



Enterprise Partnership Board

WEDNESDAY, 11TH JUNE, 2008 at 14:00 HRS – CHIEF EXECUTIVE'S BOARD ROOM,
L5 (N) RIVER PARK HOUSE.

MEMBERS: See Membership List set out below.

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive any apologies for absence.

2. MINUTES (PAGES 1 - 8)

To confirm the minutes of the meeting held on 5 March 2008 as a correct record.

3. ELECTION OF CHAIR

To elect a Chair for the new Municipal Year.

4. APPOINTMENT OF VICE-CHAIR

To appoint a Vice-Chair for the new Municipal Year.

5. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decision with respect to these items.

6. URGENT BUSINESS

The Chair will consider the admission of any late items or urgent business. (Late items will be considered under the agenda items where they appear. New items will be dealt with under Item 17 below).

7. COMMUNITY LINK FORUM PRESENTATION (PAGES 9 - 44)

A presentation will be made by the Community Link Forum.

8. CONFIRMATION OF TERMS OF REFERENCE AND MEMBERSHIP: 2008/09 (PAGES 45 - 54)

9. APPOINTMENT OF REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP

To appoint a representative from the Board to the Haringey Strategic Partnership (HSP) for 2008/09.

10. LOCAL AREA AGREEMENT UPDATE (PAGES 55 - 60)

11. DRAFT REGENERATION DELIVERY PLAN

This report will be sent to follow.

12. WORKING NEIGHBOURHOOD FUND -BUSINESS AND ENTERPRISE PRIORITIES

This report will be sent to follow.

13. BUSINESS AWARDS FEEDBACK

A verbal update will be provided.

14. TACKLING WORKLESSNESS UPDATE (PAGES 61 - 108)

15. CONSULTATION ON REVIEW OF SUB-NATIONAL ECONOMIC DEVELOPMENT AND REGENERATION (PAGES 109 - 112)

16. KEY PERFORMANCE INDICATORS (PAGES 113 - 128)

17. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 6.

18. ANY OTHER BUSINESS

To consider any items of AOB.

19. DATES OF FUTURE MEETINGS

The following dates have been set for meetings during 2008/09:

- 2.30pm, 8 September 2008
- 2.30pm, 10 December 2008
- 2.30pm, 9 March 2009

Yuniea Semambo
Head of Local Democracy and Member Services
5th Floor
River Park House
225 High Road
Wood Green
London N22 8HQ

Xanthe Barker
Principal Committee Coordinator
Tel: 020-8489 **2957**
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SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	9	Dr Ita O'Donovan Councillor Kaushika Amin Councillor Pat Egan David Hennings Karen Galey Sean Burke Janette Karklins Clare Kowalska Denise Gandy
Community and Voluntary Representatives	Community Link Forum	1 1 1	Rod Cullen John Egbo Martha Osamor
	HAVCO	1	Naeem Sheikh
Employment and skills	CONEL	1	Paul Head
	Connexions North London	1	Lenny Kinnear
	Haringey Teaching PCT	1	Clive Martinez
	Jobcentre Plus	2	Walter Steel Linda Banton
	Learning and Skills North London	1	Yolande Burgess
Business and Enterprise	Business Link for London	1	Dennis Handel-Sam
	Greater London Enterprise	1	Colin Compton
	Mall Management	1	Michael Thompson
	North London Chamber of Commerce	1	Huw Jones
	North London Business	2	Gary Ince Shawna Stonehouse
Others/ Observers	London Development Agency	1	Isobel Rawlinson
	College Arts	1	Manoj Ambasna
	Selby Trust	1	Emma Tate
	TOTAL	28	

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 5 MARCH 2008**

Present: Dr Ita O'Donovan (Chair), Councillor Kaushika Amin, Leo Atkins, Linda Banton, Sonia Mahlaw, Patricia Salami, Naeem Sheikh, Ian D'Souza, Walter Steel, Martin Tucker.

In Xanthe Barker, Ambrose Quashie.

Attendance:

LC24. APOLOGIES AND SUBSTITUTIONS

Apologies were received from the following:

Councillor Patrick Egan

David Hennings

Gary Ince

Lenny Kinnear

Clive Martinez

Isobel Rawlinson

- Nigel Redmond substituted

- Patricia Salami substituted

LC25. URGENT BUSINESS

No items of Urgent Business were raised.

LC26. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC27. MINUTES

RESOLVED:

That the minutes of the meeting held on 3 December 2008 be confirmed as a correct record of the meeting.

It was noted that only two people of those present had attended the previous meeting.

LC28. ENTERPRISE BOARD AREA BASED GRANT ALLOCATION 2008/09

The Board considered a report setting out the proposed Area Based Grant (ABG) allocation for the Enterprise Partnership Board for 2008/09.

It was noted that £1.181M had been allocated to the Board and it was proposed that this would be used to continue to fund the main programme for tackling Worklessness, the Haringey Guarantee. Work on Business and Enterprise Growth and Support would also continue to be funded and as part of the new approach to tackling Worklessness the Families into Work Programme in the Northumberland Park area was being launched and funded from the Area Based Grant.

The Board was advised that at the last HSP Board meeting, it had been agreed that a new Performance Management Framework would be developed in order to ensure that there was a consistent means of monitoring performance across the HSP. In

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 5 MARCH 2008**

addition, it was agreed that 2008/09 would form a transitional year to facilitate the move to the new ABG. After the first six months of 2008/09 each of the projects funded would be reviewed and a decision as to which projects should continue to receive funding would be made, based on performance.

The Board was advised that the £100K allocated to the Families into Work project did not divert funding from existing projects. All of the projects funded as part of the Haringey Guarantee would continue to receive the agreed level of funding.

In response to concerns, it was noted that the Families into Work project was supported by a range of Third Sector organisations. It was agreed that the names of these organisations should be circulated to the Board.

RESOLVED:

That the Board note:

- i. That the HSP had determined that the 2008/09 should be treated as a transitional year to facilitate the move to the new Area Based Grant and that a consistent Performance Management Framework would be developed across the HSP.
- ii. That the Thematic Boards would submit funding proposals to the HSP Performance Management Group for agreement.
- iii. That a workshop was being held on March, which would cover the new national duties contained within the Local Government and Public Involvement in Health Act and to embed the new Performance Management Framework.
- iv. That a six monthly performance review would be conducted to identify any changes in activity or funding that may be required to meet LAA Performance Indicators.
- v. That consistency, in terms of current funding, should be provided to existing commitments as far as practicable within the overall reduction of grant.

LC29. FUTURE OF THE HARINGEY GUARANTEE AND UPDATE

The Board received a report setting out recommendations in relation to the Haringey Guarantee Programme in anticipation of the end of its pilot phase.

It was noted that a number of evaluation reports had been produced since the Programme had been in existence. The final evaluation report reviewed the interventions used in delivering the Guarantee and had found that the majority of projects were working well and meeting their output targets. There were also signs that the holistic approach developed under the Guarantee was assisting both residents and local businesses. However, the nature of the Programme's target group meant that it would take a longer period of time for its impact to become statistically evident.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
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The Board was advised that a final report would be submitted in June setting out performance during the final quarter.

It was noted that a Social Firm, called Inclusive Solutions had been set up, which employed and was run by disabled people. Employees of the firm acted as training providers and it was suggested that there may be scope for the firm to do some work around assisting Benefit Claimants back into work.

There was recognition amongst Partners that it took time for the impact of this kind of project to become apparent and this had been experience had been shared.

It was noted that internal and external colleagues had been contacted regarding the establishment of a joint service to provide business start up advice to disabled people. Within this it was noted that there was scope for further advice to be given on self employment opportunities and this would be best provided by Enterprise Agencies in the Borough.

RESOLVED:

That the delivery and development of the Haringey Guarantee continue on an interim basis until the presentation of the Final Evaluation and Action Plan.

