployed young black men.**

### 2.1 THE ISSUE

Historically, ethnic minorities – and particularly young black men – have found finding employment challenging in the UK. A study by the Runnymede Trust (Li, 2014), found that young black men had much higher unemployment rates than other ethnic minorities, (e.g. White, Pakistani, Indian and Chinese), over the last three decades. It particularly concluded that young black men bore the brunt of unemployment during recessions; they were more likely to be unemployed at the start of recessions, are hit the hardest at the height of recessions, and continued to experience much higher unemployment rates when the economic situation improved.

Recent data from the Office of National Statistics (2017) indicates that since 2012, the employment rates of young black men still drastically differs to those of YWM.

Focusing on London, the employment rate for young black men was 56% in 2013 compared with 81% for YWM. Whilst this disparity reduced over the intervening four years, this reduction stagnated between June and September 2016. And these most recent figures indicate that there is still a racial divide in employment rates; 71% of young black men, in contrast to 85% of YWM were employed in the period October 2015 to September 2016 (see Figure 2).

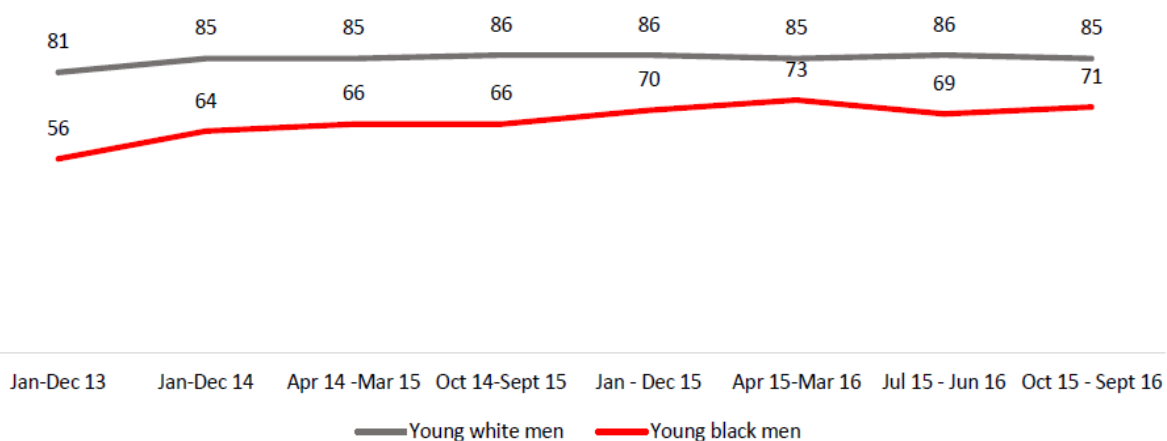


Figure 1. Graph of young white and black male employment rates between January 2013 and September 2016

Young black men comprise a significant proportion of London's population - more than 83,000 young men in London are from black and mixed black ethnic groups, making up about one in five of young men (Office for National Statistics, 2017). As such, it is important to understand why such a large number of individuals appear to be consistently struggling to find employment within the nation's capital.

## 2.2 THE BARRIERS TO EMPLOYMENT

Unemployment is a complex issue, with no 'one size fits all' cause lying at the root of the problem (Froy and Pyne, 2011). There are several key factors which can act as barriers to employment that are particularly relevant for young black men. These are:

### Education

In a report for The Runnymede Trust, Holloway (2016) indicates that young black men are often associated with 'underperformance' in the context of school academic achievement. Indeed, historically, ethnic minorities have not performed as well as young white individuals at school - the proportion of white pupils, both boys and girls, receiving five or more A\*-C grade GCSEs in 2002 outnumbered that of black pupils by 16% (Strategy Unit, 2003).

However, recent data indicates that this attainment gap at GCSE level has somewhat narrowed, to 7.4% between young black men and young white men in 2014/15. And when it comes to Level 3 attainment (A-levels or equivalent qualifications), young black men are actually outperforming YWM (66% against 55%) (Department for Education, 2016).

However, this increased academic success is not necessarily translating into employment. Data from The Equality Challenge Unit (Neave, 2015) indicates that young black graduates were more likely to be unemployed (9.7%) than White (4.6%) graduates, one year after graduating. BTEG (2014) found that of those who graduated from university in 2011/12, 15% of black graduates were unemployed one year later, compared with 13% of Asian graduates and 6% of white graduates (Equality Challenge Unit, 2013).

### Aspirations

In interviews with young black men, Law, Finney and Swann (2012) found that aspirational thinking was central to their belief that they can do well in the future. They highlight that this is done through drawing on social capital and social networks (e.g. friends and family) to help pave the way to success. Teach First (2016) note that studies in Blackpool and East Leeds have highlighted the influence of relatives as role models on young people. They also indicate that the literature on higher education access shows the value of 'hot' knowledge - delivered through first-hand experience and social networks - over 'cold' knowledge from distant and official channels (Baars et al., 2016).

These findings imply that the absence of role models of educational success may affect the choices of young people growing up in some communities. As such, lacking these connections, or not having the confidence/support to develop positive, work related aspirations, could lead to some difficulty in meeting the basic requirements of employers (e.g., dressing appropriately, being on time and being personable). If young black men are disproportionately missing out on these kinds of role models, this could be affecting their chances of finding employment.

### Lack of job search skills

A 2003 Strategy Unit report, states there are two key areas that tend to determine success in the labour market. These are functional basic skills (e.g. literacy and numeracy) and 'soft' skills (e.g. self-confidence, the ability to network, knowing where to look for jobs). From interviewing numerous businesses and undertaking a committed literature review, research from The International Youth Foundation (2013) found that all young people (regardless of ethnicity) are increasingly under skilled in these elements, as provisions are "typically scattered, insufficient or quasi non-existent in higher education programs across the globe" (p.5). Seedat (2013, cited in

the International Youth Foundation, 2013) quotes one employer as stating that education does not “provide youth with the appropriate literacy, numeracy, problem solving and critical thinking skills,” and leaves new hires lacking “values such as work ethics and self-discipline”, thus making the prospect of advancement into a job or career difficult.

## Discrimination

Numerous studies indicate that black minorities suffer high levels of discrimination when it comes to employment, particularly in comparison to other minorities (Rich, 2014). Evidence highlights that discrimination is likely to manifest in an increased likelihood of being unemployed, having lower skilled types of work, as well as experiencing lower rates of pay (Heath and Cheung, 2006). It was found that identical job applications were more likely to be accepted featuring a stereotypical white name (68% success rate) than when featuring a stereotypical ethnic minority name (39% success rate) (Wood et al., 2009). As such, even if young black men are well educated, motivated and skilled, institutional forms of discrimination could be playing a key role in preventing them from securing employment.

## 2.3 THE POLICY AND PROVISION LANDSCAPE

A recent landmark review by Baroness McGregor-Smith (2017) laid out the government roadmap for tackling diversity in the workplace. The review recommends the following steps for employers:

- Data gathering (organisations should publish diversity targets and on-going progress)
- Accountability (owning key targets, setting KPI's and participate in mentoring schemes)
- Advocacy (providing ‘unconscious bias’ training and starting inclusive networks)
- Recruitment (challenge selection bias, create diverse opportunities, applications and interviews)
- Process (be transparent about career pathways, improve supply chains)
- Government support (make data publishing mandatory, create training resources, create an on-line resources portal, work with local businesses, celebrate young black men success, proliferate good employment practice)

Broadly speaking, there has been a multitude of interventions aimed at getting more Black and Minority Ethnic individuals into employment. However, their focus has been on individual aspects of employability (rather than the cohesive whole suggested by McGregor-Smith). Examples stretch from mentoring and increasing access to work opportunities (Job Fit, Department for Work and Pensions, 2014), inclusive leadership programmes (EY, 2017) and unconscious bias training for employers (Royal Bank of Scotland, 2017).

A recent intervention that more closely mirrors the integrated, cohesive approach highlighted by McGregor-Smith is Talent Match London (2017). The Initiative adopts a youth focused approach, reaching out to underserved individuals (such as young black men) to provide tailored employability support based on their career needs. This also involves an element of employer engagement (e.g. building diversity into recruitment processes). The Initiative has yet to be evaluated – but initial feedback from participants indicates a strong positive impact on agency, skills and opportunities.

Taking these previous efforts into account, this report now turns to examining the Moving on Up Initiative, and how it aligns and distinguishes itself with these approaches to getting young black men into employment.



# 3. METHODOLOGY

A summary of the evaluation design, including data collection, analysis and limitations.

This section outlines the research questions that the evaluation aims to address, the methods and tools, and the limitations of this methodology.

## 3.1 RESEARCH QUESTIONS

This evaluation has five research questions. The **first two are focused on the young black men themselves**, and are intended to unearth findings that are relevant to all young black men in London, not just those taking part in this Initiative. The **second two questions are focused on the six projects**, and whilst specific to the projects, still aim to generate insights that are relevant to other Initiatives and interventions in the sector. The **fifth question covers the broader activities and achievements of the MoU Initiative**, beyond the funding of the six projects.

Table 1. List of the MoU evaluation's research questions

Area of focus	Research question
YBM	What type and level of disadvantage have the young black men who are part of the MoU Initiative faced?
	What has the young black men's experience of the job market been before joining MoU?
Projects	What was the impact of the MoU projects on the young black men?
	How could the projects increase their impact going forward?
Initiative	What did the MoU Initiative achieve more broadly?

## 3.2 EVALUATION DESIGN

To answer these research questions, the evaluation took a three-pronged approach:

**Administrative data on job outcomes:** This data was already collected as standard by each of the six projects. Though bespoke to each project, it generally covered the following details for the young black men the projects supported: a) whether or not they had found paid work, b) additional data on the contract type, sector and the type of role acquired.

**Additional surveys:** The job outcome data was bolstered by four separate surveys, designed by TSIP in collaboration with the MoU projects and partners. Young black men either completed a paper version, or filled in the survey on-line (depending on convenience). All paper copies were typed into the on-line form by project managers. The surveys were administered to the young black men by the project staff themselves.

- **Registration survey:** Designed to be filled in when young black men signed up to the projects, this survey covered background information such as qualifications, school exclusion status, criminal record, and work experience to date.

- **Baseline and follow-up surveys:** These two surveys – the first to be filled in before the projects started, and the second to be filled in three months later – intended to measure any change in intermediate outcomes, relating to attitudes and aspirations, career planning and the job search and application process (for full details of the intermediate outcomes and corresponding survey questions, please see Appendix C).
- **Job outcome survey:** A fourth survey was administered only to those young black men who had found work. Its purpose was to collect additional data that was not consistently gathered as part of the projects' administrative data. Aside from salary information, this data tended to be more subjective – young black men's views on whether their new jobs matched their qualifications or would help with skill development for example.

**Interviews:** TSIP also carried out 22 semi-structured face-to-face interviews with young black men who received support from the MoU projects. These interviews were split fairly evenly between the projects, ranging from 3 with Elevation Networks to 6 with Hackney CVS. Interviewees were randomly selected to take part by individual project managers, utilising Excel's randomisation function on their MoU client database. Unfortunately no interviews were carried out with young black men from Build-it, as London Youth had already left the Initiative by the time the interviews took place. The purpose of these interviews was to support the job outcome and survey data (that was largely quantitative) with rich qualitative data.

The following graphic breaks down these three different sources of data, how they interrelate and what their respective sample sizes are:

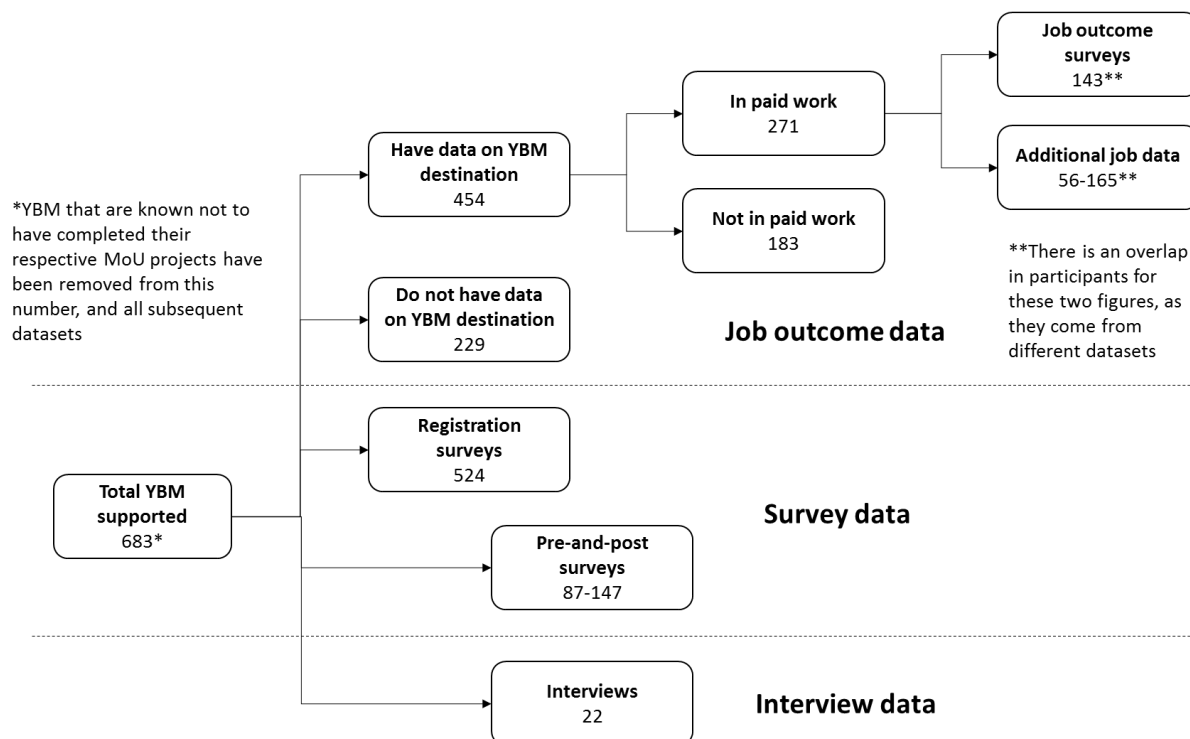


Figure 3. Diagrammatic overview of survey data collection procedure and responses

N.B. The variation in sample size for the pre-and-post surveys and additional job data is due to differing response rates to different questions.

