

Haringey case study

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Haringey case study

1. Local Context and Strategic Positioning

Haringey Council has a strong strategic commitment to supporting care-experienced young people (CEYP). Haringey's Full Potential initiative builds on previous successful partnerships with Drive Forward Foundation (DFF) and leverages existing services such as Haringey Works (employment brokerage) and Haringey Learns (adult learning). It also seeks to embed the council's role as a corporate parent by creating employment pathways within the council itself, described as "Jobs in the Family Business." The initiative also aligns with Haringey's Inclusive Economy Strategy, Opportunity Haringey, which promotes access to good work and skills for young people.

2. Overview of delivery model

Haringey's delivery model is designed to be employment-focused, personalised, and collaborative. It combines borough-led services with commissioned provision. Key components of the delivery model include:

- **Paid work placements:** Paid work placements for CEYP, both within the council and with external employers. The council has committed to offering ringfenced roles for CEYP in addition to placements with external businesses.
- **Pre-, during, and post-placement support:** Employment support for participants, provided by DFF and a young person specialist from Haringey Works.
- **Training for placement managers:** The borough delivers training for hiring managers at external employers and in the council hosting placements, around accommodating CEYP's needs and trauma-informed practice.
- **Functional Skills training:** Haringey's Full Potential programme utilises the existing Functional Skills offer, delivered by Haringey Learns.
- **Peer mentoring:** The borough and DFF offer a peer mentoring service for participants, informed by CEYP in the programme's steering group.

3. Targeting, referral and early engagement

Young people are primarily recruited to the programme through referrals made by Haringey's Young Adult Service (leaving care). Other referrals made to the programme come from Haringey's Virtual School for CEYP and Children's Services. Some young people enrolled directly on the programme through DFF.

DFF and Haringey Works support workers focused on raising awareness of the Full Potential programme with council stakeholders working directly with CEYP. They organised meetings and developed promotional leaflets, which explained the referral

and enrolment process and emphasised the programme's benefits for participants. This collaborative approach contributes to successful engagement of large numbers of CEYP, backed up by a steady flow of referrals.

4. Partnership model and roles

Haringey's model relies on a close partnership between Haringey Works, DFF, Haringey Learns and the work placement coordinator. The young person specialist at Haringey Works and DFF support workers are responsible for direct one-to-one support for participants, while the placement coordinator focuses on engaging employers and job matching participants with suitable opportunities. Collaborating stakeholders are reported to have a close relationship underpinned by weekly meetings, in which they could discuss individual participants and share best practice.

DFF have a well-established relationship with Haringey and strong track record of working with CEYP in the borough. The services they offer on Full Potential were viewed as a continuation of their regular activities for CEYP, with the additional benefits of closer ties to teams in the council, more financial resource and access to ring-fenced placements.

5. Support during and after participation

Each participant receives tailored one-to-one support either from a DFF advisor or the Haringey Works young person specialist. Their assigned worker is a consistent point of contact while enrolled on the programme, who they meet with regularly either in-person, over the telephone or via video call. Support workers focus on building trust with CEYP and adopt a participant-led and flexible approach to support. Support includes advice with CV writing, job applications and interview preparation, but also in overcoming physical and mental barriers to work.

The support delivered for participants focuses on preparing them for a 3-6 month placement, either in the council or with an external employer. Through discussions with support workers, the work placement coordinator identifies relevant opportunities for specific participants based on their interests, skills and experiences. They were then responsible for liaising with the employer, facilitating onboarding and organising interviews.

6. What's working: early successes and emerging strengths

Through work placements CEYP have gained confidence in applying for and securing employment, workplace skills and a sense of routine which are often missing for NEET young people. CEYP also now have experience they could reference on their CVs and in future job interviews. Support workers shared several examples of several CEYP who then secured permanent positions with the council following their placement.

The one-to-one support delivered by Haringey Works and DFF has been very successful. The relationships support workers have formed with CEYP and their

persistent and flexible approach to contact have been important in keeping them engaged with the programme.

7. Challenges and barriers

The work placement coordinator highlighted the challenge of engaging external employers on the programme. Because of these difficulties, the delivery staff primarily rely on departments within the council as a source of work placements. Some participants fed back that they would have liked a wider variety of options with more roles in the private sector.

Delivery staff reported having high Full Potential caseloads of CEYP, on top of young people they supported on other programmes. This limited the extent of support they could offer to each participant.

8. Innovations and promising practice

Stakeholders shared several examples of innovations in the design and delivery approach in Hackney:

- The peer mentorship programme is a useful tool to maintain CEYP's engagement with the programme. It was shaped by the lived experience of CEYP working in the council.
- The level of collaboration between DFF and stakeholders in the council has enabled the sharing of best practice in how to support CEYP.
- Having a dedicated work placement coordinator has removed the burden of tasks related to employer contact and facilitating placements from support workers.

