



Foundations of Evaluation

Exercises for SRA Online Course

Social Research Association Workshop

Introduction

The course will involve two short, scenario-based exercises:

- Exercise 1: A group exercise for the evaluation of the Local Area Youth Employment Programme (LAYEP).
- Exercise 2: A group exercise for the evaluation of the Police Ethnic Diversity Recruitment Programme.

A brief for each exercise is set out below and provides for:

- A brief statement of the scenario for the exercise; its contexts; what's expected of its evaluation; and the tasks for the group/take away exercise.
- Each exercise to take approx. 30 mins.
- Both exercises will be group exercise through an online 'breakout' activity. The group responses to the exercise tasks will be feedback by one group member (rapporteur) in the plenary session and discussion which will follow the exercise.

Each exercise will be introduced by the tutor. You will then be 'invited' (onscreen) to join a designated group; when the invitation is accepted you will enter the breakout group and join the online exercise. The exercise will not be viewed by the tutor but they will provide (on screen) a 2-3 minute warning of the close of the groups and re-joining (automatically) the whole course group.

You may find it helpful if you print out a copy of this pack to refer to during the exercise sessions.

Exercise 1: Evaluation of the Local Area Youth Employment Programme (LAYEP)

Scenario: The National Audit Office (NAO) has reported a meta-analysis in England of cross-departmental actions to help young people 'Not in Employment, Education or Training' (NEET) into sustained work. This has shown limited policy effectiveness in moving NEETS into first jobs or qualification-based education or training and for sustained employment (staying in work for more than 26 weeks) or further education. Government(s) is now to pilot a new, locally targeted *Local Area Youth Employment Programme* (LAYEP) with the aim of replacing nationally-led programmes by the end of 2023-24 with more devolved and locally responsive actions.

The £60M pilot will be funded by government over 2 years in 8 Local Enterprise Partnership (LEP) areas focussing on 17-18 year old NEETs. Priorities for targeting and programme delivery will be determined locally through LEP led *Area Delivery Partnerships* (ADPs) bringing together local authorities, further education colleges, Job-Centres (JCP), and local employer bodies and co-ordinated by each of the 8 LEPs.

Context: All 8 pilot areas have been selected, 'shadow' ADPs are setting plans and priorities, and each pilot is due to start in April. LEPs will each identify eligible NEETS and will work with other delivery partners to recruit 800-1,000 (each LEP) annually to the pilot. LAYEP does not prescribe programme delivery but this is expected to involve a locally appropriate mix of locality-based job search workshops and personal guidance, short 'taster' courses and longer vocational courses, work-shadowing/trials, and targeted counselling and mentoring using an appropriate combination of sub-contracted local FE Colleges, group training associations and private sector vocational training providers. A cross-pilot, uniform provider-based monitoring system is being set up to track NEET progress and outcomes.

The evaluation: An evaluation of the pilot is to be conducted covering all 8 LEPs to assess comparative performance across the pilot areas and to guide decision makers on potential for roll-out nationally. A cross-departmental policy team is now developing an evaluation specification for the evaluation arrangements to cover the 2 years with an overall goal to evaluate pilot effectiveness and impacts and: i) an interim report to recommend improvements and viability for roll-out (to all LEPs) after 12 months; and ii) a final evaluation report at 24 months to assess lessons for what works across NEETs, long term impacts and value for money for the whole pilot.

Exercise: The group will look at the evaluation context and needs and provide a feedback through a rapporteur to show:

- What is the purpose of the evaluation?
- Is the overall goal proposed for the evaluation clear and realistic?
- What comparisons could be made to inform decision making?

The exercise will be of c.30 mins duration; with feedback from the nominated group member.

Exercise 2: Evaluation of the Police Ethnic Diversity Recruitment Programme

Scenario: As part of a Home Office funded programme' to recruit 20,000 more police officers in England, government is to run in parallel an initiative to increase employment of minority ethnic groups. The programme aims to start to establish an ethnic balance in the police force which more closely reflects local demographic compositions. The Police Ethnic Diversity Recruitment Programme is a £400m four-year programme which to comply with equalities legislation will emphasise locally constituted pre-recruitment community and other engagement, modified recruitment marketing and post-recruitment targeted support for retention and progression. It will operate in all 47 police authority areas with locally co-ordinated Strategies and associated Action Plans lead by Police and Crime Commissioners. Devolved authorities are considering similar initiatives in Scotland and Wales.

Context: The objectives of the programme in 2021 to 2025 are to:

- To establish for each police authority a locally responsive strategy and strategy oversight group to deliver the Police Ethnic Diversity Recruitment Programme.
- To raise the community profile of policing as a career for black and minority ethnic entrants, working closely with community and other interest groups.
- To set and progress towards ambitious minority ethnic employment targets for 2025 for each police authority and longer term targets to 2030 to close the gap between current composition and minority ethnic demographic distribution in each area.
- To establish in the first year in-service support programmes responsive to the needs and circumstances of new and existing officers of all ranks from black and minority ethnic groups to increase retention of trained officers and encourage progression.
- To submit the Police Ethnic Diversity Recruitment Programme Strategy (by 1 January 2022) and report annually on progress against goals and targets to HM Inspectorate of Constabulary and Fire and Rescue Services, with suggestions for improvements.

The evaluation: An independent evaluation is to be conducted to March 2026 funded by the Home Office and reporting to a steering group led by HM Inspectorate with its objectives to:

a) Interim Stage:

- Assess the 1st year progress of the programme in fulfilling its programme objectives and early recruitment and retention impacts.
- Assess the effectiveness of programme in its set-up, achieved and planned community engagement, early management and delivery.
- Identify emerging better practices among police authorities and transferable lessons learned from the set-up, early development and implementation of the programme.

b) Final Stage (by the end of the programme):

- Assess the success of the programme in fulfilling its programme objectives and on contributing towards impacts on more diverse police recruitment and retention.
- Assess the value for money provided by the funding of the programme.
- Identify best practice police authorities and transferable lessons for improved practice across all police authorities.
- Provide recommendations for sustainability of actions to address longer term recruitment and retention goals to include a forward plan of evidence needed to assess longer term impacts.

A decision has yet to be made on the precise timing for the interim stage or for the delivery of the final evaluation.

The exercise: The group will review the programme context and aspirations and the evaluation objectives (interim and final) to decide:

- ▶ What 'type' of evaluation is needed for the interim and final evaluation to meet the evidence needs of the programme?
- ▶ What collaborations would the evaluator need to ensure were in place to provide for effective design and delivery of the evaluation?
- ▶ When should the interim and final evaluation reports be delivered (ie by what point in which years)?

The exercise will be of up to 30 mins duration; with feedback from a nominated group member.