[Appendix B](#) describes how this data was analysed, and [Appendix C](#) shows details of this analysed data in full.

In addition to this formal three-pronged methodology, more informal learning took place in relation to the fifth research question (about MoU's broader achievements) through firstly, a series of internal learning sessions conducted with the MoU projects, and secondly, various meetings and discussions between projects and partners throughout the Initiative's lifetime. The key informal learning is also captured as a series of reflections in [Section 11](#).

## Participants

Every young black men that took part in the MoU Initiative between early 2015 and early 2017<sup>3</sup> was eligible to take part in the evaluation.

The 22 interview participants were randomly selected by projects to take part, to minimise selection bias.

## Ethics

Informed consent was collected from all young black men who took part in the evaluation – separately for the quantitative surveys and qualitative interviews. Signed/digital consent was obtained for the surveys, whereas recorded, verbal consent was obtained for the interviews.

## 3.3 LIMITATIONS OF THE METHODOLOGY

As with every evaluation, there are a number of limitations to the research methodology. These are included in full in [Appendix D](#); however, in brief these are:

- **Lack of a comparison group** (therefore the findings on job outcomes and intermediate outcomes cannot be robustly attributed to the Initiative)
- **Attrition** (lack of follow-up survey responses)
- **Survey administration** (survey differences and time of administration were not consistent)
- **Response bias** (self-reported data may be inaccurate)
- **Non-compatibility of interventions** (different projects produced different data)

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<sup>3</sup> Action West London started MoU later than the other five projects, and so evaluation data for them was still being collected until 21<sup>st</sup> June 2017. London Youth's Build It project finished in July 2016. For the other four projects, data was collected until 31<sup>st</sup> March 2017.

# 4. KEY FINDINGS

## An overview of the evaluation's key findings.

This section highlights the key findings from the evaluation. The findings are broken down by those that relate to the MoU projects, participating young black men, and the Initiative as a whole. These key findings are explored in more detail in the subsequent six sections – one section for each of the five research questions, and a further section with more qualitative reflections.

### Key findings relating to the MoU projects

- **271 young black men are known to be in paid work following their participation in MoU.** This equates to a job entry rate of 40-60%. This finding is based on having data for 66% of the 683 participants that took part in MoU, so the real figure across 100% of participants is likely to be somewhere between 271 and 410. This success rate is comparable to similar programmes in the field.
- **MoU had the biggest impact on participants' attitude, confidence and understanding of work.** Whilst some improvement was seen in career direction and more practical job application skills, survey and interview data indicates that MoU's impact was driven more by psychological outcomes – with young black men being more motivated, confident, and aware of what employers are looking for in terms of skills and behavior.
- **The thing that MoU participants valued most about the projects was that the staff cared.** Participants consistently appreciated, at times effusively, that the project staff always gave them their time, showed a genuine interest in their success and wellbeing, and never gave up on them. Their descriptions imply, and sometimes explicitly state, that this level of care was rare among people they had encountered from other projects or agencies.
- **MoU participants also appreciated when the projects were targeted and tailored to young black men.** Many interviewees said they felt empowered by people caring about young black men as a group, and felt like they were interacting with people who understood them and the specific issues they were facing.

### Key findings relating to the MoU participants

- **Young black men have to deal with barriers which are additional to those facing other young people trying to find jobs.** Three-quarters of the project participants interviewed for this evaluation believe that as young black men they need to work harder than other young people to get a job. This view results from their own negative experiences of trying to find work, which include instances of perceived discrimination from employers, and from the experiences or views of their friends and family.
- **MoU participants had high aspiration to begin with.** Lower aspiration is often identified as a key barrier to young people gaining employment, but MoU survey data showed that these young men had very high aspiration to begin with, with little room for improvement. Baseline survey scores were higher for this outcome than for any other. This indicates that at least for this group of young black men, it is not a lack of aspiration that is preventing them from securing employment.

- **Social capital is still a key area of disadvantage.** In stark contrast to aspiration, MoU participants scored lowest on baseline survey questions relating to social capital. These questions focus on using personal relationships to find work. This was also the only outcome not to see any improvement at follow-up, and to receive almost no references in the participant interviews. Clearly this is an area that may need more intense, targeted support, and/or further research to explore this in more detail.
- **MoU participants had consistently negative views of Job Centre Plus.** The participants' positive views on project staff stood in contrast with their views of support from the Job Centre Plus (JCP). 50% of survey respondents rated the value of JCP support as 1 on a scale of 1-5, and this was reiterated by half of the interviewees who said the support was not useful, the staff didn't care about helping them, the sanctions are unfairly punitive and the job application targets are unrealistic and unhelpful.

### Key findings relating to the MoU Initiative

- **Engaging employers is a key challenge.** Supporting the young black men is only one side of the issue of their higher rates of unemployment – the supply-side. For this issue to be addressed successfully, the demand-side must also be addressed by engaging with employers. This has been a challenge for MoU projects throughout the initiative. MoU-commissioned research by YouGov suggested that there is a need to raise awareness amongst employers about opportunities for young black men – as they were not top of mind for most. The best approach to engaging employers might be to clearly identify the problem, explain what is currently being done about it, and explain what employers can and should do themselves – without laying the blame for the problem at employers' feet.
- **The MoU Initiative has been able to raise awareness among policymakers of the issue of young black men unemployment.** A London Advisory Group was established and received good engagement from the Department for Work and Pensions, JCP and the Greater London Authority, among others. Damian Hinds, Minister of State for Work and Pensions, visited the MoU Initiative in 2016, and there are ongoing conversations with DWP about learning from MoU's targeted approach to supporting young black men.
- **Focusing both on hard outcomes and learning can be a tricky balancing act.** The MoU Initiative and this evaluation tried to balance the need for hard outcomes with the desire for learning - to support as many young black men into work as possible, whilst learning as much as possible along the way. Whilst broadly speaking this has been a success, this juxtaposition may be particularly hard on projects, and requires careful messaging both internally and externally.

## 5. DISADVANTAGES FACED BY YOUNG BLACK MEN

**An overview of employment barriers that are specific to young black men.**

This section explores the answer to the following research question in more detail: **what type and level of disadvantage have young black men on the MoU Initiative faced?**

The purpose of answering this question is to uncover *why* young black men have consistently experienced a higher unemployment rate than their peers of other ethnicities, by identifying the additional barriers that are specific to them.

### **A sense of discrimination in the job market**

By far the most common theme of disadvantage from the in-depth interviews related directly and explicitly to race. Almost three quarters of interviewees reported feeling that being young, black and male meant they had to work harder to get a job. For example:

*I've always had to prove myself a bit more than other people. When I was put into that job for the intern, I had to prove myself a lot more. I know there was someone else there, and they came way after me, but funnily enough, you know when I said that there were no roles left, that person actually got it. That person got the role, but I was there before them, working harder. Everyone was quite confused. It's that kind of thing. I always have to do more.'* (Participant F)

A majority of interviewees stating or implying that they experience discrimination in their job search. And the effect of this on young black men unemployment is two-fold. Whilst many interviewees spoke about feeling resilient and determined in their job search, others spoke about the inevitable consequence of feeling less confident and motivated in the face of the odds being stacked against them.

*"My supervisors were annoying, because I knew that they looked at me differently ... Because of my colour, I'm just going to say it straight. I felt a different way, so sometimes, I wasn't bothered about work."* (Participant E)

Other interviewees implied that these barriers have persisted over generations. This entrenched narrative or collective experience is likely to compound any individual's own experience:

*"I do think perception does, unfortunately, play a part, but even when I was younger, my grandma used to tell me, 'If you're black, you have to work twice as hard.' She always used to tell me that. I didn't like the idea of thinking, 'Why am I not good enough that I have to work twice as hard?' Are my opportunities not going to be as great, just because of the colour of my skin, something that I've been born into, I'm proud of being black. I do feel it plays a role, but you just think, 'What can you do?' How could you change the perception of someone who has lived their whole life thinking of a race in a certain way? How could you*

*now tell them, 'Okay, well you know what? They're alright now, so you know you can just employ one of them now.'* (Participant I)

Even if this evaluation cannot claim to provide definitive, objective evidence of discrimination against all young black men, it can undeniably indicate that the young black men who were interviewed *experience* an implicit or explicit sense of discrimination. And the fact that this was referred to by three quarters of interviewees indicates that this may be a significant contributor to the difference in employment rates between young black men and their peers of other ethnicities or genders, through both direct practical and indirect psychological effects.

### A vicious circle

This issue may also be getting compounded if, in a minority of cases, this sense of discrimination is actually leading some young black men to behaviours that perpetuate some of the negative stereotypes that affect them – stereotypes that might then come full circle to feed discrimination in the job market, completing a vicious circle.

A handful of interviewees spoke personally about these behaviours - about the pressure to engage in illegal alternatives to earning an income. Though more often than not they spoke about resisting this pressure - a pressure which indeed came not from desire or choice, but out of necessity or frustration with their experience of the job market. For example:

*"I had to be disciplined with myself really and, honestly, I almost went down that path when I was jobless after college. I've had so many people saying, 'All you need to do is get a few hundred pounds and you can start,' or, 'You need to go to this guy and you can start.' I'd think, 'You know what, the money that I could be earning through that pathway, why not?' I know that within a year or so I wouldn't just be on the road any more, I would be doing something else but harsher, more harsh. The only reason why I didn't was because I always had my mum there, she would provide it when I needed it.'* (Participant G)

This is undoubtedly a sensitive topic, not least because it risks reinforcing negative stereotypes. But to fully address the issue of young black men unemployment, it feels important to talk openly and constructively about it. And these interviews suggest two things. Firstly, that the vicious circle described above is a systematic issue, which must be recognised and tackled by addressing its root cause - the entrenched feeling, among a majority of young black men, of effectively being rejected by the job market. Secondly, that the minority of cases where young black men do engage in illegal alternatives to earning money should be interpreted, at least in part, as a natural *consequence* of that systematic discrimination or disadvantage – not as *justification* for that discrimination.

### A balanced approach to addressing discrimination

Finally, it should also be noted that not all interviewees believed that they faced discrimination in the job market. Indeed, the quote below indicates that a somewhat nuanced balance is required – to be clear and open in tackling discrimination where it exists, but to ensure young black men are not disempowered by implying that discrimination is inevitable or insurmountable:

*"I wouldn't want to say yes, because I wouldn't want to say that that's what's stopping me because then that puts the barrier on myself ... I'd probably say no, but I have an open mind about it, because I do think sometimes when you tick that box to say black, Caribbean, it*

*does put a bad, kind of, like, stigma onto it, but I do believe that all the things that result in me not getting a job are down to me. It's myself, it's not just about the colour of my skin."*  
(Participant B)



## 6. YOUNG BLACK MEN'S JOB MARKET EXPERIENCE

### Labour market detachment, negative perceptions of Job Centres and feelings of frustration and hopelessness.

This section explores the answer to the following research question in more detail: **what has the young black men's experience of the job market been before joining MoU?**

Overall, quantitative and qualitative data paints a picture of a group that is on average quite detached from the labour market, has negative perceptions of the support available to them from Job Centres, and can feel hopeless or frustrated by the experience of unsuccessfully looking for work.

#### Detached from the labour market

Data from the MoU registration survey shows that **almost half (46%)** of participants have never been in work for more than 3 months:

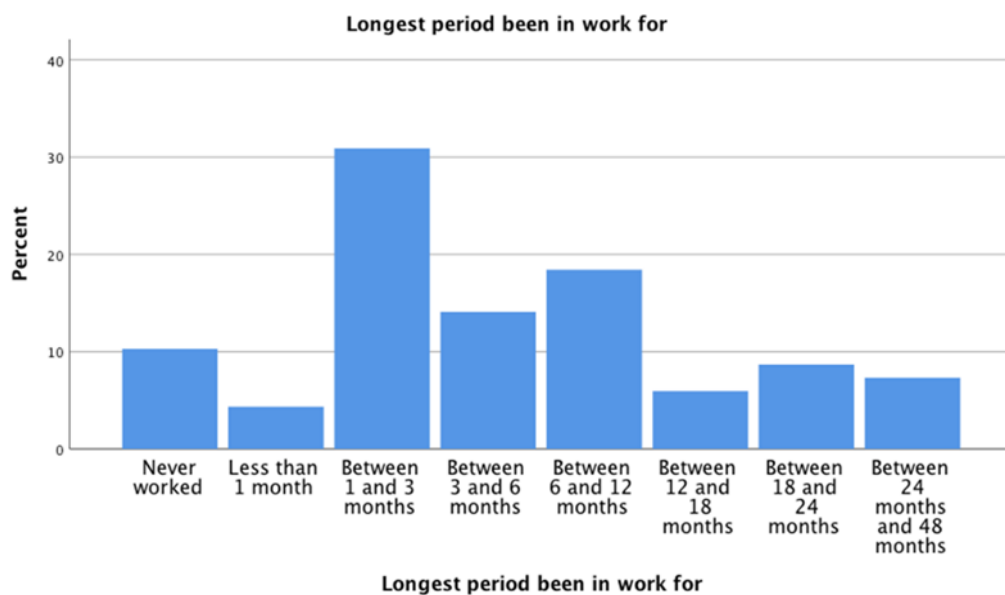


Figure 4. Graph indicating the longest period of time survey respondents had been in work for

The registration survey also shows that:

- The same percentage (46%) have been looking for work for at least 3 months
- Despite this, just 22% of participants are currently claiming Jobseekers' Allowance (JSA).

