

HACKNEY WORKS END OF PROJECT EVALUATION 2010-2017



Linklaters



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Project background

Hackney Works began in 2010, designed to address key issues affecting the borough. These included supporting the socio-economic regeneration to accompany the physical regeneration in the area, supporting the voluntary and community sector (VCS) that had become under increased pressure from public funding cuts, and supporting local residents facing high unemployment and rent fees, to increase their employability skills.



Hackney statistics 2010:



75% of charities reported increase in demand for their services



Only 15% feel adequately resourced to deal with an increase



57% of benefit claimants have claimed for 5 years or more



25% of businesses and social enterprises fail in the 1st year. 20% in the 6th

Years 1-6

Societe Generale, UBS & KPMG (then Linklaters, from Year 5) funded an ELBA project manager to work in the area and develop opportunities for collaborative engagement that responded to the needs of the community. Support to small businesses and social enterprises were a key feature of the project in the early years.



1,018 volunteers placed



2,977 volunteer hours



£148,850 value of volunteer hours



127 organisations supported



1915 beneficiaries supported

Employee volunteers shared skills to:

- Improve governance & overall performance of voluntary sector
- Build employability and life skills of local unemployed people
- Strengthen social enterprises and small businesses supplying employment and services to the local community

SMALL BUSINESS WORKSHOP PARTICIPANT

“It helped us see the potential in an area we had not thought of and we began to see our business model more clearly.”

Key achievements

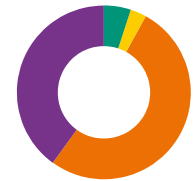
- Long term intensive support to focused geographical area
- Positive impact reported by beneficiaries and organisations year on year
- Organisations supported to become more financially stable
- Individuals helped with employability skills and moved closer to job market
- High impact volunteering opportunities; mentoring, board & skills sharing
- Strength of collaborative partnership; funders, community and Council

Types of organisations supported by business skills Yr 1-7



- 7% SMEs
- 2% Social Enterprises
- 51% Community, voluntary & public sectors
- 40% Employability support for residents

Types of business skills interventions Yr 1-7



- 5% Mentoring
- 3% Board placements
- 52% Business skills
- 40% Other (employability support)



Year 7

The seventh and final year of Hackney Works was delivered in 2016/17. After six years of delivery, the project's focus had grown to primarily support the community, voluntary and public sectors to increase their capacity, financial sustainability and capabilities and increasing the employability skills of local residents in response to the main needs in the community.

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Case studies

The below case studies feature organisations that received business skills volunteering support from each of the Hackney Works funding companies, alongside collaboration with volunteers from the wider ELBA membership.



Jake Ferguson, CEO Hackney CVS

“ELBA has supported Hackney CVS through a number of activities, including mentors for our staff, the delivery of Pitch for Success, Project Planning and One Stop Shop advice surgeries and workshops for our community groups, as well as introducing prospective trustees.

Our current treasurer came through an introduction from ELBA. He has really made a difference to our board and organisation as whole through rigorous analysis of our financial position and the ability to make robust decisions. Overall, it has been a positive experience working alongside ELBA and interacting with a range of businesses and corporate volunteers.”

Anne Thomas, Director of Employability & Business Development, at Mind in the City, Hackney and Waltham Forest

“We have received some great support from ELBA and the Hackney Works project that has included strengthening our governance, increased networks in the corporate world and the development of skills and capacity for our staff team.

Our board of trustees received two great volunteers from ELBA that have provided our organisation with lots of knowledge and skill regarding finance, helping to improve our financial situation and sustainability as an organisation. We also participated in workshops, including marketing and communications. It helped us with what we needed to do to grow and become more proficient in these areas. We have really enjoyed working with ELBA. The partnership has been excellent and has been a great experience to be supported by volunteers from the business world.”



Alice Low, Youth Engagement and Partnerships Manager

“The employability skills workshops delivered by ELBA have really helped to prepare our apprentices for the next steps in their working lives. Our apprentices enjoyed visiting a new professional environment and hearing from the volunteers about their career journeys.

The volunteers provided our young people with constructive feedback and advice on their CVs that has helped to consolidate the experience gained from their placements and made them feel more confident applying for future opportunities. It can be a tricky task to cater development days that impact all of our apprentices however the workshops delivered by ELBA with the support of business volunteers have made a lasting positive impact.”



Working in partnership

Hackney Works Funders

Funders working together to offer long term intensive support to geographical area.