**LC30. LONDON DEVELOPMENT AGENCY AREA PROGRAMME: UPPER LEA VALLEY
2008/11**

The Board received a report setting out progress made against the programme for tackling Worklessness across the Upper Lea Valley from 2008 until March 2010. The Programme, known as the North London Pledge, had been formed in order to create a link between the three Boroughs on tackling Worklessness and to develop and build on good practice.

It was noted that the Programme would be delivered by the Haringey Guarantee and would feed into to and complement mainstream provision and other employment and skills interventions in the sub-region.

The Board was advised that the three Boroughs involved would meet in late February to plan the delivery of the Programme with Haringey's Employment and Skills team.

RESOLVED:

To note the report.

LC31. FAMILIES INTO WORK: NORTHUMBERLAND PARK PROJECT

The Board considered a report that provided an update on the development of the Families into Work Programme.

The Programme was an innovative pilot project that would focus on one hundred families in the Northumberland Park Ward with the aim of developing a multi agency approach to addressing Worklessness and social exclusion issues. This would be

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
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done by working closely with families to improve the life chances of all family members.

It was noted that the pilot would take place over a three year period and would include an embedded evaluation. A team of four people would be established to work with the one hundred families identified. Participation in the scheme was voluntary and required permission from the families for Services to share information about them in order to form the best package of services to meet their needs.

The Chair advised that she had spoken to the Chief Executive at Land Securities Trillium and had been advised that they would be happy to be associated with the project.

In response to concerns that smaller businesses may not be sufficiently involved and that opportunities for self employment were not given enough prominence, the Board was advised that consideration was being given to holding an Employment Event, which would be hosted by CoNEL. This would provide an opportunity for these areas to be looked at.

Councillor Amin noted that self employment often provided an initial route into employment for people from BME backgrounds. Although this provided a good option for many people, it was not a complete route and work could be carried out to develop this further.

RESOLVED:

That the programme of work to develop and establish the project, previously funded under the Neighbourhood Working Fund, continue to be funded from the Area Based Grant.

LC32. LOCAL AREA AGREEMENT INCAPACITY BENEFIT STRETCH TARGET

The Board considered a report on progress made in relation to the two LAA Stretch Targets under its responsibility around supporting long term Workless residents into employment:

- Reducing, by one hundred and eighty, the number of Haringey residents in receipt of incapacity benefits for six months or more, who had been helped into sustainable employment of at least sixteen hours per week for thirteen consecutive weeks or more.
- Supporting one hundred and twenty Job Seekers Allowance Claimants and one hundred and ten Lone Parents into employment by June 2010.

It was noted that good progress had been made in relation to the second of the two targets. However, no long term Incapacity Benefit (IB) claimants had been supported into long term employment. The Board was advised that other Boroughs had also been unable to meet this target and that this issue had been discussed at pan-London meetings.

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Measures to address this were being considered and the Haringey Guarantee would also be used to assist a number of long term claimants back into work. The Board recognised the difficulties around achieving the target and noted the work that was being carried out in order to address this.

RESOLVED:

To note the report.

LC33. UPDATE ON THIRTY-FIVE LOCAL AREA AGREEMENT INDICATORS

The Board received a report that provided an update on progress in relation to negotiations with the Government Office for London (GOL) on the thirty-five LAA Performance Indicators, which would form the basis of Haringey's Local Area Agreement, from June 2008.

It was noted that there were four indicators included within the proposed thirty-five that were within the Enterprise Boards responsibility and that GOL had raised no objection to these.

The Board was advised that NI 116 (Proportion of Children Living in Poverty) would sit within the responsibility of the Children and Young People's Strategic Partnership Board. However, due to the link between child poverty and Worklessness, the Enterprise Board would also need to monitor this in terms of performance.

Concern had also been raised concern by the Children and Young People's Strategic Partnership Board at proposals that Indicators in relation to NEETs, and the attainment of Level Two qualifications, were to be included within the Enterprise Boards responsibility and it was suggested that these should be monitored by both Boards. There was agreement that this approach was sensible.

It was noted that Local Indicators would also be used in addition to the thirty-five National Indicators proposed.

RESOLVED:

That the report be noted.

LC34. LOCAL AREA AGREEMENT WORKSHOP

The Board received a report setting out arrangements for the LAA Thematic Board Workshops.

It was noted that the workshops were being held in order to discuss the LAA and the requirements of the new Local Government and Public Involvement in Health Act for Local Strategic Partnerships. There would also be a focus upon the role and responsibilities of the Board and its membership and an opportunity to look at the new Performance Management Framework.

The Board noted that Enterprise Board Workshop was being held on 20 March, at 2pm, in the Council Chamber, at the Civic Centre.

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RESOLVED:

To note the report.

LC35. ECONOMIC REGENERATION PERFORMANCE INDICATORS

The Board received a report setting out performance against a number of indicators identified by the Board as being critical in monitoring the strategic aim of improving the economic Well-Being of the Borough. It also included benchmarking data comparing Haringey with five other London Boroughs with similar characteristics.

It was noted that there were two errors in the report. The first related to the Working Age Benefit Claim Rate and the twelve worst Wards in Haringey; the figure of 23.3% should have been shown as 23.5%. The second error was in relation to the gap between the worst wards and England averages; the gap 9.6 percentage points should have been shown as 9.8 percentage points.

An overview of performance against the key indicators was provided and in response to a question, the Board was advised that the rise in ethnic minority employment may be due to the increasing number of professional 25 to 34 year olds moving into the Tottenham area.

RESOLVED:

That the report be noted.

LC36. NEW ITEMS OF URGENT BUSINESS

No new items of Urgent Business were raised.

LC37. ANY OTHER BUSINESS

No items of AOB were raised.

LC38. DATES OF FUTURE MEETINGS

The Board noted that the following provisional dates had been set for 2008/09:

11 June, 2pm
8 September, 2pm
10 December, 2pm
9 March, 2pm.

Once the Council's Calendar of Meetings had been confirmed the Board would be advised.

Dr Ita O'Donovan

Chair

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Community Engagement Systems for Haringey Strategic Partnership

Haringey Community Link Agreement

Background

The current provider of community engagement systems in the Haringey Strategic Partnership (HSP) has been derecognised as of 22nd March 2007, following a performance review. This situation leaves the HSP with a vacuum in ensuring effective community engagement in the partnership and its themed boards. Therefore the London Borough of Haringey have commissioned a community development advisor to work with the Council, HSP and HAVCO to develop new proposals and model for engagement that can be introduced within the financial year 2007/8.

The first draft of the proposal for new community engagement systems in the HSP was published in May 2007. Following its publication and presentation to the HSP it has been subjected to a period of consultation and scrutiny by the voluntary and community sector in the borough.

The wider engagement, consultation and scrutiny process has taken three forms. Firstly, a Reference Group of existing voluntary and community sector representatives was established to feed into the revision of the proposal and take it to the wider sector for engagement.

Secondly, a questionnaire was developed and released with the proposal to Haringey's voluntary and community sector. In total over 800 organisations received the proposal and questionnaire and 36 were completed and returned in response to the invitation to comment, along with 35 evaluation forms with further comments made by those attending the stakeholder meetings on 12th July 2007.

Two stakeholder meetings were held on 12th July to engage those organisations who preferred to discuss and explore the proposal in person. Attendance at these meetings was good and engaged a wide range of organisations both voluntary and community from many different backgrounds.