#### Negative perceptions of Job Centres

The reason for a significant majority of young black men not currently claiming JSA may be because many have been in contact with Job Centres in the past, and did not find the support valuable:

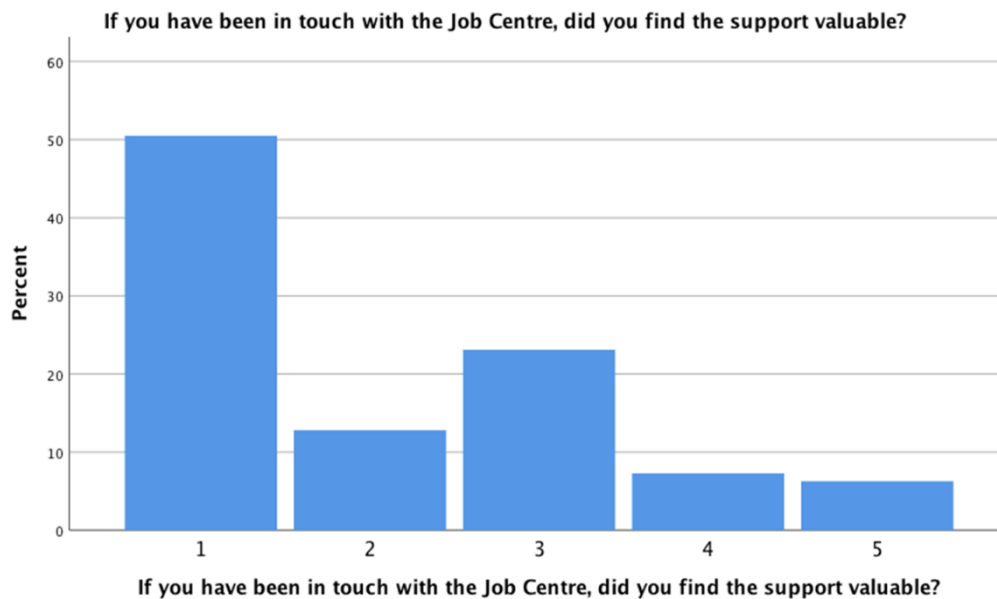


Figure 5. Graph indicating how satisfied survey respondents were with support from the Job Centre

This graph is supported by qualitative evidence from the interviews, where **approximately half of interviewees had strong negative feelings about the Job Centre** – that it is not useful, that the staff didn't care about helping them, that the sanctions are unfairly punitive and that the job application targets are unrealistic and unhelpful. For example:

*"I literally went out of the job centre and I cried, man. I went home and I cried, and I'm a big man, I went through crimes and everything, because I'm like, 'What the hell, these people are not helping me, and I'm, like, trying to get work.' (Participant K)*

### Hopeless or frustrated

Section 5 discussed about the frustrations of young black men in relation to their experience of race in the job market. Just over a quarter of interviewees talked more broadly about the psychological impact of not being able to find work in general – feelings of frustration or hopelessness, or the difficulties of rejection:

*"I've been trying to find work for years, but it's been so hard ... as well as I think I do in interviews, it's like it's never enough ... I almost gave up ... Since I left school, I couldn't find a job, a total lack. I apply every day, every night. In a week I can apply for 500 jobs ... it was so hard, like, so hard. I thought I was going to be jobless for the rest of my life, because nothing was just happening. Nothing. Even when I went for interviews, I feel like I was wasting my time. As soon as I sit down, and they're in front of me, I just feel like, 'I'm not getting this job.' That's how I feel inside. I already feel like I didn't get the job." (Participant L)*

# 7. THE IMPACT OF THE MOU PROJECTS

## Job outcomes, additional job detail and intermediate outcomes.

This section explores the answer to the following research question in more detail: **What was the impact of the MoU projects on the young black men?**

The section first discusses the number of job outcomes achieved by the MoU projects, and how that compares to other similar projects in the sector. It then explores those jobs in more detail - what types of jobs they tended to be, and what the young black men thought of them. Finally, this section tries to unpack how the MoU projects were able to achieve their job outcomes, by exploring the different intermediate outcomes that they affected.

### 7.1 JOB OUTCOMES

The headline figure is that **271 young black men are known to be in paid work following their participation in MoU**. This represents 60% of the young black men that we have data for, and 40% of all young black men on the MoU Initiative.

If we assume the same 60% success rate across all young black men on MoU, including those we do not have data for, that would indicate **410 job outcomes**.

However, this assumption is almost certainly not totally accurate – it is likely that the young black men with no follow-up data were on average less engaged in the projects (perhaps even unidentified dropouts), and therefore less likely to secure paid work afterwards. This may be counterbalanced to some extent by the possibility that it was also harder to collect follow-up data from young black men who were in work, given their comparative lack of availability to answer phone calls. On balance, **the true number of job outcomes for all 683 MoU participants is likely to be between 271 and 410.**

#### Attributing job outcomes to MoU

Of course it is almost certain that not all of these job outcomes are directly attributable to the MoU projects – a number of these young black men likely would have secured paid work anyway, without the support of MoU. In the absence of a formal comparison group, we cannot be sure exactly what this number is. However, we can take some informal steps to indicate whether MoU did have a meaningful impact on job outcomes, by:

- Comparing the success rate to other programmes in the sector
- Looking for evidence of attribution from the interviews

Job outcomes across all MoU participants

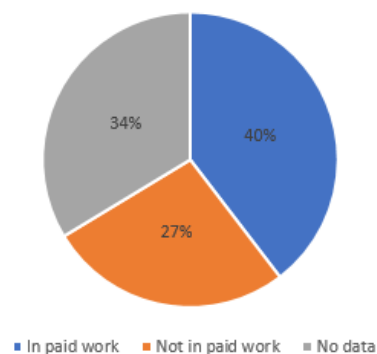


Figure 6. Graph indicating the percentage of job outcomes for survey respondents on the MoU programme

## Other programmes in the sector

It is important to emphasise that comparing the MoU job outcome success rate to other programmes is only an informal exercise – a whole range of factors mean that the rates cannot be compared directly (the programmes are working with different populations, in different areas, using different methods of measurement). Still, making comparisons with the following programmes can at least provide some approximate context to MoU's job outcome success rate:

- **Prince's Trust employability programmes:** of the approximately 58,000 young people that completed various programmes in 2015/16, **49%** were in employment or self-employed 3 months later (Prince's Trust, 2016).
- **Talent Match:** Of the approximately 719 young people supported by Talent Match, **29%** entered employment afterwards (London Youth, 2016). Though it should be noted that Talent Match explicitly targeted young people furthest from the labour market.
- **Mayor's Fund for London's EPIC course:** Of the 121 young people supported by this employability course, **45%** started employment within 13 weeks of finishing the course (Mayor's Fund for London, 2016).
- **London Development Agency (LDA) programmes:** Of the 9,839 individuals supported by 13 LDA-commissioned programmes between 2009 and 2012, **46%** entered jobs. Individual programmes' success rate ranged from 17% to 78%. N.B. These programmes were not targeted to young people specifically (Centre for Economic and Social Inclusion, 2011).

The MoU success rate of 60% compares favourably to these examples. Even if the true rate, taking into account the young black men who we do not have job outcome data for, is somewhere between 40% and 60%, that is still comparable to the average rate of the programmes outlined above, despite working with the group that are most struggling to find work amongst young people (i.e. young black men), and despite this specific group of young black men having notably high rates of temporary exclusion from school (38.6%). A further analysis of job outcome data (not included in this report) confirmed that those outcomes were not simply achieved for the 'lowest hanging fruit' - the young black men who were supported into paid work were not different from those who did not find work in terms of their qualifications, rate of school exclusion and criminal records.

## Qualitative data

The qualitative data also supports the idea that the MoU projects have had a positive impact on the young black men they support, which indicates that many of the job outcomes would not have been achieved without that support (see subsection 8.3 on intermediate outcomes for more details). A handful of interviewees stated explicitly that this was the case, for example:

*'Thanks to them, I got the Co-operative job ... I actually started dreaming again, when I had a job. I will never forget who gave me that shot' (Participant H)*

*"I tried to get in many different roles, but for the most part, I was only really able to start picking up on success after coming to Making the Leap." (Participant O)*

*'Huge impact, I wouldn't be where I am today if it weren't for Deji's help or the Moving On Up programme ... I'd probably still be at college doing something I don't really like, and I'd probably struggle to find an apprenticeship.'* (Participant R)

## Comparing job outcomes across projects

By comparing job outcomes across the MoU projects, it may be possible to draw conclusions about what types of approaches to supporting young black men have the most potential:

Table 2. Per project comparison of the reported number/percentage of YBM supported into a job, with actual job outcome data

Projects	# YBM supported	YBM with job outcome data		Job outcomes		
		Number	%	Number	% (of YBM with data)	% (of all YBM)
<b>Action West London</b>	184	156	85%	58	37%	32%
<b>Elevation Networks</b>	151	73	48%	30	41%	20%
<b>Hackney CVS</b>	123	85	69%	71	84%	58%
<b>Making the Leap</b>	82	67	82%	50	75%	61%
<b>Step Ahead</b>	71	35	49%	35	100%	49%
<b>Build-it</b>	72	38	53%	27	71%	38%
<b>Total</b>	683	454	66%	271	60%	40%

The success rates of **Hackney CVS** and **Making the Leap** are the highest of the group overall (final two columns), as well their absolute numbers of job outcomes. This provides some indication that projects focusing on building skills and character through group- and community-based work have particular potential to effectively support young black men into work.

**Action West London**<sup>4</sup> and **Step Ahead**, the two recruitment agency models, secured the 3<sup>rd</sup> and 4<sup>th</sup> most job outcomes in absolute terms. Though Action West London secured more in absolute terms, Step Ahead actually had a higher *rate* of success.<sup>5</sup> This may reflect two different approaches – Action West London supporting more young black men but with less time dedicated to each one, and Step Ahead supporting less young black men but with more time dedicated to each one. Both have shown some success.

**London Youth's Build-it** project showed the lowest number of job outcomes; however, this may have been driven at least in part by their low response rate – their success rate of those young black men they did have data for was 71%, similar to Making the Leap's.

**Elevation Network's** data is perhaps the hardest to interpret – the second-lowest number of job outcomes and success rate, but also the lowest response rate and the second-highest number of young black men supported. This could indicate similar results to Action West London – a high volume of light-touch support leading to a medium number of job outcomes.

<sup>4</sup> Action West London started MoU later than the other five projects, and so has had less time to secure job outcomes, even with a 2.5 month extension to data collection (finishing on 21<sup>st</sup> June 2017 rather than 31<sup>st</sup> March 2017)

<sup>5</sup> Step Ahead's success rate for those young black men they had data for was actually 100%, but this perfect figure could mean they specifically follow up with only those young black men that they know are in work, so this figure should be treated with some caution.

But with the lowest response rate, it is the hardest to confidently draw any inferences from the data.

N.B. it is important not to over-read into this data to make claims about the quality of these projects, or the potential of the approaches that they represent. Response rates were not always high, and each project is working with a different population in a different area of London, with a whole other range of factors that may therefore have affected these results. **The safest inference to draw from this data is that projects focusing on building skills and character through group- and community-based work might have particular potential**, given that Hackney CVS and Making the Leap have the 2<sup>nd</sup> and 3<sup>rd</sup> highest response rates and the top two success rates. However, even this finding should be treated only as indicative, and would require further research to confirm with any more confidence.

## 7.2 ADDITIONAL JOB DETAIL

The *type* of jobs that MoU has supported young black men to achieve is also important. It is difficult to make any objective claim of what constitutes a 'good' job, but this sub-section presents some objective information on the jobs' contract types, salaries, sectors and role types. It also shares some of the young black men's subjective views on how well these roles match their qualifications and allow room for progression and skill development.

It is important to emphasise that this data is often based on a relatively low response rate, and so should be seen as indicative rather than definitive.

### Objective job information

- The chart below shows that **approximately 55% of job outcomes were in standard full-time or part-time positions:**

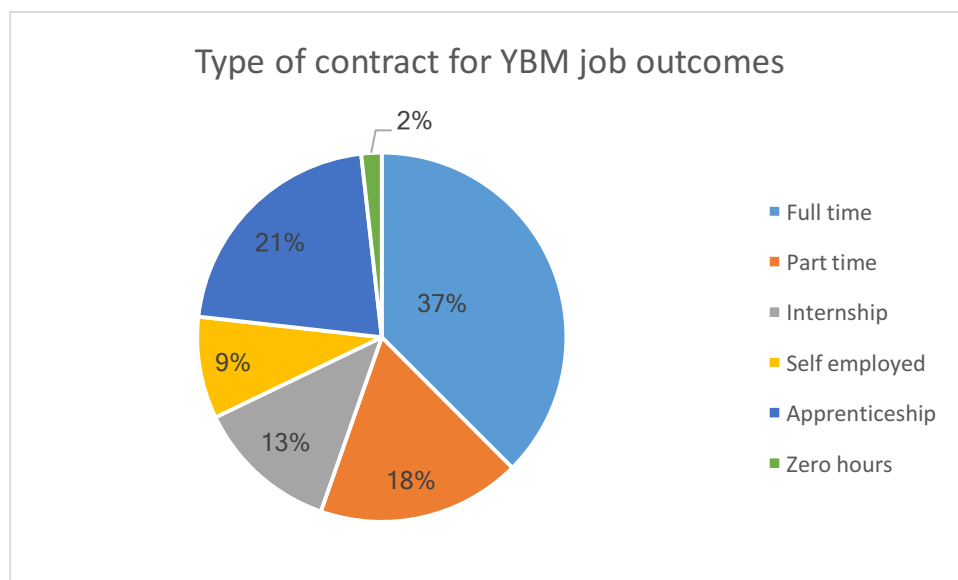


Figure 7. Graph of the type of contract survey respondents had been offered through the MoU programme

- In terms of salaries, **81% of the jobs' salaries were between £10,000 and £19,999**, spread quite evenly within that range.
- In terms of **sectors and role types:**

- By far the most common job sector for young black men to enter was **Retail (22%)**. Job titles within this sector typically consisted of ‘Customer Service Assistant’ or ‘Team Leader’ – primarily customer facing or low level management roles.
- The second most popular sector was **Hospitality and Events Management (12%)**. Jobs here usually involved some form of food/service element (e.g. ‘Waiter’, ‘Bar Staff’, and ‘Trainee Chef’).
- The third most popular sectors were **Accounting, Banking and Finance and Recruitment and HR (9% each)**. These sectors note a marked difference from the two most popular sectors, as jobs featured here would typically require higher qualifications at entry level. Examples of job titles are ‘Trainee Recruitment Consultant’, ‘Mortgage Advisor’ and ‘Talent Scout’.
- The final most notable sector was **Transport and Logistics (8%)**. Roles in this sector primarily involved driving or sorting (e.g. ‘Packer’, ‘Courier’, ‘Delivery Driver’).

