

ICSF PROPOSAL – JP MORGAN EMPLOYMENT PROJECT

CONTEXT

Small businesses (SMEs) in the UK struggle to access talent, markets, finance and support and this is affecting their sustainability and ability to create jobs (Federation of Small Business annual survey). As such the JP Morgan Foundation decided to focus its efforts on supporting SMEs based in underprivileged areas with business development to allow them to grow and help create jobs for long term unemployed and vulnerable populations. One of the key ways to facilitate access to markets and improve SME sustainability is through franchising, as it offers a secured way to develop a business. The average annual commercial failure rate of franchise units has been less than 5% each year since 2001. As such, developing programmes supporting local economic development needs in London across high growth sectors through franchising will help create quality local jobs and help attract other business.

Implementation of such a programme would require preliminary research to assess market needs and franchise profiles able to respond to these needs. The purpose of this feasibility grant is to assess the opportunity to create quality jobs through franchising, for targeted, disadvantaged communities across London. The International Centre for Social Franchising (ICSF) is the lead on this project, and has partnered with Numbers for Good and The Social Innovation Partnership (TSIP) to deliver this research as part one of the feasibility grant.

PROPOSED WORK

TSIP will support ICSF on this project by helping to understand the unemployment landscape in London. This will entail the following activities:

1. Literature review

TSIP will provide an overview of the largest areas of unemployment, with a particular focus on long-term unemployment across London boroughs, as well as its key demographic characteristics.

Through peer-reviewed journals, as well as through recognised institutional reports and statistics TSIP will identify the barriers to employment for single parents (Whitworth, 2012¹), women (Karamessini & Rubery, 2014²) and young people (Crowley & Cominetti, 2014³). In particular, TSIP will explore the physical, social, economic and other inherent barriers to access quality employment for these groups, as well as identify typical skill levels of these groups. TSIP will also explore the enablers towards gaining

¹ Whitworth, A. (2012). 'Lone Parents and Welfare-to-Work in England: A Spatial Analysis of Outcomes and Drivers'. *Social Policy & Administration*, 47(7), 826-845. <http://dx.doi.org/10.1111/j.1467-9515.2012.00868.x>

² Karamessini, M. & Rubery, J. (eds.) (2014) *Women and austerity*. Routledge: New York

³ Crowley, L. & Cominetti, N. (2014) *The geography of youth unemployment: a route map for change*. The Work Foundation. Available here: http://impetus-pef.org.uk/wp-content/uploads/2014/04/Missing-Million_The-Geography-of-Youth-Unemployment-FINAL-08-04-14.pdf

quality employment for these particular groups. Topics under discussion will encompass such diverse issues as governmental policy, education, social capital and the labour market (Buck et al., 2002⁴).

TSIP will therefore examine definitions of 'quality employment' to help guide this project (e.g. Dunn, Grasso & Saunders, 2014⁵).

2. Five sector expert interviews

TSIP will conduct five sector expert interviews ranging from government and SME representatives to service providers helping people into work and/or other sector experts. TSIP will propose five people to be interviewed for discussion/ agreement with ICSF and Numbers for Good. Potential candidates include individuals from The Office for National Statistics, The Springboard Charity, and The Prince's Trust.

Interviews will be semi-structured and about an hour long. Where consent is given, interviews will be recorded. Notes from the interviews (including select, anonymised quotes) will be written up and shared with the overall project team and will be used to complement the literature review.

3. Focus group discussions

TSIP aims to set up three focus group discussions, each focused on JP Morgan's core demographic interests: women, young people, and single parents. The aim of these discussions is to understand the lived experiences of the long term unemployed, providing insight on the access (or lack of access) to 'quality employment'.

Focus groups would take place with a maximum of eight participants per session, and would create a safe space for people to freely speak up through guiding questions. Groups will ideally take place in the areas identified as potential candidates for the JP Morgan Foundation's project. The outcomes of the focus group discussion will complement the literature review and overall research findings.

TSIP will take into consideration the time-span of the project and any relevant ethical considerations when organising the focus groups. Given these constraints, should TSIP be unable to run these focus groups, time will be re-allocated towards further learning events (see point four below).