Overall the results of the consultation and engagement process highlighted widespread support for new systems of engagement in the HSP as long as they lead to real influence and change. There were however some real issues outlined in the original proposal which some parts of the voluntary and community sector found

difficult to agree with. Despite the consultation process some of these issues have not been resolved and therefore this revised proposal has been amended to address areas of concern where this was possible without undermining the integrity of the model outlined in the first proposal. The key areas are: -

- Definition of constituted body allowed to be in membership of Haringey Community Link Forum (Page 9)
- Co-option to HSP and its sub-structures (Page 3)
- Revision of compulsory training and induction programme (Page 6)

The funding that was available through Government Office for London to establish and manage Community Empowerment Networks no longer exists. Therefore the priority for Haringey is to ensure we secure effective systems that offer the partnership effective engagement, accountability and real influence. Sustainability and appropriate resourcing were also critical factors important to the voluntary and community sector that came through very clearly from the consultation process.

This document outlines new engagement systems proposed by HAVCO following engagement led by the Reference Group with the wider voluntary and community sector and supported by the Council and the wider Partnership.

Interim Arrangements

The HSP still has approximately 11 representatives from the community sector and 14 from the voluntary sector remaining on its Main Board and Themed Partnership Boards. In some cases Themed Partnership Board Chairs have taken action to fill voids during this interim period.

Main HSP Board	Community Sector	- Youth Council (2)
Equality REJCC (1)	Voluntary Sector	- HAVCO (3), Peace Alliance (1), Race Joint Consultative Committee -
Well Being Board	Community Sector	- Federation of Residents Association (1)
	Voluntary Sector	- HAVCO (2)
Safer Communities Board	Community Sector	- Haringey Community and Police Consultative Group -
HCPCG (1)	Voluntary Sector	- Peace Alliance (1), HAVCO (1)
Children & Young Peoples Board	Community Sector	- Youth Council (2)
	Voluntary Sector	- HAVCO (2)
Better Places Board	Community Sector	- Federation of Residents Association (2) Friends of Parks (2) Mobility Forum (1)

Enterprise Board

Community Sector - No representation
Voluntary Sector - Selby Trust (1) HAVCO (1)
Collage Arts (1)

Integrated Housing

Community Sector - Haringey Leaseholders'
Association (1) Voluntary Sector - SHADE (1) Hornsey
YMCA (1)
Afrikcare (1)

It is proposed that these places remain as an interim arrangement until new systems are adopted and fully operational. This would ensure consistency, stability and remove the requirement to develop systems of securing further representatives for a 6-9 month period which would be resource intensive. The new proposals will ensure consistency across the whole partnership structure and a higher level of accountability and support for *all* representatives.

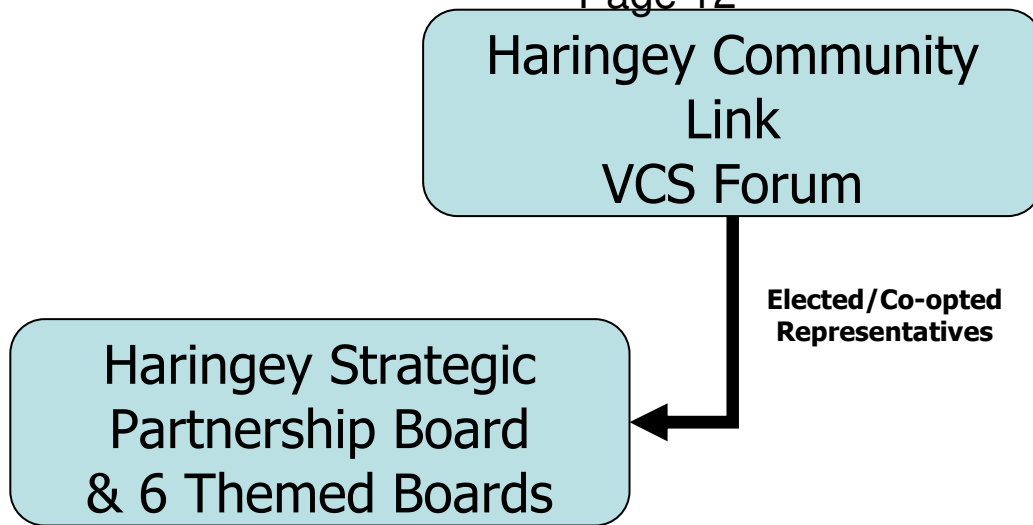
Proposed New Model for Community Engagement

It is proposed that all voluntary and community sector representatives on the Main HSP Board and its Themed Partnership Board structures are elected through a new forum called Haringey Community Link Forum. This would become the 'forum of forums' for the voluntary and community sector.

The introduction of the new system for securing voluntary and community sector representatives would replace *all* existing mechanisms (some of which vary by themed boards), ensuring consistency and accountability. This will mean that existing voluntary and community sector representatives will lose their current places at the end of the interim arrangement period. If they wish to retain their places they will have to stand for election.

The new systems will add value to the partnership and all sectors involved. It is a real opportunity to improve effective representation, as the voluntary and community sector want to build upon the Beacon Status achieved by the London Borough of Haringey for Area Assemblies. It could also offer real value for money if utilised for securing voluntary and community sector representation on other structures outside of the HSP, such as PCT partnership boards, LSC project/partnership boards etc. This is an approach being adopted in several other London boroughs.

Haringey Community Link Forum should have the power to co-opt strategic, voluntary and community organisations with specialist skills or knowledge to the partnership boards, in addition to the elected voluntary and community representatives. The Community Link Forum will monitor the performance of such organisations, who will be expected to work with the Community Link Forum representatives and help build up the Forum.



The development of Haringey Community Link, a voluntary and community sector forum will see benefits for the partnership, the voluntary and community sector and other agencies operating in Haringey. It will ensure a formal gateway is developed to communicate with a wide range of organisations on policy and service issues, through regular structured meetings.

The development of the forum will see community engagement in the partnership moving towards a generic model of representatives being elected or co-opted onto the HSP and Themed Boards. This will mean they are representatives of Haringey Community Link and not specialist areas of interest or geography (such as disability, faith etc). There is a firm belief that this will reinvigorate voluntary and community sector representation, especially on delivery partnerships. With the resources allocated by the HSP to support new engagement systems, this model is achievable.

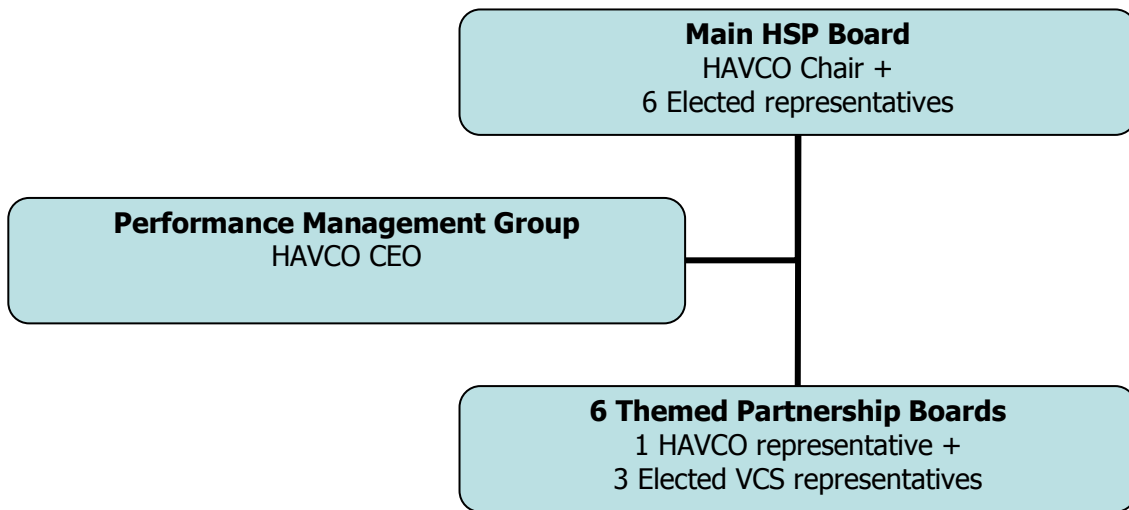
Building on experiences in other boroughs, despite not having specialist forums, people are only nominated to stand in areas of interest/specialism and therefore not having specialist structures does not affect the quality of representatives achieved or the knowledge they bring to the table. Importantly, it does, however, increase their accountability to the whole forum and wider community.