### YBM’s subjective views

MoU participants were asked a number of questions in the ‘job outcome survey’ about the jobs that they had secured. The key findings were that:

- Young black men didn’t feel as though their jobs matched their qualifications particularly well:

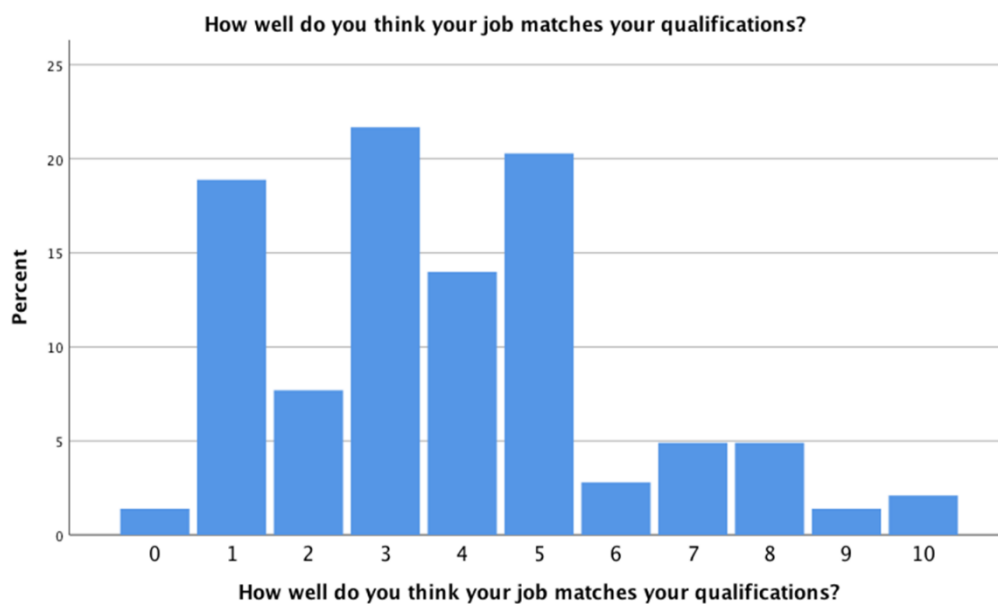


Figure 8. Graph indicating survey respondent’s perceptions of how well they thought their jobs secured through the MoU programme matched their level of qualification

- However, overall the young black men felt that the roles did allow room for progression and for the development of relevant skills, with mean scores of 3.5 and 3.8 out of 5 respectively (where 1 = not at all and 5 = very well).

## 7.3 IMPACT ON INTERMEDIATE OUTCOMES

This sub-section unpacks the impact that the MoU projects had on the young black men they supported, by looking beyond job outcomes and exploring the various intermediate outcomes that sit behind them. These intermediate outcomes were based on the Theories of Change that each project developed, and were measured quantitatively using baseline and follow-up surveys that were filled in by 147 young black men. 12 out of 20 of the questions in that survey saw a statistically significant improvement (for full details of those survey questions and their statistical significance, please see Figure 17 in Appendix C). This section draws on that survey data, as well as data from the 22 young black men interviews.

N.B. More than half of the 147 completed pre-post surveys were from Hackney CVS, therefore the findings from the quantitative data are driven particularly by that project. Build-it, Step Ahead and Making the Leap only had 5-9 completed pre-post surveys each, so will have impacted the quantitative data significantly less.

### Attitude and understanding

The data suggests that MoU projects had the biggest impact on attitudes and understanding. The two survey questions with the biggest improvement were those measuring the outcome **more positive attitude to work**, and this finding was supported by evidence from interviews across all the projects, for example:

*“You need to be constant in your effort. You can’t stop, as in you need to just be relentless on your search ... before things like Making the Leap, my motivation wasn’t maybe as high as it needed to be.” (Participant M)*

Young black men also showed a significant **increased confidence in core application processes**, where all but one survey question show an improved score at follow-up – most notably confidence in interviews. This also manifested as broader self-belief, which more than half of interviewees referenced:

*“I’ll say that increased confidence was a big one. When I was leaving university back then, I was quite confident in my skills, which really took a knock when I wasn’t getting work.” (Participant O)*

Finally, participants also saw a statistically significant improvement in their **understanding of the world of work**, both ‘knowing what skills employers are looking for’ and ‘understanding how to fit in at work’. This too is reflected in the interview findings, where almost half of interviewees referenced this theme:

*“Yes it did [have an impact] ... if you’re in the workplace, there are certain things you can do and you shouldn’t do ... it can be a bit of a culture shock if you haven’t been trained, or at least you haven’t developed the sort of skills that are required to work in an office space.” (Participant A)*

### Direction and preparation

Whereas findings on attitude and understanding were quite consistent across the projects and survey questions, findings on direction and preparation are slightly more nuanced. In terms of **increased career direction**, the question ‘I have career goals’ saw a statistically significant



increase, whereas 'I know how to achieve my career goals' did not – indicating that projects may have succeeded in helping young black men to identify career goals, but not plan how to achieve them. Furthermore, interview data suggests that Hackney CVS and Making the Leap may have focused on this area more than other projects, with more than half of their interviewees referencing career direction, for example:

*“I do feel that now I have a plan, which is something that I didn't have much of before I started the programme.” (Participant O)*

Similarly, two survey questions measuring **improved preparation for applications and interview** saw an increase whilst one did not, and this time interview data suggests that Step Ahead and Action West London may have focused on this area more than other projects, for example:

*“We looked through a lot of our skills, and we were finding examples, so it would be something very clear. So, that's something that helped me in the application process, and also when I went to my mock interview, I was using those examples and it came across well.” (Participant I)*

## Aspiration and social capital

Aspiration and use of social capital showed comparatively less change, but for different reasons.

Young black men did show **higher aspiration** when measured by 'I want to achieve more than my parents have', but not when measured by 'having a job that leads somewhere is important'. And there were only a handful of references to aspiration in the interviews, for example:

*They basically showed me that if I put my mind to it, and I really want to do it, I can do it ... sometimes you just sit down and you feel like “Oh well, I'm a young black man in Hackney, too many people around me that are not doing so well, am I going to be that as well?” It just opened my eyes to the fact that it's not going to be like that if I work hard.” (Participant N)*

It is notable that for both survey questions, responses at baseline were already extremely high – an average score of 4.3 on a 1-5 scale (higher than any other question on the survey) – so there simply was not much improvement to be made.

On the other hand, the two questions measuring **increased (use of) social capital** had a combined baseline score of 2.88 on a 1-5 scale (lower than any other question on the survey), but still did not see an improvement in score. And there was just one reference from the interviews – whereby an interviewee felt that the key outcome achieved by his support from Elevation Networks was making contacts and connections in his local area. This suggests that the MoU projects did not focus on this outcome or did not do so effectively, which in any case indicates that this may be an area for additional support through other provision.

## Racial stereotyping

Interestingly, **raised awareness of and ability to act against racial stereotyping** was the only outcome not to see any improvement in the survey; indeed, responses to both questions worsened at follow-up, and this change was statistically significant for 'I am confident in addressing racial stereotypes during interviews'. This was driven virtually solely by Action West London. A possible explanation of this is that the project focuses on empowering young black men, showing them that they can achieve what they want to through their own hard work and

commitment, which might implicitly make the possibility or importance of racial stereotyping less evident.

There was no evidence of this negative change or its explanation from the interviews, and only one reference to positive change – reflecting perhaps that this is not the main focus of any of the projects.

# 8. INCREASING THE MOU PROJECTS' IMPACT

## What worked well, and what could be improved.

This section explores the answer to the following research question in more detail: **How could the projects increase their impact going forward?**

As well as wanting to understand what the impact of the MoU projects on young black men was, another aim of this evaluation was to understand how that impact could be increased even further going forward, by identifying what worked well (and should be maintained) and what could be improved.

The findings in this section are drawn solely from the interviews. There were three main themes in terms of what worked well:

- Caring and persistent staff
- A targeted, tailored approach
- Direct contact with employers

There was in fact very little feedback on what could be improved; indeed, comments like the following were common among more than half of the interviewees:

*“I’m not really sure how they could improve, because they always treat me with respect, they’re friendly as well, and supportive, so there’s nothing really wrong. I’m not really sure what I would say could be improved.” (Participant D)*

The only other consistent theme on what could be improved came from the other half of the interviewees, and was not about delivery, but rather:

- Increasing reach through marketing and funding

## 8.1 WHAT WORKED WELL

### Caring and persistent staff

By far the most common positive feedback, which came out across all the projects, was about the project staff who supported the young black men. More than half of the interviewees emphasised how much the staff genuinely cared:

*“These are real people, but they’re giving you something that is perhaps not always given you in other courses. They’re giving you themselves, they’re actually giving their time to try and help you.” (Participant F)*

For the two recruitment agency models in particular, Step Ahead and Action West London, this often manifested itself as persistence in trying to help the young black men find a job:

*“They won’t give you one interview. ‘Oh, he’s no good, no.’ They take you, look where you went wrong, and build you back up again. They encourage you. No, don’t worry. It’s*

*one. You'll learn. What have you learnt today?' 'I learnt to speak to people. I relaxed myself.' That's something you learn that you never come in with."* (Participant S)

This sits noticeably in contrast to the feedback from young black men on Job Centres which, as highlighted earlier in the report, was seen as not valuable due to uncaring and unhelpful staff.

### **A targeted, tailored approach**

The next most common theme, that more than half of interviewees referenced, was their support being tailored to them as an individual:

*"They focus on what you're good at, they focus on you individually. It's not like everyone's put in one group. When you go there, it's about you, and what I love about it is that the people that you're working with, they help you to grow. There are things that they do that are sometimes directed at you, and you don't realise it until afterwards. I don't know any course that I've been on that actually do that, because it's like they're trying to just get numbers in. You feel more than just a number, you feel like they're actually dedicating their time to you. That's one thing that I really cherished about it."* (Participant F)

Similarly, almost half of interviewees mentioned the projects specifically targeting and being tailored to young black males. The interviewees said this showed that people cared about them as a group, and made them feel like they were interacting with people who understood them and the issues they were facing:

*"I think the course that they did, it did state young black males, it did actually state that. I thought that was really cool, to be honest, because it's like, okay, there's people who actually care about this topic and issue ... The most important thing I got from those sessions? It was, I think, sharing everyone else's experience and knowledge and seeing as a young black male ... we, kind of, understood everyone else's opinion or experience in this particular subject. Young Black Man (Participant J)*

This ties back to the earlier finding that many interviewees felt the odds were stacked against them in the job market simply due to being young black men - the finding above suggests that the MoU projects gave them a chance to discuss that issue with other people who understood it, in an open and productive way.

### **Direct contact with employers**

The third most common theme on what worked well was having direct contact with employers, either for actual job opportunities or for advice and to hear about their experiences:

*"At least they get me the interviews, so I don't have to worry about applying, because, I don't know, there might be something that will do you wrong during the application, and I can't see that mistake, or that error ... Step Ahead, they book the interviews, I just have to come in and do my best in order to get a job ... (Participant H)*

*"You had a few interview practice runs, for example, we went to Franklin Templeton, I think, for a visit where we did a mock interview. That was an amazing experience."* (Participant O)

Again, this ties back to previous findings – that almost half of the young black men had not been in work for more than 3 months; that just 22% are currently claiming JSA, and that participants had little social capital going into MoU. This distance from the labour market, and from real-life experience of interacting with employers, reinforces why young black men found this direct contact particularly useful.

It should also be noted that this theme was less common than the previous two, and that the projects (and wider provision) could therefore benefit from introducing more direct employer contact.

## 8.2 WHAT COULD BE IMPROVED

### Increased reach through marketing and funding

The only piece of constructive feedback that came up at all consistently, from approximately half of the interviewees, was to increase funding or marketing to reach more people like them:

*“Reach out for more people, because there are so many people out there that are, you know, not working and are looking for employment, and I feel that something like that would really help to promote ... if every single person in Elevation Networks started promoting this on their social media accounts I’m sure that would increase the numbers fivefold.” (Participant B)*

This advice on social media was echoed in one of the internal learning sessions with the MoU projects, where Elevation Networks talked about an event achieving a particularly high number of attendees when the invitation made its way to the Whatsapp groups of local family members.

Interestingly, Elevation Networks were one of the top 3 projects in terms of numbers of young black men engaged, and the other two were Action West London and Hackney CVS – which were the only two projects to promote being part of MoU on their websites. There is clearly a need and desire for young black men to receive targeted support, and these findings give some indication that marketing online and through social media is an effective way of doing that.

# 9. MOU'S BROADER ACHIEVEMENTS

## Achievements beyond the funded projects.

This section explores the answer to the following research question in more detail: **What did the MoU Initiative achieve more broadly?**

As described in the introduction of this report, the core of the Moving on Up Initiative has been funding six projects to directly support young black men into employment. However, a number of activities have taken place beyond the funding of the projects, driven mostly by BTEG in cooperation with Trust for London and other stakeholders in the Initiative. These activities were designed to achieve a broader set of outcomes that were identified at the Initiative's outset, which span the wider ecosystem relating to young black men and employment. This section explores what has been achieved against some of those key outcomes:

- **Young black men** are more able to have their voices heard
- More **projects** use best practice to effectively support young black men into employment
- **Employers** make an improved effort to remove barriers that young black men face
- More positive images of young black men in the **media**
- **Policy makers** are able to make more informed decisions
- **Funders and commissioners** use best practice to inform funding decisions

### Young black men are more able to have their voices heard

Some strides were made towards getting young black men heard. Bola Abisogun (FRICS), Founder and Executive Director of Urbanis Ltd, has been an inspirational chairman for the London Advisory Group (LAG), with his passionate and personal approach providing an indirect but strong voice for the everyday experiences of young black men. Even more directly, this evaluation report has tried to include as many quotes as possible from its 22 interviewees, to make their voices heard with as little filter as possible. One of these interviewees was actually offered an apprenticeship by the MoU project which had supported him, which resulted in him attending the internal learning sessions and making additional contributions through that. Similarly, BTEG was able to provide six month internships to two young people through funding from the Initiative, though only one of these was male.

However, there have been challenges with securing additional formal engagement. Young black men were sought for various roles in running the MoU project (e.g. helping at launch events, designing/running engagement programmes, attending the London Advisory Group meetings). But apart from the internship programme, all MoU engagement Initiatives have had a low uptake of participants. So whilst the Initiative's commitment to making young black men's voices heard has been very positive, there may still be some learning for all partners to understand how best to increase rates of engagement.

## More projects use best practice to effectively support YBM into employment

The main path to achieving this outcome during the Initiative was intended to be the MoU learning sessions, attended by the MoU projects and facilitated and written up by BTEG and/or TSIP. These learning sessions did not always have full attendance, but generally led to lively and engaged discussion. However, this discussion did not always focus on projects' best practice in supporting young black men – this was just one aspect of naturally wide-ranging discussions on the broader context, ecosystem and young black male experience.