9. Learning and implications for broader rollout

Haringey's experience highlights several lessons for future Full potential programme delivery:

- Compliance processes should be clearer and more streamlined for support workers to reduce administrative burden that detracts from their support offer
- Compliance and data collection approaches should be trauma-informed and considerate of the challenges faced by CEYP. Questions should not be overly intrusive, which risks deterring CEYP's engagement.
- Delivery teams should focus on identifying placements in a range of sectors to improve the prospect of matching participants with opportunities that align with their interests and experience.
- Employer engagement could be improved by sharing success stories.

Young Person: Rob

1. Background and referral pathway

Rob is a 19-year-old care-experienced young person (CEYP), who is currently enrolled on a three-month work placement with Haringey Council through the borough's Full Potential programme. He recently completed a BTEC qualification in business and has GCSEs. Since leaving college he has completed a course in security, earning his Security Industry Authority (SIA) badge.

Rob was referred on to Full Potential by Drive Forward Foundation (DFF), who had been providing specialist employment support for him. Prior to working with DFF, Rob worked with a support worker at Haringey Council, who was primarily focussed on supporting with housing, welfare and organising appointments for him.

2. Goals and expectations

Prior to enrolling on the Full Potential programme, Rob had been looking for jobs for 8-months and voiced frustration about being a NEET young person and the connotations associated with this.

"I would just say there is a negative perception of people who are not in education, training or work, but a lot of people don't see the circumstances... because people are willing to work, but there isn't work for them a lot of the time." (Rob, CEYP)

Rob explained the challenge of finding employment in the current job market, where there was significant demand for entry-level jobs. He felt that he was having to compete, and often missed out on roles, to graduates and other young people with a year or two of experience. He hoped that support through the Full Potential programme he could find paid employment and gain experience to reference in future applications.

3. Experience of support

Rob received one-to-one support from a DFF employment advisor, which involved CV development and employability guidance. He also attended a careers event organised by DFF. Through this support, he secured a week of unpaid work experience with a construction company, followed by a three-month work placement with the council's learning and development team.

Rob was pleased with the support he received from DFF, which ultimately helped him secure a role with the council. However, he would have valued more frequent contact with his advisor after starting work. Although they advised him that he could reach out if any issues arose, he felt that once he had secured employment, the advisor's involvement had largely come to an end.

4. Types of support received

Rob received a range of support while enrolled on the Full Potential programme, including:

- **Practical support:** One-to-one employability support from a DFF careers advisor, which included CV writing help and guidance in developing employability and interview skills. Through DFF, Rob also attended a careers event.
- **Social/emotional support:** Through guidance from his career's advisor and work experiences with the construction company and the council, Rob gained confidence and motivation applying for jobs.
- **Delivery methods:** Primarily one-to-one support both in-person and over the phone, as well as an in-person careers event.

5. What worked well and why

The key factor in Rob's development was his three-month work placement with the council. The learning and development team were heavily invested in the Full Potential programme and offered a well organised work placement, with tasks that were appropriate for CEYP and tailored to Rob's interests, ambitions and needs. He was particularly pleased with the supportive nature of his team in the council and line manager. For example, his line manager has helped him to develop a logbook to note his experiences from the placement to reference in future applications.

During his council placement, one of Rob's responsibilities involved reviewing and providing feedback on training and communication resources for apprenticeships, internships, and work placements. His line manager explained that Rob's input as a CEYP had been particularly valuable in improving the accessibility of these documents and supporting the council in updating the council's learning and development strategy for young people.

6. Outcomes and changes

Through the Full Potential programme, Rob completed a week's work experience with a construction company and is currently undertaking a three-month work placement with Haringey Council. Both opportunities have been valuable for his future career prospects, in giving him experience to reference on his CV, which had been a barrier previously. He also reported increased confidence and motivation in applying for jobs, which had been at a low-point before the programme.

Rob's line manager at the council was positive about his growth over the course of the work placement. She cited an increased confidence communicating with colleagues and sharing his point of view and a clear improvement in his ability to solve problems independently.

7. Suggestions for improvement

Rob suggested that intensive employability support should continue once a CEYP enters work, particularly given the short-term nature of placements. He felt this was especially important because his placement lasted only three months, after which he risked returning to NEET status.

"I do have the fear that I'll do the 12 weeks, I'll do very well in those 12 weeks, I'll learn a lot of things, but I'll still be in the same position after the 12 weeks of applying to jobs and not getting results." (Rob, CEYP)

8. Future ambitions and next steps

Rob is focussed on succeeding in his work placement with the council, which continues for another two months. While he shared no specific career ambitions, he hoped that the experience could be a stepping-stone into permanent employment.