Where there are key policy areas the HSP is focusing on (such as Local Area Agreement, Children's Trusts etc) ad hoc themed forums may be convened to ensure representatives and the wider forum are briefed and informed. A successful example of this was where HAVCO organised a themed forum linked to the Well-Being Partnership in August 2006. This was to address the Local Area Agreement development. Through this forum the VCS were able to directly influence thinking in developing LAA targets and priorities. This approach should also lead to a greater level of understanding for representatives of Haringey Community Link and increase quality of contribution within the partnership as a whole.

Number of Places for Community and Voluntary Sector Representatives

It is proposed to standardise the number of places available for election across the Main Partnership Board and its Themed Partnership Boards, as at present the quality of representatives varies leading to inequality in possible routes to influence.

HAVCO are also proposing to have non elected positions on the Main HSP Board for the Chair, and new place for the CEO of HAVCO on the Performance Management Group and one position on each of the Themed Partnership Boards. These places would be in recognition of the organisation representing the interests of the voluntary and community sector, in the same way the Chamber of Commerce or Small Business Federation secure places onto the partnership. This would mirror arrangements operating across London and nationally.



This new model would see 24 elected places for voluntary and community sector representatives on the Main HSP Board and Themed Partnership Boards and 8 standing places for the HAVCO representatives looking after the interests of the voluntary and community sector.

Support for Elected Representatives

To ensure a full range of quality representatives are achieved through the new systems; support, training and development are going to be integral in the Community Link Model.

There will be three stages of support and training for representatives in Community Link.

(i) Briefing

Once the nominations for positions on the HSP and its Themed Boards have been opened, briefing sessions will be held around the Borough to ensure that

everyone considering standing is fully aware of what will be involved and expectations upon them.

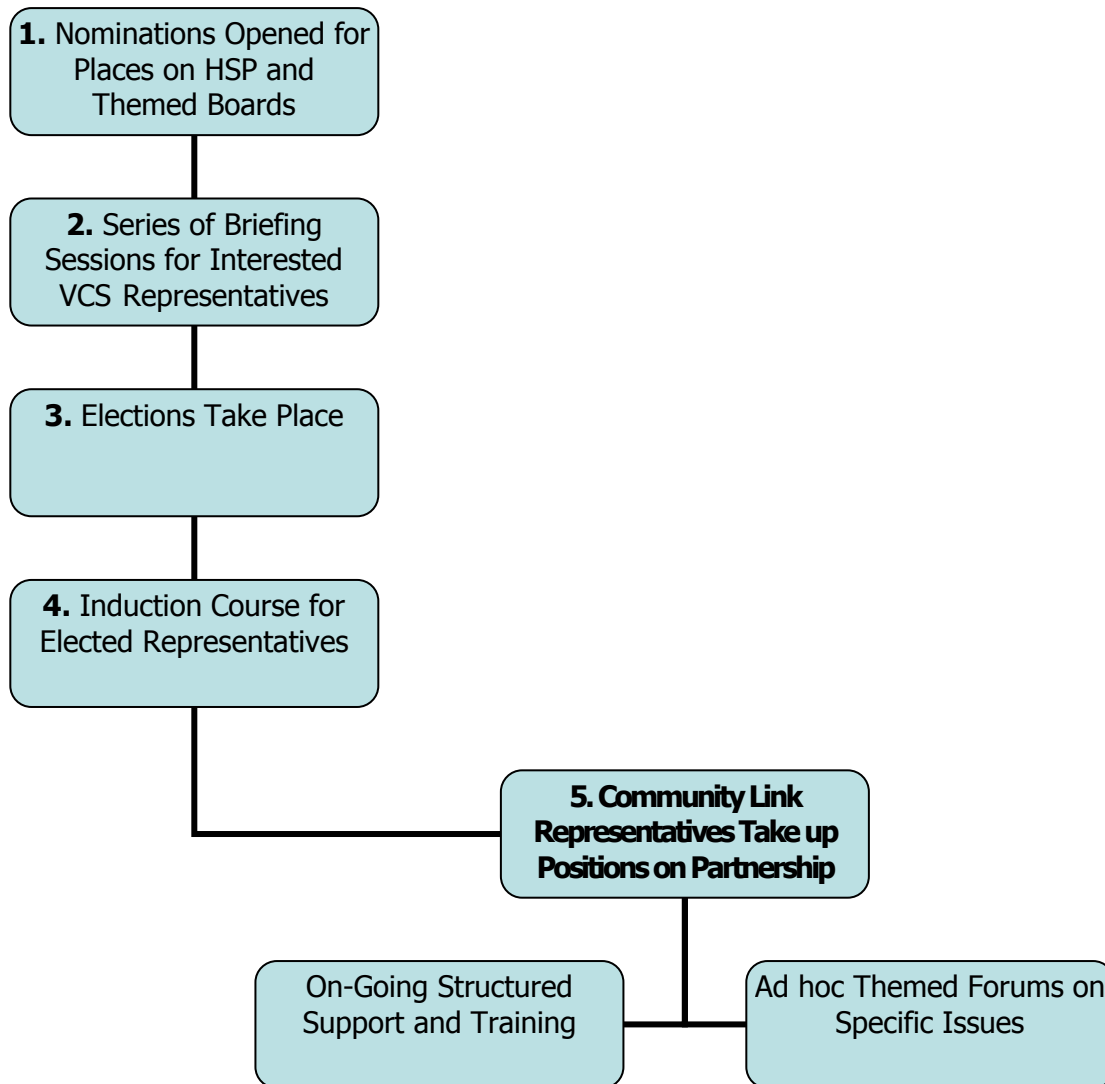
(ii) Induction

Once elected, all representatives will be required to attend a compulsory induction training course before taking up their positions. The aim is to ensure that representatives fully understand the role of the partnership, its legal structures etc and the policy environment in which it is operating. Following the consultation and engagement process it is proposed the induction training programme be 3 days but delivered on a modular basis to allow flexibility and also acknowledge prior learning and experience. The full course outline and modules will be developed as part of the next development phase of the Haringey Community Link Forum.

(iii) On-Going Training and Support

The post holder coordinating Haringey Community Link Forum will provide on-going briefings and policy support to the elected representatives. This will vary in its delivery, depending on the needs of the elected representatives on each partnership structure. It could include pre-meetings, written briefings, email forums, notice boards to exchange views and opinions etc. The role of officer employed to support the representatives will be to ensure they are given customised support to ensure the most effective contribution to the partnership.

Support Process Flow Chart



Web Portal and ICT Support

HAVCO through support of ChangeUp (lead partnership for the delivery of the Haringey Local Infrastructure Development Plan) have developed a web-portal for the voluntary and community sector in Haringey. This also has linkage to sub-regional activities across North London. The web-portal has been branded Community Link.

The aim is to further develop the website to link closely to the work of the community engagement function and bring added value to the forum. The website will offer the elected representatives and the wider VCS the following benefits: -

- Policy briefings
- All minutes and agendas for the HSP and Themed Boards
- A notice board where elected representatives can exchange views and experiences and ask for advice (not open to public)
- Consultation opportunities with the wider sector
- Email bulletins of information arising from the partnership and key priorities for influence

- Notice of meetings and themed forums

As funding has been secured for this through the Home Office, this would offer real added value to the development of new systems within the HSP and support the e-government agenda.

It is recognised that some representatives may, for reasons e.g. of disability, require added support / training to fully access ICT opportunities. The need to effectively resource the web portal to ensure it can meet expectations of functionality is also essential.