“Hackney Works enabled employees from different businesses to collaborate and learn from each other while supporting the local community”

Kate Ashworth, Head of CSR, Societe Generale

Hackney Council for Voluntary Services

Delivered 60 interventions to support community organisations and deliver joint strong organisational development to 387 beneficiaries.

“Very well delivered and provided valuable coaching from a professional in a different field”

Pitch for Success workshop beneficiary to improve funding application success.

Hackney Council

Close relationship with Hackney Council and Town Centre Managers to address strategic priorities

“To be able to offer additional business support to what the Council could provide was invaluable.”

Hackney Council Town Centre Manager

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Focus on Year 7

In Year 7, a lot of work was done to improve impact measurement and the difference Hackney Works had on beneficiaries. A community survey and beneficiary interviews gave very positive feedback and highlighted the huge difference employee volunteering support had made.

Outcomes – supporting the community, voluntary and public sectors

Community organisations reported improvements arising from business support:

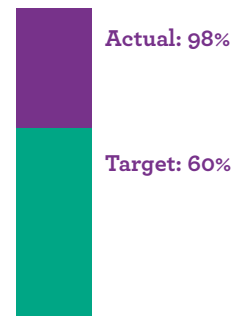


- 100% – Capability
- 75% – Financial sustainability
- 75% – Capacity
- 71% – Leadership & management
- 67% – Networks & partnerships
- 67% – Operational processes
- 12% – Governance

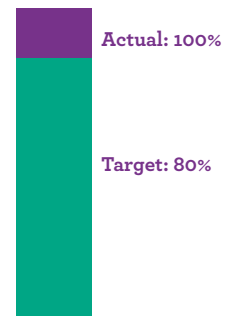
Improvements in at least one of: operational processes, leadership & management, governance, networks & partnerships as a result of business support



Improvements arising from culture change for community organisations



Improvements in capacity, financial sustainability and capability arising from business support



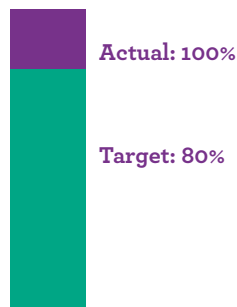
Outcomes – supporting local residents to increase employability skills

Year 7 Employability Skills - reported increase in capabilities by residents

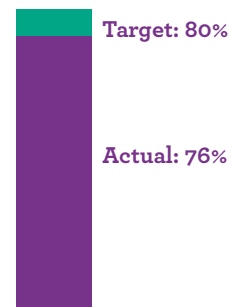


- 93% – Adaptability skills
- 90% – Communication
- 83% – Self-awareness
- 80% – Resilience
- 79% – Business awareness
- 78% – Confidence
- 77% – Drive & motivation

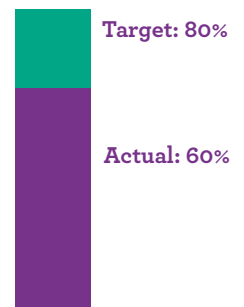
Improvements in at least one of the following, by residents: Communication, Adaptability, Confidence, Self-awareness, Resilience, Drive & motivation, Business awareness.



Reported increase in at least one of the following skills by residents: interview, CV skills, personal presentation



Reported increase in awareness of career options & specific job opportunities



Volunteer feedback:

“Using skills developed originally to help ourselves help other people”

“It was a thoroughly enjoyable session; intellectual and collaborative.”

Beneficiary feedback:

“I feel like my project is more of a reality.”

“I learnt a lot about different job roles and opportunities in the professional world.”

“We are heading more to sustainability rather than relying on funding.”

Moving forward – Hackney East

Following seven successful years of delivery, Hackney Works ended in December 2017. ELBA and the three companies’ collaborative support to the borough, however, is set to remain with a new focus: Hackney East.

Current research and statistics highlight that support is still needed in the eastern parts of Hackney:

- High out of work benefit claims: 3.5% Homerton residents, 2.6% Hackney average*
- Higher unemployment: 12.1% Victoria residents, 7.6% national average*
- Underemployment of skilled workers: 11.9% Hackney Wick, 10.2% Hackney average*
- Social rented housing residents: 54.1% of King’s Park, 43.7% Hackney average*

Hackney East is designed to increase the employability skills of local residents living in the east parts of the borough and to boost their career aspirations. The project will also support Hackney Council’s employment hub and local voluntary sector organisations to increase their capabilities, sustainability and capacity.

Find out more about becoming involved in volunteering:
joseph.carey@elba-1.org.uk

* Statistics from London Borough of Hackney ward profiles