An even more targeted approach to achieving this outcome can hopefully start with the publishing of this report, to share findings about what worked well and what could be improved about the MoU projects' delivery.

## Employers make an improved effort to remove barriers that YBM face

Some MoU projects had success in directly engaging employers, either to place MoU participants into jobs, or to provide support to them as part of the project (e.g. carrying out a CV workshop). But unfortunately it has proven much more challenging for all parties to engage employers on a strategic level, to enlist their support to remove the barriers that young black men face. A number of public events have been held on this subject, but whilst overall attendance has often been good, attendance by employers specifically has generally been lower than hoped for.

Still, progress has been made towards this goal through a commissioned piece of research by YouGov. This research focused on employers' perceptions of the barriers facing young black men, and what employers could or should do about it. Whilst some recognised that young black men can face challenges in employment, when asked about demographic groups who consistently struggle with employability, disability and those with limited academic experience consistently came to the fore. When presented with evidence concerning the discrimination and negative stereotyping of young black men by employers, some acknowledged the stereotyping, whilst others laid the blame elsewhere (for example education, behaviour, skills). Hearteningly, this evidence encouraged a few employers to reflect on their own HR policies; however, the majority felt others (for example the government, media, education system and even young black men themselves) were more responsible than employers.

These findings both indicate and explain why involving employers in tackling this issue has proven difficult, and suggest that a sensitive, nuanced approach to engaging employers is required. The YouGov research went on to give some specific guidance on this approach:

- Short, clear messages, emphasising diversity benefits, statistics and a plan of action
- Avoid patronising or blaming employers for young black male's unemployment issues
- Use posters/short films featuring young black men, employers and employees (case studies)
- Promote access to more talent, skills, perspectives, and global knowledge
- Emphasise words such as 'innovation', 'diversity' and improved 'problem solving'

## More positive images of YBM in the media

This is of course an ambitious outcome to achieve at a large scale. However, progress has been made towards it on a smaller scale. BTEG produced regular communications about MoU. These included press releases for the national, regional and local media and briefing notes for

interested groups including for: the DWP press office and the Minister's office in relation to the Minister's visit to MoU; JCPs regarding planned local employer engagement events; and participants of the engagement events.

The Initiative also hopes to support young black men to engage with the media more directly. Trust for London plan to provide media training to a handful of young black men supported by MoU, so that they can tell their story to and through the media directly.

### **Policy makers are able to make more informed decisions**

Much activity has taken place in relation to this outcome. BTEG held regular meetings with agencies which can influence policy and programmes regarding young black men employment, including Job Centre Plus, Greater London Authority, Department for Business, Innovation and Skills (now Business, Energy and Industrial Strategy), National Apprenticeship Service, London Chamber of Commerce and Industry, and private sector employers such as Tideway.

In addition to meetings with individual agencies, BTEG organised an event focused on the BME 2020 employment ambition. This took place in August 2016 and was attended by the MoU partners, projects and by staff from DWP, DBEIS and the Cabinet Office. This event helped to develop good links between DWP and the MoU programme. Subsequently, DWP senior officers with responsibility for the Government's BME 2020 employment strategy attended the LAG meeting in September 2016. This was followed by a very successful visit to the MoU project in Hackney by Damien Hinds MP, Minister for Employment.

These meetings have been successful in raising awareness of the continuing problem of very high unemployment rates experienced by young black men in London; kept agencies aware of the MoU programme and raised interest in the potential solutions that that MoU Initiative may offer. Strong links have been established with senior civil servants in DWP and JCP.

### **Funders and commissioners use best practice to inform funding decisions**

Of all the outcomes in this section, influencing funders and commissioners is the one that is most dependent on this evaluation report being published and shared. For that reason this outcome has arguably seen the least progress to date. However, this evaluation can and should not suggest that funders and commissioners should only be focusing on a certain kind of approach – much more research is required before making that kind of claim. Instead, it hopefully contains more nuanced insights which more hands-on funders can make use of in terms of *how* they develop Initiatives and support projects, rather than *what* they fund.



# 10. REFLECTIONS

## What has been learned about delivering and evaluating this work.

In addition to answering the evaluation's five key research questions through formal and informal data collection, this report also aims to capture the evaluators' more informal reflections on the Initiative and its evaluation.

### Reflections on the Initiative

- **Ambitious:** The Initiative set out laudably high ambitions at its outset, to address the multiple constituent parts of this complex, systematic and entrenched issue. Some of the onus for this was initially expected to sit with the funded projects, for example to engage with employers or raise the profile of the issue in the media. However, projects reported struggling to dedicate the time needed just to support the young black men in as much depth and breadth as they felt they ideally needed to, let alone engage with stakeholders more widely. Much of the responsibility also sat with BTEG, Trust for London and other stakeholders, and some positive progress has been made across virtually all outcomes initially identified by the Initiative. Still, future work in this area may benefit from narrowing the focus to a few key areas in the ecosystem (e.g. employers), and/or bringing in additional specialist support to engage with stakeholders in those areas.
- **The challenge of employer engagement:** The issue of employer engagement is worth focusing on in more detail. This evaluation showed that the MoU projects took an effective approach to supporting young black men, which had a real impact on them and their ability to find work. However, this is only one side of the story – the supply-side – and for the issue of young black men unemployment to be addressed successfully, the demand-side must also be addressed by engaging with employers. This has been a challenge throughout the Initiative, for all partners as well as projects. A necessary starting point may be to get crystal clear on exactly what the ask of employers is, and exactly what the case for this ask is. The YouGov research and evaluation findings can hopefully help with this.
- **The challenge of targeting young black men:** A consistent theme when trying to attract additional support to address the issue of young black men unemployment, whether from employers, government, funders or other stakeholders, is the following question: why young black men? For many this can seem like positive discrimination, to the deficit of other groups, without an obvious explanation why this group is particularly in need of targeted support. Statistics on the disparity of unemployment rates are a starting point, but that needs to be supported with a compelling, coherent case for how this disparity is caused by a type or level of disadvantage that is unique to young black men. Hopefully this evaluation has been able to provide a starting point for that case.
- **Differing approaches, differing needs:** The causes for young black male unemployment are clearly diverse. This evaluation has shown that these include disadvantages directly relating to race (primarily a sense of discrimination in the job market), as well as issues that are less directly related to race, and are more practical. These differences are reflected in the different approaches of some of the MoU projects. These different approaches have sometimes been discussed within the Initiative as if they represent

opposing views of the issue, whereas in fact they should perhaps be seen as complementary approaches to successfully addressing the issue. Each individual is different, and every young black man will need some unique combination of support that addresses the issue in its whole. The MoU Initiative has been all the better for taking this diverse approach to supporting the young black men of London.

## Reflections on the evaluation

- **Balance of outcomes and learning:** This Initiative and its evaluation has tried to balance the need for outcomes with the desire for learning - to support as many young black men into work as possible, whilst learning as much as possible along the way. Broadly speaking this has been a success, as this report hopefully shows a meaningful impact on hundreds of young black men, as well as a number of insights on how to approach this work even more effectively going forward. However, the juxtaposition of hard results and useful learning may be particularly hard on projects, and requires careful messaging both internally and externally.
- **Qualitative data:** The inclusion of 22 interviews with young black men was an invaluable element of the evaluation. Whilst the job outcome and survey data provided a representative picture of the MoU projects' impact, the qualitative research brought to life the complexities of this issue and the projects' impact on it. It also contributed more than quantitative data generally ever can to learning about what worked well and what could be improved, and gave a direct voice to the young black men on the project – a key target outcome of the Initiative as a whole.
- **Job outcome data:** Following up with participants is time-consuming, and so having job outcome data for 66% of participants in the Initiative is not a bad result, and indeed is better than many other employment interventions in the sector. However, more could have been done at the outset of this evaluation to increase this number, for example to explore the use of automated SMS technology to collect data in a much less time-intensive way across all projects. More could also have been done to make the collation and analysis of job outcome data less time-consuming, and to have made it more possible to give live updates at any given point – for example a single Excel template used consistently by all six projects, with formulae to carry out the relevant analyses on a live basis.
- **Survey data:** The response rate to the baseline and follow-up surveys was the biggest disappointment of the evaluation, particularly for three of the projects who had less than ten responses each. Three potential ways of having addressed this stand out. Firstly, reducing the length of the surveys to make them less onerous to complete (though this may have required narrowing the focus of the questions being asked). Secondly, making more time and putting more processes in place for the evaluator to check in regularly with projects, both as a way of encouraging projects to prioritise survey data collection, and to regularly support with any challenges they were facing. Thirdly and finally, to have a live Excel template so that all parties could see accurate and up-to-date information on how many young black men had taken part in each project, and what percentage had filled in both a baseline and follow-up survey.

# 11. CONCLUSION

## Not definitive proof, but indicative results with a clear narrative.

This evaluation has collected a wealth of data – quantitative and qualitative, formal and informal, from young black men and other stakeholders – and has found consistent themes, statistically significant results, and hundreds of job outcomes. And whilst this evaluation does not claim to speak for all young black men in London, or to provide definitive proof on what kinds of approaches to supporting them into employment will be most effective, it can claim to provide a solid indication of what the answers to the questions it has sought to explore might be. And these indicative answers appear to present a somewhat coherent narrative:

Young black men in London have perennially experienced a higher unemployment rate than young people of other ethnicities or genders in the capital. This disparity is likely driven by a type of disadvantage that is unique to this group – a sense of discrimination in the job market that a significant majority of young black men have described experiencing, and that likely has systematic and generational roots. This discrimination may stem from perceived negative stereotypes among employers and other stakeholders, which are mis-generalised from a minority and are likely actually *caused* in part by that discrimination, in a self-perpetuating negative circle.

The approach of the Moving on Up projects suggests a path for addressing these issues. Participants recognised project staff for consistently showing that they genuinely cared about their success and wellbeing. Where projects targeted and tailored their approach to young black men specifically, this gave these young men a space where they could discuss the bias they have experienced with other people who have been in the same position; or where they could simply be free to develop and grow in its absence.

Through these two key principles, MoU projects were able to have a meaningful impact on young black men's motivation, confidence, and understanding of the world of work that many had had little experience of to date. Combined with a little bit of direction and preparation, this helped 40 to 60% of young black men secure paid work, which compares favourably with other similar programmes in the sector – despite young black men being one of, if not the most disadvantaged and underemployed groups of young people.

Of course, much more must be done in this space – to engage employers, scale projects to reach more young black men, continue to learn and implement best practice, and improve cooperation and coordination between projects and other local partners. But this Initiative can be seen as a starting point – one that has had a meaningful impact on people's lives, gathered important learning about how best to build on this that impact going forward, and hopefully opened a conversation that increasing numbers of people will join.

# 12. RECOMMENDATIONS

## Exploring the future of supporting young black men into employment.

The recommendations in this section are based on the previous sections in this report. They fall into three areas: programme delivery, funding and policy, and future research in this area.

### 12.1 PROGRAMME DELIVERY

- **Continue what works well:** Delivery organisations should continue to do the things they do well - caring and persistent staff delivering tailored support targeted specifically at young black men, and providing direct contact with employers where possible.
- **Engage employers:** To meet an increased supply of high quality young black male candidates, employers' demand must be increased too – through appealing to their self-interest as businesses, their ethical or legal obligation, or their desire to do social good. On-the-ground delivery organisations often do not have the capacity to do this on a strategic scale, and so may need specialist or dedicated support.
- **Engage media:** Similarly, to raise the awareness of this issue and/or reduce negative stereotypes in the media needs a dedicated, specialist team to drive an organised, large-scale campaign – delivery organisations often do not have the in-house capacity or expertise to drive this themselves.
- **Engage locally:** Delivery could also benefit from more local engagement – maximising enrolment into projects both by building networks among the local families and communities, and building relationships with Local Authorities and JCPs.

### 12.2 FUNDING AND POLICY

- **Recognise disadvantage:** A vital starting point for funding and policymaking is to recognise the particular disadvantage that young black men face, and that this makes them a group worthy and in need of targeted support.
- **Shift balance from using the stick to providing support:** Many young black men on this project talked about the rules, targets, sanctions and punishments faced through school, the criminal justice system and/or Job Centre Plus. The evidence from MoU suggests that providing support is a much more effective route to helping young black men achieve their potential, and that there might be value in policies taking a similar approach to engaging with young black men as the one taken by the MoU delivery organisations.
- **Fund more support organisations:** Based on the two points above, a straightforward recommendation is to provide more funding for projects like those in MoU, which this evaluation has shown to be effective at addressing the issue of unemployment among young black men.
- **Refer to delivery organisations from Job Centre Plus:** JCPs should systematically refer young black men to local targeted projects like MoU, to provide the support they need to find work.

## 12.3 FUTURE RESEARCH

- **Focus on learning:** This evaluation has given a good indication that initiatives such as MoU can have a positive impact on the issue of unemployment amongst young black men, but there is still much more to learn about what works best. It is important to have a target in mind for the results that any programme is trying to achieve (for example getting a certain number of young black men into employment), but it is vital that this does not overshadow a focus on learning how to increase that number even further.
- **Focus on race and discrimination:** The interviews in this evaluation strongly indicate that there are racial barriers evident in the workplace. Future research should explore this in more detail in two ways. Firstly, exploring this concept in more depth, drawing inspiration from recent social research trends on unconscious biases, micro-aggressions in the workplace and white privilege. Secondly, measuring this issue quantitatively – using interview data from this evaluation to draft survey questions that measure the different aspects of these racial barriers, and sending the survey to large numbers of young black men to more robustly identify the scale of this issue.
- **Continue mixed methods:** Ideally any further evaluation should include both quantitative and qualitative elements, to have a representative picture of how much impact there has been, as well as a deep understanding of the exact nature of that impact and how it can be increased.
- **Maximise response rate:** Any quantitative evaluation will likely benefit from a focus on maximising response rate, whether it is using SMS technology to gather follow-up data on job outcomes, or providing hands-on practical support to delivery organisations to administer surveys.
- **Gradually increase robustness:** If the three recommendations above are met, a next or simultaneous step may be to increase the robustness of the quantitative evaluation by adding a comparison group. This could provide the strength of evidence needed to scale initiatives like this at a faster pace.