Implementation Timetable

There is a commitment to ensure the new proposed systems are explained to existing HSP community and voluntary sector representatives, the wider voluntary and community sector and those of other statutory partners before a final decision on a new model of community engagement is agreed in July 2007.

The timetable for information dissemination through formal structured events and written feedback is as follows: -

Existing community representatives	April/May 2007
Wider voluntary and community sector	May/June/July 2007
Statutory Partners	July 2007
HSP Approval of Proposal	July 19 th 2007
Development Phase Begins	July 20 th 2007
Community Links Membership Launch	January 2008
Elections	February - March 2008
Representatives Take Positions	April 2008

Proposed Community Link Forum Terms of Reference

Community Link Mission

To increase the level, accessibility and quality of services meeting local need and community cohesion through greater engagement and influence.

Community Link Objectives:

- (i) To support community representatives on strategic partnerships
- (ii) To work with stakeholders to identify how the voluntary and community sector can contribute towards delivery of targets within the LAA and Community Strategy
- (iii) To collate views of the voluntary and community sector on strategic issues, ensuring they are fed into the debate through the HSP and other fora
- (iv) To engage frontline organisations so they have enough information and the systems to influence policy
- (v) To support community needs assessment by members of Community Link in order to influence policy
- (vi) To propose solutions where things could be better
- (vii) To support better partnership and collaborative working
- (viii) To support statutory agencies and the partnership in clarifying the role and expectations of the voluntary and community sector in Haringey
- (ix) To support the voluntary and community sector to understand the balance between campaigning role and service delivery
- (x) To build trust, understanding and clarity between elected Councillors and representatives to see how they can co-exist to build a better society

Role of HAVCO in Relation to Haringey Community Link Forum

- a) HAVCO's role is to represent the interests of the voluntary and community sector and to empower and support Community Link to speak for communities
- b) HAVCO would be the lead and accountable body for the service, and therein have ultimate power to revoke the membership of Community Link Members who breach the terms of reference and / or the agreed code of conduct

Community Link Membership

- Membership of Community Link is separate to HAVCO's membership
- Membership is free
- Only constituted voluntary and community organisations in Haringey or organisations based outside of the borough that have a substantial percentage of Haringey residents using their services can be members. In relation to this forum constituted encompasses the following organisations: -
 - Voluntary and community organisations governed by a committee of volunteers with terms of reference and/or
 - Those with governing documents falling into one of the following headings; Constitution, Memorandum and Articles of Association, Trust Deed, Set of Rules (Industrial and Provident Societies), terms of reference (for community forums etc).

- Members are expected to adhere to the Community Link Forum's code of conduct.

Summary

The environment for all agencies is changing dramatically and there are increasing pressures to meet the needs of local communities through closer partnership and collaborative working. The Community Link proposal aims to ensure that Haringey has the best systems for effective representation of the voluntary and community sector. Therefore, it will be responsive and listen to its members and be subject to regular review.



CLF Policy Documents

WHAT IS THE

UNITY SECTOR



In April 2002 the local public metropolitan trust etc and and businesses Strategic aim of the HSP is services and address the key issues in the Borough through partnership working.

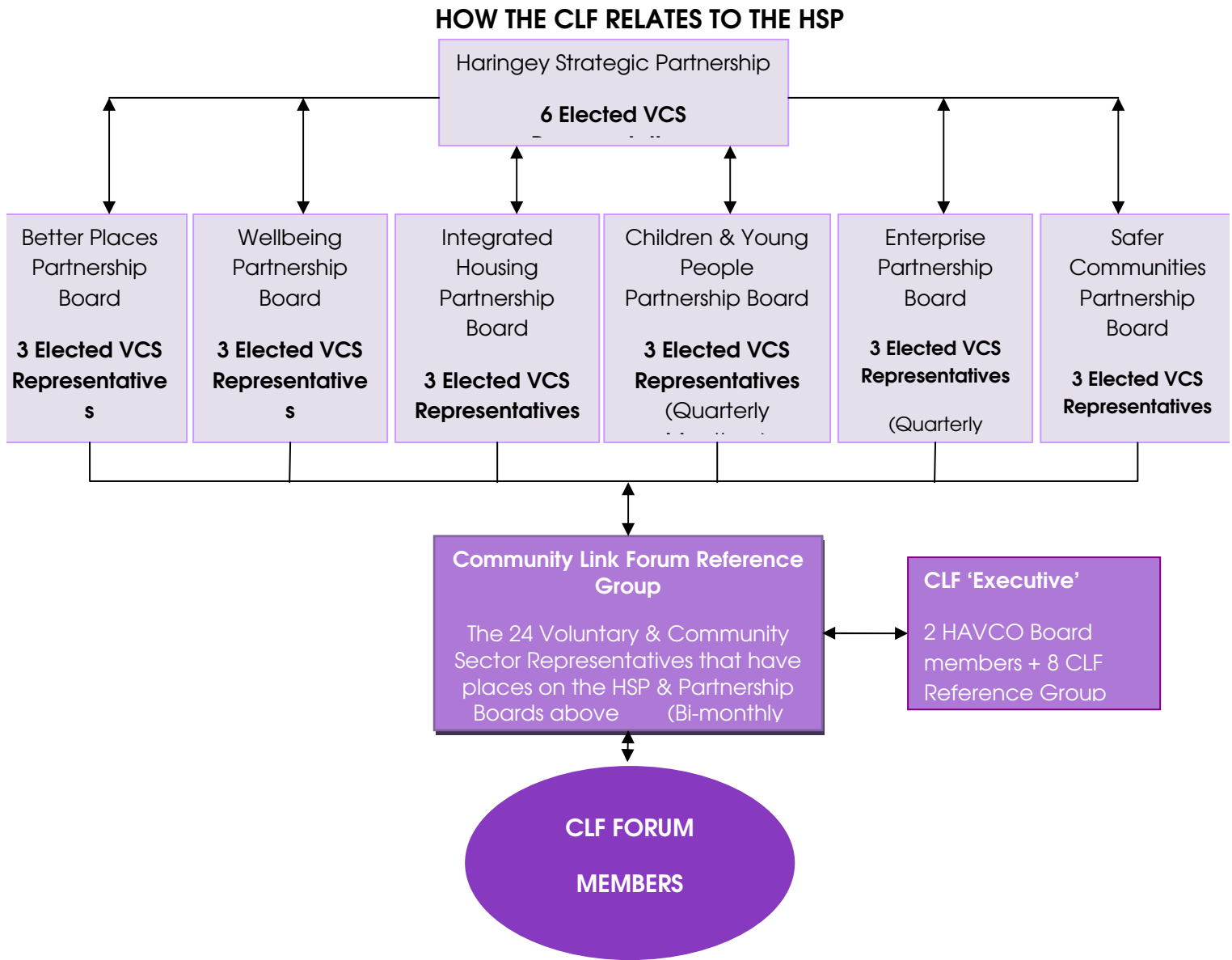
Council joined with agencies such as the police, primary care community groups to create the Haringey Partnership (HSP). The to improve public

Haringey's voluntary and community sector are close to local people and we understand the needs of local people well. Therefore important that the views of voluntary and organisations are shared with partners duty in the area of public services.



The Community Link Forum will hold briefings with representatives from the voluntary and community sector that have places on the HSP and/or its Thematic Partnerships Boards. It will fully support the representatives through training/specialist guidance etc. The CLF will bring representatives together with the wider voluntary and community sector so that they are able to share their views collectively.