4. Hosting and attending learning events

Due to the various partners in this project, it is vital that learning is effectively shared in order for knowledge to be built upon in each stage of the project. TSIP will organise and lead the first learning workshop and will attend the subsequent sessions. TSIP could potentially take project responsibility for presenting the findings from the above to JP Morgan.

5. Help draft recommendations

TSIP will articulate a number of recommendations as a result of the combined research efforts of the parties involved, this will also include conceptualising the next phase of this project.

6. Write sections of the final report and proof read the report

TSIP will write the literature review for the overall report in plain, easy to understand English and will help edit and proof read the remainder the report.

⁴ Buck, N.; Gordon, I.; Hall, P.; Harloe, M.; & Kleinman, M. (2002). *Working capital*. London: Routledge.

⁵ Dunn, A., Grasso, M., & Saunders, C. (2014). Unemployment and attitudes to work: asking the 'right' question. *Work, Employment & Society*, 28(6), 904-925. <http://dx.doi.org/10.1177/0950017014529008>

COSTS

TSIP anticipates costs for the project will be as follows.

TSIP day rates

Staff member	Day rate (full)	Day rate (discounted)
Director	£1000	£900
Consultant	£700	£650
Analyst	£600	£550

Costing

Task	Units	Unit costs	Costs
Literature review - landscape of unemployment in London	3	550	£1,650
Literature review - disadvantaged groups in regards to unemployment	3	550	£1,650
Five sector expert interviews	2	650	£1,300
	0.5	900	£450
Three focus group discussions with disadvantaged groups	4	650	£2,600
	0.5	900	£450
Coordination/knowledge exchange with ICSF to avoid overlap and building on knowledge	0.5	550	£275
Literature review report writing	1	550	£550
Learning event 1 (including preparation)	1	650	£650
	0.5	900	£450
Learning event 2 - sector overview/demand assessment	0.5	650	£325
Learning event 3 - discuss recommendations	0.5	650	£325
Proof reading/editing draft version and final version	1	550	£550
	0.5	900	£450
Workshop/Presentation to JP Morgan (including preparation)	0.5	900	£450
Project management	1	900	£900
Close collaboration with ICSF & Numbers for Good	1.5	0	£0
Subtotal			£13,025
VAT @20%			£2,605
Total costs			£15,630

PROJECT STAFF

The following TSIP staff will work on this project:

Adrienne Monteath – van Dok, Director of Consulting

Adrienne will act as Project Director for the work, and will be responsible for the overall quality assurance of all deliverables.

Adrienne joined TSIP from Plan International, where she helped set up the Global Research and Knowledge Management Team. She co-created and helped implement Plan's first global knowledge management strategy. She was the lead researcher for Plans' sponsorship database with data on 1.4 million children. Adrienne has founded and grown several social ventures – including Atma Mumbai (an accelerator for education in India, helping numerous NGOs through successful change processes) and the Muktangan Educational Trust (supporting seven schools in India with an innovative education methodology).

Skills: project management, data collection, data analysis, training, research and evaluation design.

Anna Giencke, Consultant

Anna will be the TSIP consultant working on this project. Anna is a Consultant at TSIP and works on a range of projects related to the strategic use of evidence, including several within the youth sector (e.g. London Music Masters; Young Lambeth Cooperative). Previously, Anna worked as a school teacher and was a management consultant at Deloitte where she helped clients drive major operational changes and solve complex business problems. Anna is also an On Purpose Fellow.

Skills: project management, evaluation design, training, data analysis.

James Rowntree, Analyst, TSIP

James will support desk based research, and will support with the final write up. James supports a range of projects related to the strategic use of evidence. He worked on the London School's Excellence Fund (LSEF), validating projects focused on the professional development of children and teachers throughout the Greater London area. Before joining TSIP, James undertook a Research Placement at Project Oracle, working on a nationwide initiative to spread impact and evaluation practices throughout the youth sector: The Centre for Youth Impact. Prior to that, James was a Research Assistant at the University of Surrey and Kingston University, also assisting youth offenders as a volunteer.

Skills: research methodology, qualitative research, internet-based research, meta-analysis and resource reviews, excel.