Finally, a recommendation across all of these areas and stakeholders is to try and speak more openly about race, and the effect that it might be having on young people's experiences. Race can be a sensitive or taboo subject, but the interviews in this evaluation have given strong evidence that being black, young and male can have a meaningful and somewhat consistent impact on that young person's experience of the world and of looking for work. The more that these themes can be discussed openly and constructively, the greater the likelihood that young black men unemployment in London can be addressed.

*'Honestly, really and truly, I appreciate the fact that you said you don't have to answer if you don't want to, but I feel like it needs to be more said. That's why I feel there's no way of talking about it or answering the question because it's a very touchy subject, and I don't think people should feel, not scared, but nervous, or whichever way, to talk about it. It's something that we do say and I think it needs to be, kind of, emphasised a lot more.'*

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# APPENDIX A: PROJECT ACTIVITIES AND OUTCOMES

This section summarises the key activities and outcomes of each of the six MoU projects. Full Theories of Change are available on request.

## **Action West London ([www.actionwestlondon.org.uk](http://www.actionwestlondon.org.uk))**

Action West London employs a recruitment agency model, providing personalised job search support for young men in Brent, Ealing and other west London boroughs.

The project targets young men who are work-ready, and focuses on the provision of support directly related to finding and securing work. This includes careers advice, CV writing, interview preparation and psychometric testing.

Key outcomes targeted by this model include:

- Informing young people about specific employment opportunities and requirements
- Improving general understanding about the world of work and employer expectations
- Helping young people to clarify their employment goals
- Improving job application skills (e.g. CV writing, interviews, psychometric tests)

## **Elevation Networks ([www.elevationnetworks.org](http://www.elevationnetworks.org))**

Elevation Networks works with young people in Haringey (previously Lambeth), who benefit from two days of group-based pre-employment training (skills assessment, career goals), culminating in a panel presentation. This is then followed by two days of mentoring circles. These four days are scheduled over a period of 2 to 4 weeks.

In the mentoring circles young people meet employees from large businesses. These businesses provide support by:

- Explaining their recruitment processes
- Providing CV guidance
- Offering support in developing interview skills and techniques through mock interviews

Sometimes, the young people are also able to participate in site visits.

Key outcomes targeted by this model include:

- Improving general understanding about the world of work and employer expectations
- Facilitating engagement/ interaction with employers
- Helping young people to clarify their employment goals
- Improving soft skills (e.g. communication, presentation, etc.)
- Building character – raising aspiration, motivation, confidence, improving attitude, growing resilience
- Changing young people's expectations about possibilities open to them

## **Hackney CVS (<http://www.hcvs.org.uk/>)**

This project is a partnership between four Hackney-based organisations – Hackney CVS, Skyway, The Crib and Hackney Marsh Partnership. Each of the projects builds from strong relationships in the local community. They take a holistic approach to helping young people overcome the barriers they face in securing employment, with a particular focus on addressing underlying employability issues relating to aspiration and motivation. A key component of the intervention is the provision of one-to-one support by youth workers (both pastoral and job-focused).

The Inspirational Leaders programme, managed by Hackney CVS, provides a paid leadership role for young people. This allows them to:

- Engage young people in outreach to their peers
- Deliver activities and workshops to raise aspirations in local youth clubs
- Provide opportunities to engage professionally with adults (e.g. council members)

Key outcomes targeted by this model include:

- Building character – raising aspiration, motivation, confidence, improving attitude, growing resilience
- Changing young people's expectations about possibilities open to them
- Improving soft skills (e.g. communication, presentation, etc.)
- Improving general understanding about the world of work and employer expectations

## **London Youth: Build-it ([www.londonyouth.org](http://www.londonyouth.org))**

Build-it provides participants with on-the-job work experience on a construction site for three days a week in south London. This is supplemented with:

- Work-readiness support
- Training provided through colleges and contractors
- One-to-one support from key workers
- Networking opportunities with employers

Key outcomes targeted by this model include:

- Providing work experience
- Improving general understanding about the world of work and employer expectations
- Facilitating engagement/ interaction with employers
- Helping young people to clarify their employment goals
- Improving job application skills (e.g. CV writing, interviews, psychometric tests)

## **Making the Leap ([www.mtl.org.uk](http://www.mtl.org.uk))**

Making the Leap provides group training in workshops and one-to-one support to its participants (e.g. action planning, mentoring, career coaching). Their focus is on improving skills, growing confidence and changing the outlook of young black men.

Key outcomes targeted by this model include:

- Building character – raising aspiration, motivation, confidence, improving attitude, growing resilience
- Changing young people's expectations about possibilities open to them
- Helping young people to clarify their employment goals
- Improving job application skills (CV writing, interviews, psychometric tests)
- Improving general understanding about the world of work and employer expectations

### **Step Ahead ([www.stepahead.co.uk](http://www.stepahead.co.uk))**

Step Ahead is a recruitment agency model in operation across London. It provides one- and two-week employability courses, as well as one-to-one support (including mock interviews, CV writing and information on how to research jobs).

Key outcomes targeted by this model include:

- Informing young people about specific employment opportunities and requirements
- Improving job application skills (CV writing, interviews, psychometric tests)
- Helping young people to clarify their employment goals
- Improving general understanding about the world of work and employer expectations

# APPENDIX B: DATA

This appendix provides full details of the job outcome, pre-post survey and registration survey data from this evaluation.

The diagram below, also in section 4 (methodology), shows the different sources of data and their respective sample sizes, and the remainder of this appendix shows comprehensive figures, tables and graphs for each of those data sources.

All of the primary data that has informed the findings in this report can be found in this appendix, apart from full interview transcripts for reasons of data protection.

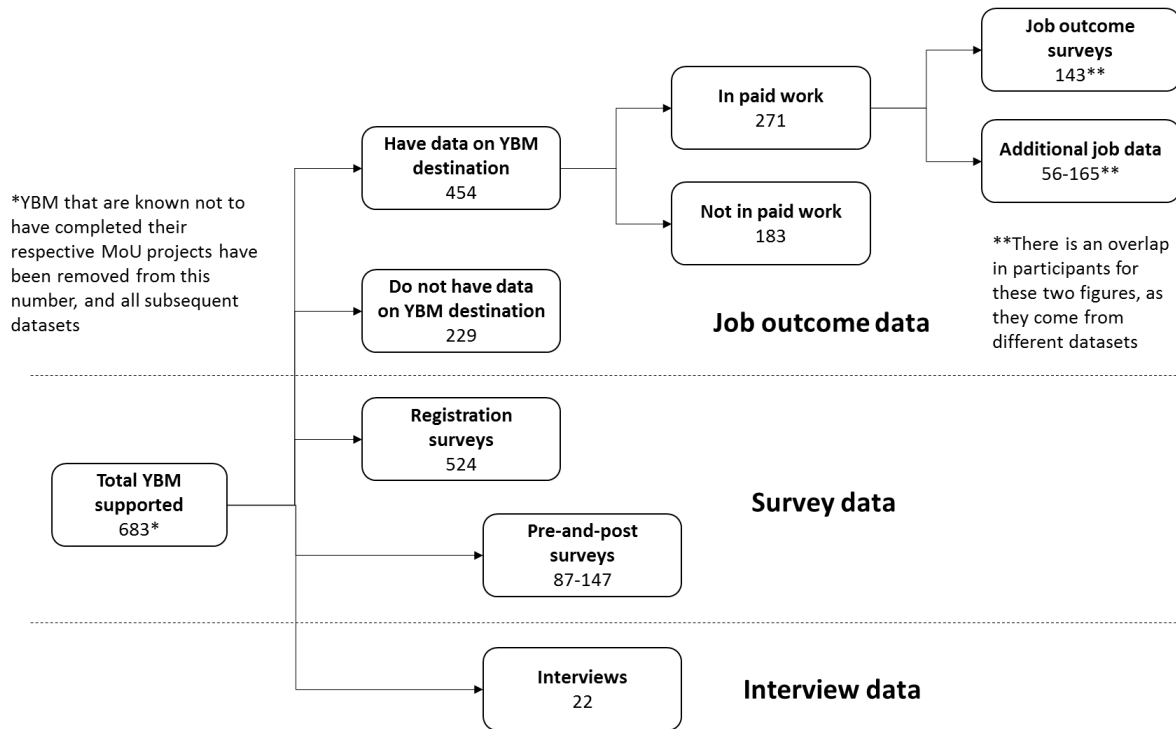


Figure 3. Diagrammatic overview of survey data collection procedure and responses

\*All young black men who are known to have dropped out of their respective projects before completion have been left out of this figure and all subsequent analyses.

## JOB OUTCOME DATA

### Number of job outcomes

The following table breaks down the MoU job outcomes across the six projects.

Projects	# YBM supported	YBM with job outcome data		Job outcomes		
		Number	%	Number	% (of YBM with data)	% (of all YBM)
Action West London	184	156	85%	58	37%	32%
Elevation Networks	151	73	48%	30	41%	20%
Hackney CVS	123	85	69%	71	84%	58%
Making the Leap	82	67	82%	50	75%	61%
Step Ahead	71	35	49%	35	100%	49%
Build-it	72	38	53%	27	71%	38%
<b>Total</b>	<b>683</b>	<b>454</b>	<b>66%</b>	<b>271</b>	<b>60%</b>	<b>40%</b>

### Job outcome survey data

This subsection provides additional detail on the job outcomes that were achieved. The four graphs are based on data from the job outcome survey, which 143 young black men completed (though not every question received 143 responses – the exact number of responses to each question is given below).

Figure 8 below shows how well participants think their jobs match their qualifications, where 10 is 'very well' and 1 is 'not at all'. 143 participants responded to this question.

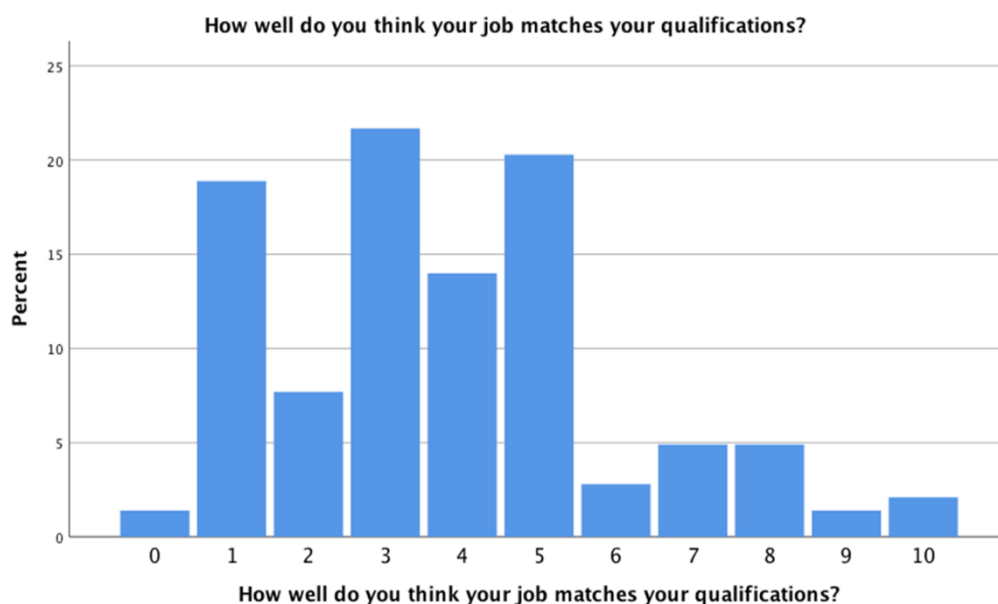


Figure 8. Graph indicating survey respondent's perceptions of how well they thought their jobs secured through the MoU programme matched their level of qualification

Figure 9 below shows how well participants think their jobs allow for progression, where 5 is 'very well' and 1 is 'not at all'. 140 participants responded to this question.

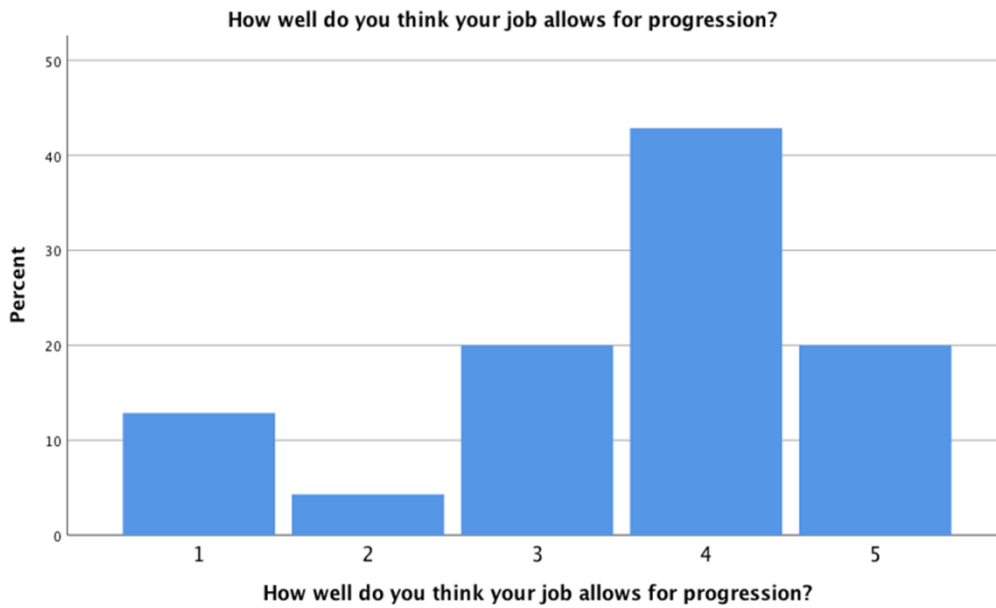


Figure 9. Graph indicating how well survey respondents felt their job secured through the MoU programme allowed for progression

Figure 10 below shows how well participants think their jobs will help them to develop skills they want to become good at, where 5 is 'very well' and 1 is 'not at all'. 143 participants responded to this question.