The priorities of the new sustainable Community are: **“People at the Heart of Change”**



Terms of Reference

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- (i) To support community representatives on strategic partnerships

- (ii) To work with stakeholders to identify how the voluntary and community sector can contribute towards delivery of targets within the LAA and Community Strategy
- (iii) To collate views of the voluntary and community sector on strategic issues, ensuring they are fed into the debate through the HSP and other fora
- (iv) To engage frontline organisations so they have enough information and the systems to influence policy
- (v) To support community needs assessment by members of Community Link in order to influence policy
- (vi) To propose solutions where things could be better
- (vii) To support better partnership and collaborative working
- (viii) To support statutory agencies and the partnership in clarifying the role and expectations of the voluntary and community sector in Haringey
- (ix) To support the voluntary and community sector to understand the balance between campaigning role and service delivery
- (x) To build trust, understanding and clarity between elected Councillors and representatives to see how they can co-exist to build a better society

Role of HAVCO in Relation to Haringey Community Link Forum

- a) HAVCO's role is to represent the interests of the voluntary and community sector and to empower and support Community Link to speak for communities
- b) HAVCO would be the lead and accountable body for the service, and therein have ultimate power to revoke the membership of Community Link Members who breach the terms of reference and / or the agreed code of conduct

Community Link Membership

- Membership of Community Link is separate to HAVCO's membership
- Membership is free
- Only constituted voluntary and community organisations in Haringey or organisations based outside of the borough that have a substantial percentage of Haringey residents using their services can be members. In relation to this forum constituted encompasses the following organisations: -
 - Voluntary and community organisations governed by a committee of volunteers with terms of reference and/or
 - Those with governing documents falling into one of the following headings; Constitution, Memorandum and Articles of Association, Trust Deed, Set of Rules (Industrial and Provident Societies), terms of reference (for community forums etc).
- Members are expected to adhere to the Community Link Forum's code of conduct.

**CLF representatives Roles and Responsibilities
For CLF representative and the CLF Reference Group**

What is an elected Community Link Forum (CLF) representative?

An elected CLF representative is an individual who is: a) nominated by a CLF member organisation and agrees to stand as a CLF representative; and b) is successfully elected via an open election process in their bid to become a CLF representative. For information on who is eligible to stand from election.

What is a co-opted Community Link Forum (CLF) representative?

A co-opted Community Link Forum representative has been recommended by the CLF (i.e. by the CLF Executive) and approved by the HSP to sit on the HSP Board or by one of the Thematic Partnerships to sit on that Partnership Board because:

- a) a voluntary and community sector place on the HSP or the Thematic Partnership Board is vacant because it was not filled via the CLF election; or
- b) a voluntary and community sector place on the HSP or the Thematic Partnership Board becomes vacant for some reason; or
- c) the CLF, in accordance with its agreed principles on co-option, has identified a particular useful skill or knowledge or an important gap in the membership of the HSP Board, or one of the Thematic Partnerships and believes that the HSP or relevant Thematic Partnership Board would benefit from additional specialist input.

What is the CLF Reference Group and who are its members? The CLF Reference Group is the collective name for all elected, co-opted and HAVCO CLF representatives - all such CLF members are automatically members of the Reference Group. The CLF Reference Group will be brought together collectively a number of times each year. In addition, members of the Reference Group may be asked to meet on the thematic basis.

Overarching Roles & Responsibilities

1. **Promoting the CLF's objectives:** CLF representatives are expected to work together to promote the CLF's objectives.
2. **Acting in accordance with the CLF's agreed policies:** CLF representatives are expected to act in accordance with CLF policies, where these have been agreed by the CLF, and /or the views or the body that they are representing as opposed to representing their personal position.

If CLF policies conflict with the views of the body that they are representing, then the representative and the CLF should seek a resolution and to come to a common agreed position. If a common position cannot be achieved, then the representative should reflect the position of their organisation but also identify that this is not the CLF position.

3. **Working collectively to promote the needs of Haringey's communities:** CLF HSP representatives are expected to work collectively and co-operatively with the CLF, other CLF representatives and the HSP to ensure that the needs and interests of Haringey's voluntary and community sectors, service users and communities are considered by the HSP. This will involve:
 - a) drawing on the collated views of the voluntary and community sector on strategic issues;

b) ensuring that these views are fed into HSP Board, thematic forums and associated debates.

4. **Promoting the CLF's policies:** CLF representatives should familiarise themselves with the policies of the CLF if binding decisions have been taken.

Information will be provided on the CLF website and CLF meetings to assist representatives.

5. **Complying with the CLF code of conduct:** CLF representatives should abide by the code of conduct set out in this annex.
6. **Complying with requirements placed on the HSP members:** CLF representatives will be expected to comply with the requirements placed on HSP representatives that are listed below and any other roles and responsibilities agreed between the HSP and the CLF.
7. **Acting in the interest of the voluntary and community sector:** HSP members must make the interests of the community their main focus and should act in the public interest. Voluntary and community sector representatives are expected ensure that the interests of the voluntary and community sectors are raised.
8. **Issues and concern:** In bringing issues and concerns from their particular sector, HSP members should aim to contribute developing joint solutions with partners.
9. **Decision making when at meetings:** HSP representatives should be authorised to take decisions on behalf of their organisation, including decisions which may change the way in which agencies work together where this is consistent with accountability principles.

Where CLF HSP representatives are unable to make immediate decisions, their recommendations should be made via their organisations appropriate structures. Decisions made following recommendations must be supported by the organisation. (Representatives will be informed of any time frame for decisions to be made following recommendation.)

10. **Serving the community:** HSP representatives have a responsibility to work on behalf the whole community and are not to do anything which they could not justify to the public. HSP representatives must bear in mind the duty to serve the whole community and not just part of it.
11. **Promoting equality:** HSP representatives should promote equality by not discriminating against any person and by treating people with respect, regardless of their race, age, religion, gender, sexual orientation, disability or economic or social status. In addition, HSP representatives should respect and promote human rights and where lawful give due consideration to public sector duties to promote equality of opportunity.

Role requirements

Why have role requirements been identified? The requirements listed below identify key commitments, skill, knowledge and experience required to be an effective CLF representative.

Why is there a strong emphasis on commitment as opposed to experience? A strong emphasis is being placed on commitment, in order not to exclude people unnecessarily. Obviously, people with experience of playing a representative role are welcomed and needed; but it is also important to encourage as wide, and diverse, a range of potential CLF representatives as possible.

Why is some training compulsory? The commitment to attend compulsory CLF training is key to ensuring that all the CLF representatives fully understand their role and are able to fulfil their roles and responsibilities as a CLF representative.

How will these role requirements inform the election process? In producing their election statement, potential CLF representatives are encouraged to make direct reference to their ability to how they meet these role requirements and their commitment to being an effective CLF representative.

1. Knowledge and understanding of Haringey's community and voluntary sectors.
2. A commitment to attend compulsory CLF training and to take up other relevant development and training opportunities associated with being an effective CLF representative.
3. Experience of contributing to community and/or community development strategies.
4. A commitment to developing an understanding of the strategic and policy framework and issues for HSP and the CLF.
5. A commitment to playing an active role within the CLF and the HSP.
6. The ability to represent the CLF in negotiations and /or a willingness to develop relevant negotiation skills.
7. A commitment and willingness to act in accordance with principles in relation to participation in public life and representation (see Annex G).
8. A commitment to attending agreed meetings as relevant (e.g. HSP Board meetings, Thematic Partnership meetings, CLF Executive meetings, CLF Reference Group meetings etc.).

9. A commitment to attending, participating in, and contributing to relevant meetings with voluntary and community groups in the borough.
10. An understanding of equality of opportunity and commitment to complying with, and contributing to the implementation of, the CLF's Equality, Diversity and Human Rights Policy.