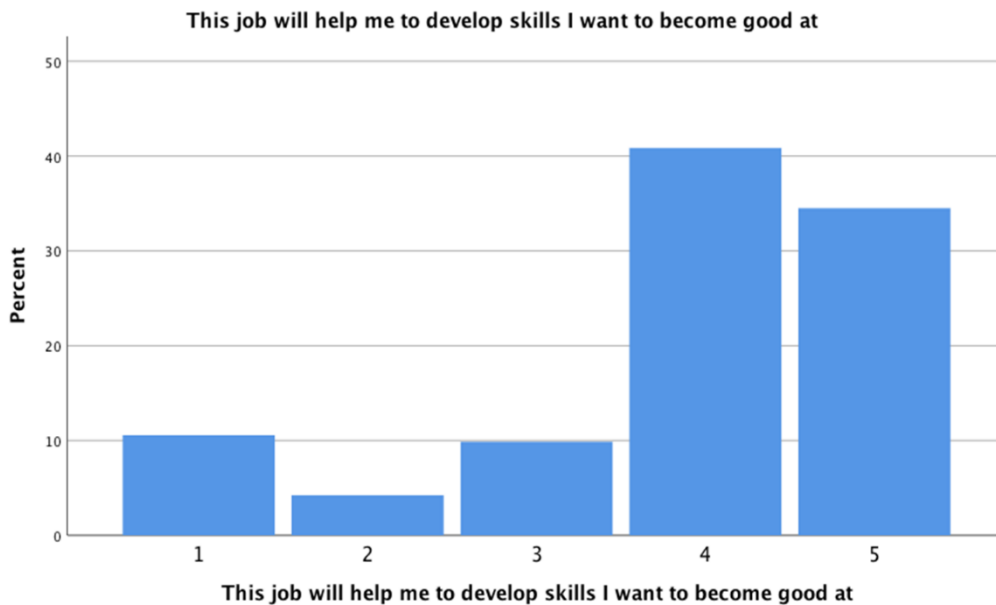


Figure 10. Graph indicating survey respondents perceived their job secured through the MoU programme would allow them to develop desired skills

Figure 11 below shows the starting salaries of the participants' new jobs. 53 participants responded to this question.



Figure 11. Graph indicating survey respondent's starting salary for their job secured through the MoU programme

### Additional job data

The analyses in this subsection are based on projects' own administrative data, which we have for between 56 and 165 young black men. They cover what type of contract the jobs were, what sector they were in and what type of role they were.

Figure 12 shows what type of contract the jobs were. We have this data for 56 participants.

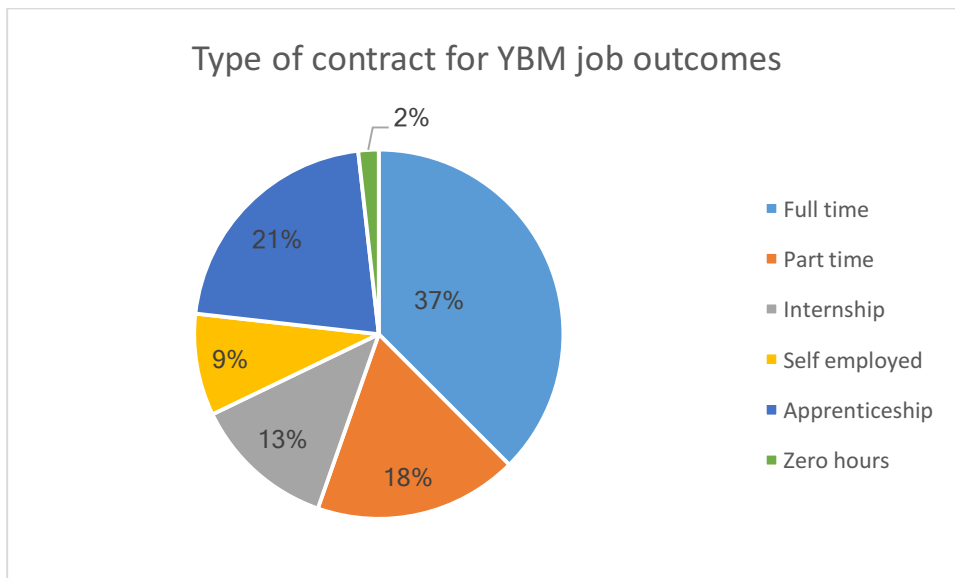


Figure 12. Graph indicating the type of contracts survey respondents secured for their MoU job

Figure 13 shows what sector the jobs were in. We have this data for 165 participants.

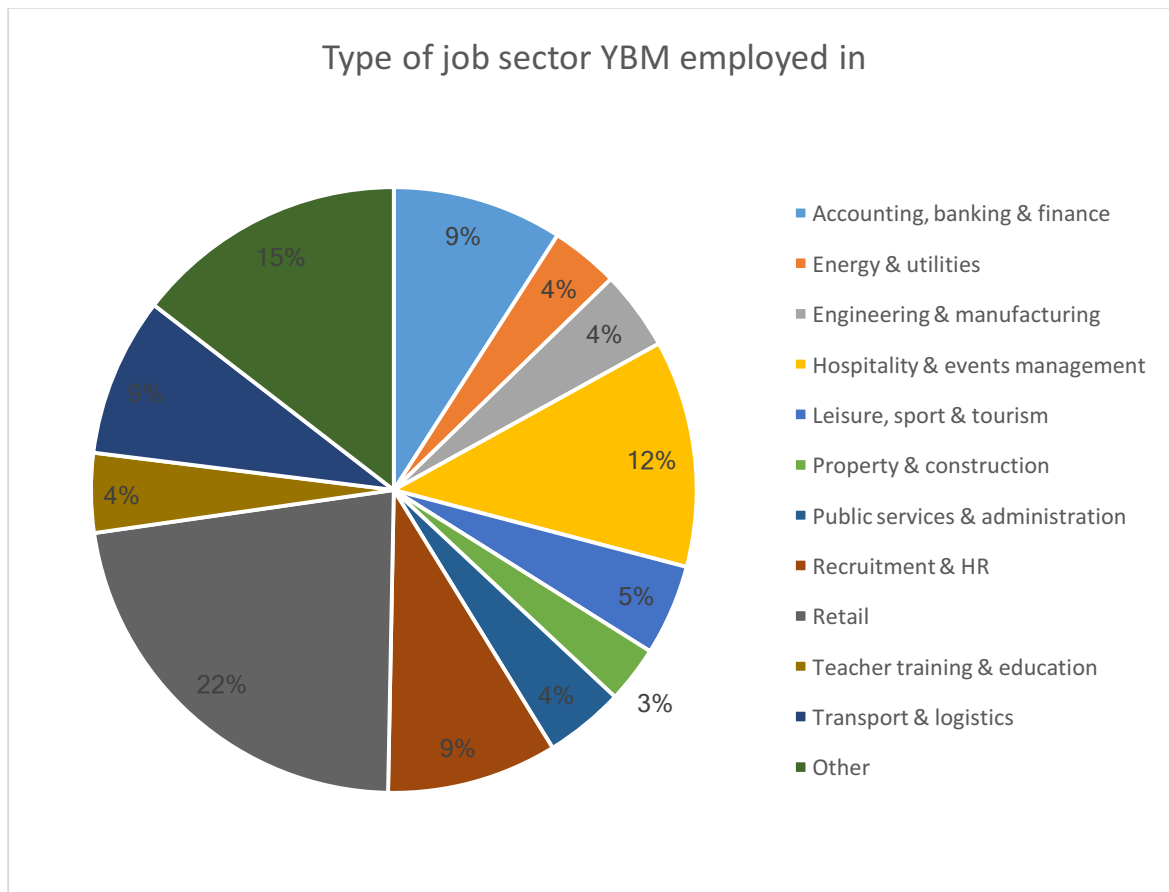


Figure 13. Graph indicating the type of industry survey respondents ended up working in through the MoU programme

Role type has been analysed more qualitatively, with the following findings:

By far, the most common job sector for young black men on the MoU programme to enter was **Retail** (22%). Job titles within this sector typically consisted of 'Customer Service Assistant' or 'Team Leader' – primarily customer facing or low level management roles. The second most popular sector was **Hospitality and Events Management** (12%). Jobs here usually involved some form of food/service element (e.g. 'Waiter', 'Bar Staff', 'Trainee Chef').

The third most popular sectors were **Accounting, Banking and Finance** and **Recruitment and HR** (9% each). These sectors note a marked difference from the two most popular sectors, as jobs featured here would typically require a degree at entry level. Examples of job titles are 'Trainee Recruitment Consultant', 'Mortgage Advisor' and 'Talent Scout'. The final most notable sector was **Transport and Logistics** (8%). Roles in this sector primarily involved driving or sorting (e.g. 'Packer', 'Courier', 'Delivery Driver').

Sectors comprising the **Other** category included: Business Consulting and Management, Charity and Voluntary Work, Creative Arts and Design, Healthcare, I.T., Law Enforcement and Security and Media.

## PRE-AND-POST SURVEY DATA

All projects were asked to administer baseline and follow-up surveys to the young black men they supported, to measure change in key outcomes over the course of their projects.



The bullet points below shows how many young black men from each project completed both a baseline and a follow-up survey:

- Hackney CVS: 79
- Action West London: 28
- Elevation Networks: 19
- Making the Leap: 9
- Steps Ahead: 7
- Build-it: 5
- (Total): 147

The table below shows the analysis of these baseline and follow-up surveys. Depending on the survey question, we have paired pre-and-post survey data for between 87 and 147 participants. The reason for this discrepancy is that some questions were added to the survey at a later date, once the Initiative was underway.

Table 3. Pre-/post- raw data for Likert scale survey responses

	Survey question	Mean at baseline	Mean at follow-up	Sample size	Probability of Superiority	Normal approximation of R (effect size)	p value
1	I am confident in using personal relationships when looking for jobs	3.17	3.38	147	0.55	0.10	0.09
2	I have received job offers through personal relationships	2.38	2.56	87	0.56	0.12	0.12
3	I research organisations I am applying to	3.57	3.77	147	0.57	0.15	0.01
4	I prepare questions to ask at an interview	3.42	3.71	87	0.61	0.22	0.00
5	I dress smartly when attending an interview	4.23	4.39	147	0.53	0.07	0.22
6	I am confident in writing a CV and a cover letter	3.34	3.67	87	0.59	0.16	0.03
7	I am confident in answering questions on a job application form	3.61	3.9	147	0.56	0.23	0.05
8	I am confident talking about myself in a job interview	3.22	3.92	147	0.63	0.23	0.00
9	I am confident in performing at an assessment centre	3.23	3.56	147	0.57	0.14	0.02
10	I am confident in completing standardised tests	3.39	3.58	147	0.57	0.14	0.01
11	I have positive feelings or opinions about work	3.77	4.25	87	0.66	0.35	0.00
12	When I am at work I try to do my best	4.1	4.54	87	0.68	0.37	0.00
13	Having a job that leads somewhere is important	4.45	4.54	144	0.54	0.08	0.19
14	I want to achieve more than my parents have	4.06	4.59	87	0.62	0.25	0.00
15	I have career goals	4.12	4.39	87	0.63	0.24	0.00
16	I know how to achieve my career goals	3.57	3.85	87	0.56	0.11	0.14
17	I know what skills employers are looking for	3.8	4.02	147	0.59	0.18	0.00
18	I understand how to fit in at work	3.73	4.13	87	0.63	0.28	0.00
19	I am confident in recognising racial stereotyping during interviews	3.32	3.36	147	0.46	0.07	0.25
20	I am confident in addressing racial stereotyping during interviews	3.26	3.08	147	0.44	0.12	0.04

For each survey question, participants were asked how much they agreed with the statement on a scale of 1-5, where 1 is 'not at all and 5 is 'extremely'.

The 'Probability of Superiority' is the probability that a randomly selected score from the follow-ups will be higher than a randomly selected score from the baselines. Probabilities above 0.5 have been highlighted in green, and those below 0.5 have been highlighted in red.

The 'Normal approximation of R' represents effect size, where <0.1 is a trivial effect, 0.1-0.3 is a small effect, and 0.3> is a medium effect.

The 'p value' represents statistical significance, whereby statistically significant results have been highlighted in light green at the 5% level and in dark green at the 1% level.

The following table shows all the outcomes being measured, and how they map to the survey questions above:

*Table 4. Table mapping areas of focus to evaluation outcome and survey questions*

Area of focus	Outcome	Survey questions
Attitude and aspirations	Increased positive attitude to work	11, 12
	Higher aspirations	13, 14
Career planning	Increased career direction	15, 16
	Improved understanding of the world of work	17, 18
Job search and application process	Increased use of social capital	1, 2
	Improved preparation for applications and interview	3, 4, 5
	Increased confidence in core application processes	6, 7, 8, 9, 10
	Raised awareness of and ability to act against racial stereotyping	19, 20

## REGISTRATION SURVEY DATA

This section provides an overview of data from the registration survey, which was filled in by 524 participants. It covers:

- Qualifications
- Exclusion from school
- Criminal record
- Work experience
- Experience of the Job Centre

For all the graphs in this section, 'N/A' represents the number of participants who skipped that question or didn't fill in a registration survey at all.

### Qualifications

Figure 14 below shows the **highest level of qualifications achieved** by the participants. 508 participants responded to this question.

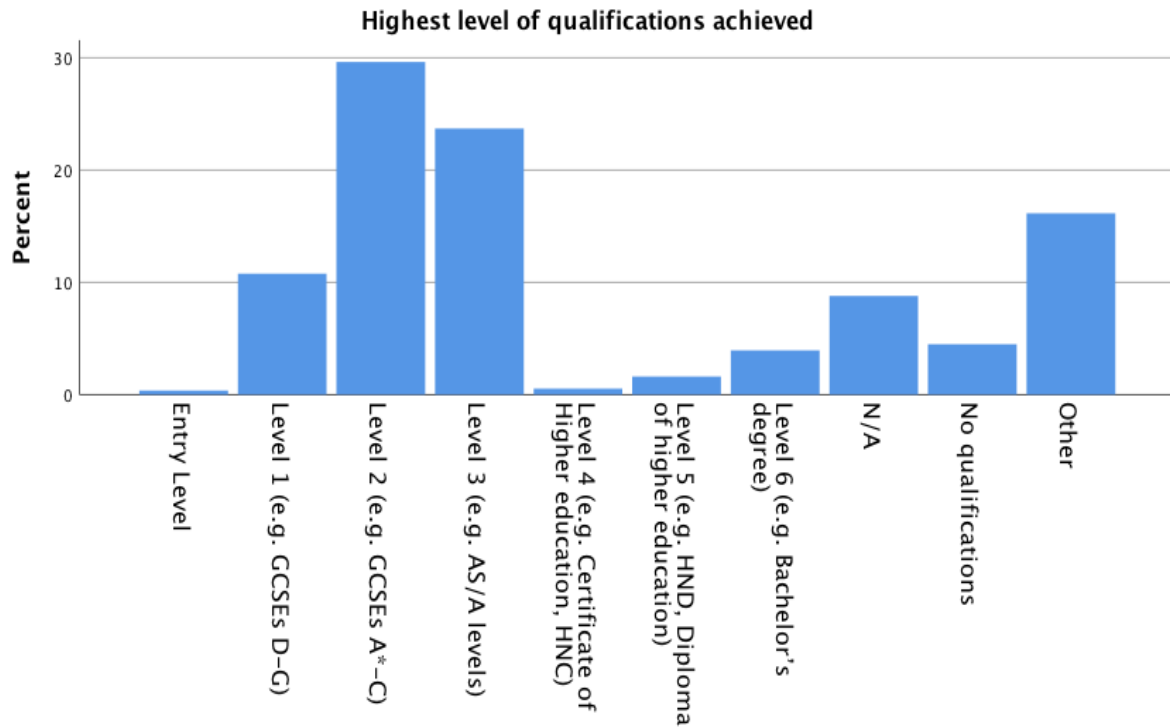


Figure 14. Graph indicating survey respondent's highest level of qualification

Unfortunately we do not have any further data on the 'other' category. This category might therefore cover qualifications that could sit anywhere along the rest of the spectrum.

### Exclusion from school

Figure 15 below shows the proportion of participants who were ever temporarily excluded from school. All 524 participants responded to this question (including 70 who chose 'prefer not to say').

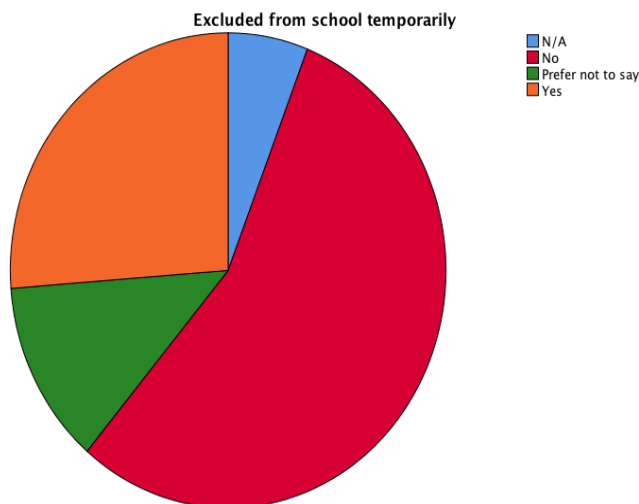
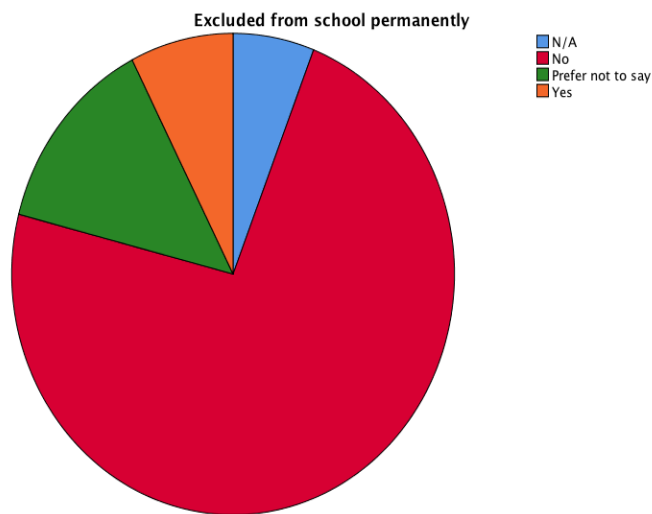


Figure 15. Graph indicating the percentage of survey respondents who been excluded from school temporarily

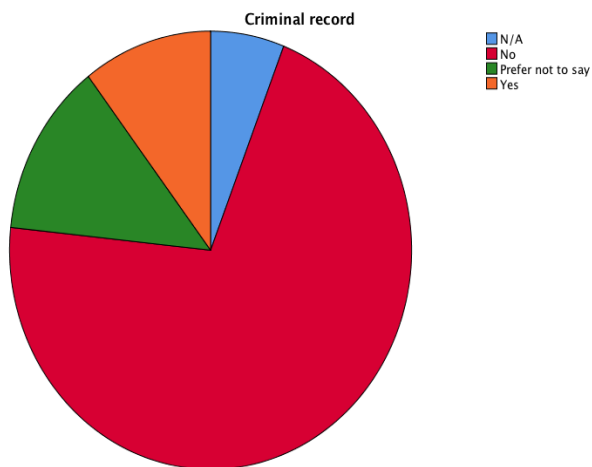
Figure 16 below shows the **proportion of participants who were ever *permanently* excluded from school**. All 524 participants responded to this question (including 75 who chose 'prefer not to say').



*Figure 16. Graph indicating the percentage of survey respondents who been excluded from school permanently*

### Criminal record

Figure 17 below shows the **proportion of participants who have a criminal record**. This is based purely on participants self-reporting. All 524 participants responded to this question (including 72 who chose 'prefer not to say').



*Figure 17. Graph indicating the percentage of participants who have a criminal record*

### Work experience

Figure 18 below shows the **longest period the participants have previously been in work for**. 369 participants responded to this question.

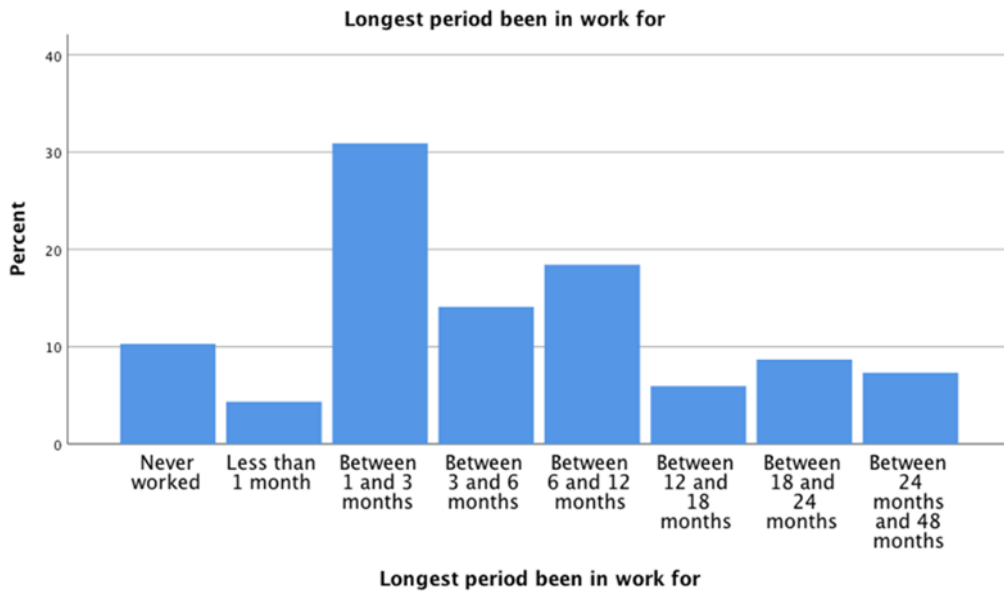


Figure 18. Graph indicating the longest period survey respondents had been in work for prior to MoU participation

Figure 19 below shows how long the participants had been looking for work. 450 participants responded to this question.

Figure 24



Figure 19. Graph indicating the length of time survey respondents had been looking for work prior to MoU participation

Figure 20 below shows whether participants were currently receiving Jobseekers Allowance. All 524 participants responded to this question (including 56 who chose 'prefer not to say').

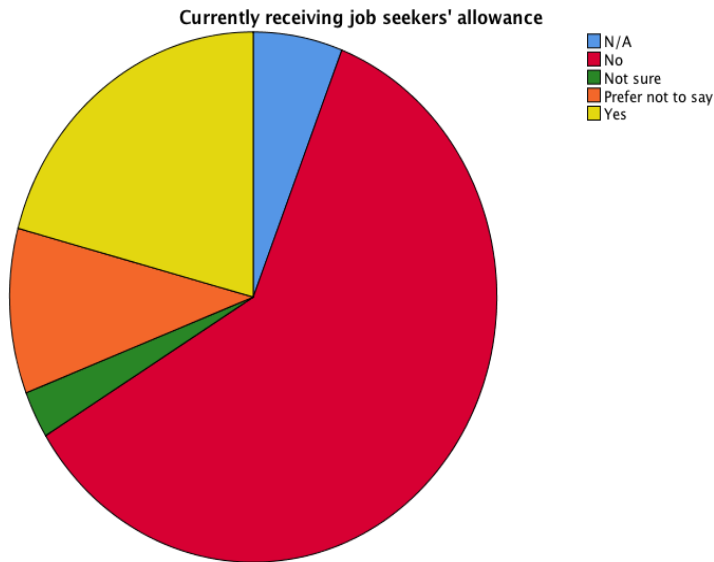


Figure 20. Graph indicating whether survey respondents were currently receiving job seekers' allowance

### Experience of the Job Centre

Figure 21 below shows how valuable participants found the support they had received from the Job Centre, where 5 is 'very well' and 1 is 'not at all'. 398 participants responded to this question.

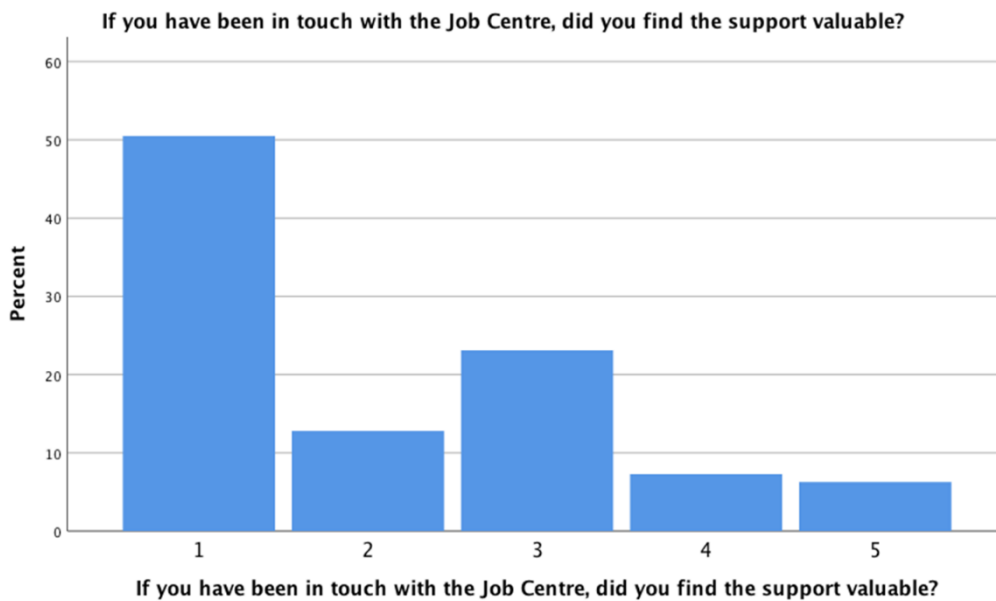


Figure 21. Graph indicating how valuable survey respondents found the Job Centre's support

# APPENDIX C: DATA ANALYSIS

## Quantitative data

All survey data was received from projects and collated into an MoU Excel database by a member of TSIP staff. All projects' job outcome data was received and collated into a separate Excel database. All data analysis was done in SPSS.

We compared participants' self-assessed ratings on outcome-related scale questions between the baseline and follow-up surveys (e.g. I know what skills employers are looking for, rated on a 1-5 scale). We used a paired-samples sign test to measure the median difference between the two ratings, to calculate the number of participants who had higher, lower, or equal scores at follow-up compared to baseline, and to calculate the probability that these differences were due to chance. We calculated standardized effect sizes to help us interpret the differences we observed: We used the probability of superiority, a normal approximation of the difference (equivalent  $r$ ), and Cohen's rules for interpreting effect sizes to judge whether the differences we observed were trivial, small, medium, or large.

## Qualitative data

All interview data was transcribed by an external company, and then analysed thematically using the NVivo software. One TSIP interviewer read through the interview transcriptions to code potential themes, which were then refined and added to by a second researcher, to try and minimise any bias or inaccuracy in interpretation.



# APPENDIX D: OVERVIEW OF METHODOLOGY LIMITATIONS

Section 4 (methodology) gave an overview of the limitations of this evaluation's methodology – this appendix expands on that overview in more detail:

- **Lack of comparison group:** As the evaluation had no comparison group (e.g. a group of young black men who did not take part in the Moving on Up Initiative); we cannot be sure that any positive or negative changes were caused by the interventions themselves. It is possible that other systematic factors might have caused the monitored behaviour.
- **Attrition:** unfortunately, both Phase One and Phase Two surveys suffered from high attrition rates. This is primarily due to the difficulty in getting people to come back and fill in a follow-up survey once they have a job, due to time constraints. This was the reason that the job survey was combined with the time two survey – however, the previously mentioned errors in administration meant that many participants were not available, or were not offered the opportunity to fill in the final survey.
- **Survey administration:** whilst it was vital to adapt the Phase One survey based on feedback, the subtraction and addition questions meant that the Phase One and Phase Two datasets were not of a parity. Where possible, as much data was retained, with some elements recoded to better fit the Phase Two template. Similarly, not all projects administered the baseline and time one surveys at the same time, meaning that some baseline data was collected retrospectively.
- **Response bias:** most of the survey questions used an even-point Likert scale (strongly disagree, disagree, agree, strongly agree) to reduce central tendency bias. They also involved a mix of statements with positive and negative connotations, to reduce the risk of acquiescence bias. However, it should be noted that self-reported data based on the Likert scale (which was the basis for most of the survey questions) contains the potential for bias in participants' responses. Further, in some areas (for example, with self-assessments of their own competence), participants may be prone to be overconfident, and where this is the case survey data needs to be interpreted with particular caution.
- **Non-comparability of interventions:** the Moving on Up evaluation covers six separate projects, each operating a different type of service, limited to the London area. Therefore, the results cannot be directly compared or amalgamated across the portfolio, and cannot necessarily be extrapolated to other populations in other locations. However, the results can still be compared informally, to give an indication of the kind of impact different services might have.

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