Code of conduct for CLF member organisations & CLF representatives

1. Abiding by this Code of Conduct

CLF HSP representatives and members are expected to abide by the requirements set out below in this code of conduct when engaged in activities relating to the CLF. Any complaints will be dealt with in accordance with the complaints procedure identified in the CLF's operational guidelines. If a breach of this code is alleged a CLF member or representative may be suspended pending an investigation. If a serious allegation is upheld action may be taken against the member organisation or representative up to, and including, termination of membership or role as a representative.

2. Understanding & seeking to fulfil the CLF representative's role

As a CLF representative you should to seek to make sure you:

- a) understand your role as a CLF member and/or CLF representative;
- b) seek to fulfil your responsibilities as CLF member and/or CLF representative.

Please note: Prospective and elected CLF HSP representatives will receive development opportunities, support and training from the CLF team to assist you to fulfil your role and will be expected to make reasonable attempts take up these opportunities.

3. The Nolan principles and principles of representation

CLF HSP representatives are expected to act in accordance with the **Nolan principles** which set out standards for those holding public office and overlapping principles in relation to effective representation. CLF representatives, and where appropriate, CLF members are expected to act in accordance with the following:

-
- **Selflessness:** The CLF representatives should act solely in terms of the public interest; not to gain financial or other benefit of themselves, their family or their friends.
-
- **Integrity:** The CLF representatives should not place themselves under any financial or other obligation to outside individuals or organisations that might seek to influence them in the performance of their official duties.
-
- **Objectivity:** In carrying out public business, including making public appointments, awarding contracts, or recommending individual's rewards and benefits, CLF representatives
-

	should make choices on merit.
▪ Accountability:	The CLF will clearly define its arrangements & responsibilities in respect of its actions and decision-making.
▪ Openness:	CLF representatives should be as open as possible about all the decisions and actions they take. They should give reasons for their decisions and restrict information only when the wider public interest clearly demands. They should also be as open as possible in their dealings and relationships. However, due consideration should also be given to any confidentiality requirements.
▪ Honesty:	CLF representatives have a duty to declare any private interests relating to their public duties and to take steps to resolve any conflicts arising in a way that protects the public interest
▪ Leadership:	CLF representatives will aim to think and act strategically.
▪ Equality:	Equality, diversity and inclusiveness should be placed at the core of what CLF representatives do.
▪ Clarity of purpose:	There should be clarity about the CLF's objectives which are based on a strong evidence base.
▪ Sustainability:	CLF representatives should seek to work collectively, and where possible, with a collective voice.
▪ Clarity of values:	The CLF, and its representatives, will seek to identify and build on the values of the local voluntary and community sector.

CLF HSP representatives should note that the Haringey COMPACT also takes on board these most of these principles within the agreement.

Please note: To assist representatives, mandatory training will be provided and there will be opportunities to explore and discuss the practical implementation of these principles:

4. Resolving problems

If CLF members and/or CLF representatives experience difficulty in fulfilling their roles or responsibilities or have concerns, these difficulties should be explored with the CLF Team and/or the CLF Reference Group to seek resolution.

5. Attending meetings

CLF HSP representatives should plan to attend at least two thirds of the meetings each year at which they act as a representative and/or make suitable alternative arrangements if this is not possible.

6. Conflict of interest

Representatives should not intentionally place themselves in a position of conflict of interest. If a conflict of interest arises, they should make this known to the CLF (e.g. Reference Group) and the CLF Team and seek a resolution. In acting as an HSP representative, a CLF representative must also abide by the HSP's requirements on conflict of interest.

7. Equality and respect

Representatives and member organisations should expect to be treated with respect and in accordance with equality principles. Representatives and CLF members should treat others (e.g. CLF colleagues, council officers, HSP colleagues) with respect and accordance with equality principles at CLF and HSP meetings, in correspondence and communications. CLF members and representatives are expected to comply with the CLF's, "Equality, Diversity and Human Rights Policy".

8. Dealing with conflict

If disagreements or conflicts arise that are not resolved through normal day-to-day interactions; a CLF HSP representative should raise the matter with the CLF Team, the HSP (or relevant Thematic Board) and/or the CLF Reference Group as appropriate.

A CLF member should raise the matter with the CLF Team or the CLF Reference Group as appropriate.

If necessary, mediation should be sought to resolve profound disputes or conflicts. CLF HSP representatives and member organisations should refrain from public attacks on the CLF and each other.

9. Reporting back

CLF HSP representatives will be expected to report back verbally on their representative activities and to answer questions from other CLF members. Where applicable, the CLF Team may require the CLF HSP representative to complete a HSP/Thematic Board feedback form or similar pro-forma.

10. Financial matters

No CLF representative or CLF member organisation may commit HAVCO or the CLF to expenditure. Any expenditure related decisions must be considered in accordance with HAVCO's financial policies and procedures including procedures governing the CLF and CLF representatives.

11. Decision-making

CLF HSP representatives and CLF member organisations may promote or disagree with existing CLF policy decisions. No CLF representative, or CLF member organisation, may unilaterally commit the CLF or HAVCO to a new policy position or decision.

12. Bringing the CLF or HAVCO into disrepute

CLF HSP representatives and CLF member organisations, when engaged in any activity related to the CLF, should refrain from any action that brings, or is likely to bring, the CLF or HAVCO into disrepute. If alleged, behaviour, and/or allegations, that could bring a CLF representative, a CLF member organisation, the CLF or HAVCO into disrepute, could in the first instance lead to a suspension from CLF activities. Such conduct would have to have been relevant or related to the CLF, and it would then need to be investigated and established, based on the principles and processes of natural justice and subject to appeal. Such actions could include, but are not limited to:

- a) breaches of this Code of Conduct;
- b) violent or abusive behaviour;
- c) allegations of serious criminal offences or breaches;
- d) formal investigations into alleged serious civil or administrative breaches;
- e) allegations of serious or gross misconduct.

Equality, Diversity and Human Rights policy

Introduction

Haringey Community Link Forum (CLF) is a network of voluntary and community organisations that conduct the majority of their activities or provide the majority of their services to people who live and work in the London Borough of Haringey. The CLF facilitates and promotes voluntary and community sector involvement in the Haringey Strategic Partnership Board and its subcommittees (its thematic partnerships). The CLF recognises the importance of community cohesion, diversity, equality, human rights and social inclusion.

Statement of intent

The CLF values diversity and believes that all people have an equal right to participate in, and benefit fully, from all opportunities; this includes employment rights, rights to access services and resources, and rights to participate in social and public life. We will actively work towards reducing unfair discrimination in society, the elimination of discriminatory practices within organisations and achievement of diversity, equality and human rights' objectives and agendas.

We will not discriminate and we will work with member organisations, CLF representatives, the HSP and others, to eliminate discrimination, on the grounds of age, caste, colour, disability, ethnic origin, gender, gender identity, health or HIV status, immigration status, language (including the language of deaf people), marital status, nationality or national origins, non-relevant or unrelated criminal conviction, race, religion or belief, responsibility for dependants, sexual orientation or social or economic status, trade union activity, transgender status or other conditions or requirements and cannot be shown to be justifiable.

Working together to promote equality and human rights

Discriminatory practices, inequality and a lack of the practical application of human rights principles may seriously undermine the life opportunities of Haringey residents and service users; and may also be entrenched in community, voluntary, private, public or statutory organisations. The CLF recognises that public sector duties to promote equality - currently covering disability, gender and racial equality - and duties to promote human rights are designed to tackle institutional discrimination and human rights failures.

The CLF welcomes the fact that the public sector equality and human rights duties apply directly to public sector partners, and in particular to, all statutory members of the Haringey Strategic Partnership. We also welcome the fact that the key public sector equality duties also apply to directly or indirectly to voluntary organisations that exercise public functions. We will work actively to encourage CLF and other community and voluntary organisations to understand, and address, diversity, equality and human rights principles and associated legal requirements. We will work actively with the HSP to develop positive, practical, proactive and supportive approaches to deal with challenges, and realise benefits, associated with diversity, equality and human rights.

CLF working in partnership

CLF will work in partnership with others organisations, including the HSP to:

- **Promote a shared vision:** about how to combat all forms of discrimination, harassment and victimisation and promote good community relations, equality and human rights.
- **Promote understanding:** of relevant equality and human rights enactments and practical strategies for benefiting Haringey's communities.
- **Encourage diversity in the membership of the CLF.**

- **Ensure involvement and listen:** We aim to ensure that all parts of the community feel that they have a voice and can be involved in CLF decision-making.
- **Support community engagement and empowerment:** We aim to encourage Haringey's diverse and rapidly changing local communities, including traditionally excluded groups, to participate in the CLF and HSP.
- **Encourage and facilitate involvement in the CLF:** We aim to enable all members groups, sectors and communities to participate in consultation and decision-making within the CLF.
- **Identify and remove unfair barriers to participation in the CLF.**
- **Conduct meetings on the basis of respect and commitment to listening:** We will respect the contribution of all parties and make space to encourage genuine involvement, participation and empowerment.
- **Promote understanding and co-operation between different communities and groups within communities:** We will seek to develop opportunities to learn about each other's cultures and experiences.
- **Promote policy and strategic developments:** We will aim to ensure that CLF members have equal opportunities policies in place, and assist and encourage members to develop strategies to tackle discrimination and promote community cohesion and human rights.

Key equality, civil and human rights related legal provisions

- **Civil rights** - including the rights of carers, civil partners, gender recognition rights and rights in relation to data protection.
- **Equality related employment rights** - including adoption, maternity, paternity and parental leave; pregnancy rights; rights for part time and fixed term workers; and rights in relation to holidays, minimum wage and the number of hours of work.
- **Equality strands** - including age, disability (including HIV and health status), gender (including marital status & transgender people), racial grounds, religion or belief and sexual orientation.
- **Areas** - education, employment, housing, public office, the provision of facilities, goods and services, training and a wide range of other areas.
- **Public sector equality duties** - including duties to eliminate unlawful discrimination in exercising public functions in relation to most equality strands and duties to promote disability, gender and racial equality.
- **Human rights** - including the right to life; prohibition of torture; prohibition of slavery & forced labour; right to liberty & security; right to a fair trial; right to no punishment without law; right to respect for private & family life; freedom of thought, conscience and religion; freedom of expression; freedom of assembly and association; the right to marry; prohibition of discrimination; prohibition of abuse of rights; right to protection of property; right to education; and the right to free elections.

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Community Link Forum

LAA Workshop Feedback Report

January - February 2008



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1.0 Introduction

During Round Three of Local Area Agreement development in the borough, local voluntary and community organisations that have an interest in health, social care and wellbeing issues were able to engage with statutory partners regarding the development and selection of priority indicators and targets in this area via a half-day workshop which was jointly facilitated by Haringey's Association of Voluntary and Community Organisations (HAVCO) and the Council.

Through the half-day workshop Haringey's voluntary and community organisations were able to influence the LAA process by ensuring that mental health, which had 'fallen off' the LAA priority list, was put back onto Haringey's LAA agenda. It was also recognised that the LAA process needed to be widened for the voluntary and community sector to engage effectively regarding the other policy areas.

It was anticipated that this gap would be addressed during the current LAA refresh, however, there has been little involvement from the *wider* voluntary and community organisations. This concern has been raised by voluntary and community sector representatives at Haringey's Strategic Partnership in November 2007.

In July 2007 the HSP endorsed the development of a new community engagement mechanism for the borough called the Community Link Forum (CLF). The accountable body for the Forum is HAVCO, the Council for Voluntary Service in Haringey. The Launch for the CLF took place in January 2008, and in recognition of widening the LAA process for voluntary and community sector input and engagement, workshops were held as part of Launch. The workshops enabled voluntary and community organisations to discuss the current LAA indicators. Due to demand by participants the workshops were facilitated a second time during February with the London Voluntary Service Council (LVSC). The feedback following the workshops is contained in this report.

It was agreed with the HSP's executive - the Performance Management Group (PMG) - that this report would be available at the Thematic Partnership Workshops facilitated during March 2008. To enable members of the Thematic Partnership Boards to have an understanding of the issues that voluntary and community organisations considered key, to address critical concerns for the area and local people.

2.0 Methodology

Haringey's voluntary and community sector is a 'broad church,' with a range of expertise and competencies; some groups having detailed knowledge about LAA with others having little or no detailed knowledge of the agreement. Therefore the LAA was introduced in relation to the six priorities outlined in Haringey's Sustainable Community Strategy 2007-2016, which sets down the vision and aspirations for the borough. Discussions were encouraged around what participants felt were important to them and residents under each of the priority headings.

Workshop 1

1. Healthier People with a better quality of life
2. Be safer for all

Workshop 2

3. People at the Heart of Change
4. An environmentally Sustainable Future

Workshop 3

5. Economic Vitality & Prosperity Shared by all
6. People and customer focused

The workshop facilitators introduced the key issues under each priority, outlining the priorities objectives and aims. Participants were invited to consider the following:

1. main/overarching priority for each heading
2. detail a list of key priorities for each heading
3. consider the type of services that could be introduced or that already exist to address the priorities
4. general conclusions

Some of workshops had more than one main priority and some of them did not reach final conclusions. However in general there were key themes and concerns related to the Local Area Agreement that came out of the workshops. These are outlined below.

3.0 Outcomes and Recommendations of VCS LAA Workshops:

a. LAA development and planning

- Participants raised concerns that they rarely have access to results of consultations; therefore they are unable to evaluate the effectiveness of VCS' engagement in consultation processes/consider what difference and influence their views had on statutory-led initiatives
- Voluntary and Community organisations want to be an effective voice and *know* that their voices have been listened to and heard
- Empowering VCS is critical in relation to policy/service initiatives that are cross-cutting and overarching e.g. very few participants knew the purpose of the LAA
- Early engagement of the VCS is necessary regarding service development. The first step is a clear action plan to engage the VCS in commissioning processes.
- Concerns rose regarding lack of information regarding transitional arrangements for existing services delivered via LAA by voluntary and community organisations under Neighbourhood Renewal Funding. Participants were keen to learn whether this had been considered during current LAA refresh.
- Participants proposed that Council officers undertake risk assessment, as proposed Council cuts contradict the outcomes of some of the LAA targets.
- Failure of working in a joined up way, e.g. LAA development should be implemented utilising Compact working to:

- Scrutinise and challenge processes – where necessary
- Compact assess processes
- Avoid marginalisation of third sector (i.e. around consultations, contract relationships)
- Recognise Compact as the overarching document for doing business (between and across sectors)

b. VCS LAA Priorities:

- NI 7 - Environment for a thriving third sector
- NI 6 - Participation in Regular Volunteering
- NI 140- Fair Treatment by local services
- NI 4- % of People who feel that they can influence decisions in their locality.

c. General Concerns:

- Many comments were made regarding widening the process at an early stage to gauge the views of others including VCS (these are outlined in 'a.' above)
- Concerns raised that mental health, as a key issue within the borough may not be adequately addressed with the current priorities selected.
- Lack of clear service to address support needed for young people with learning difficulties. NI 54 – *Services for disabled children*, is a survey for users in respect of evaluating service quality etc. Service Providers in this field are concerned that a survey will not address some of the key concerns for these users and their families.
- Lack of understanding of the sector – research required to provide quantitative information of true value that the sector brings to the borough – e.g. faith sector work in respect of community cohesion, employment, providing skills via volunteering, specialist knowledge in environmental issues, etc

4.0 Workshop Outcomes

“Healthier People with a Better Quality of Life”

Main Priority:

This is a cross-cutting priority therefore importance of exerting influence over LAA indicators is critical, however, wider VCS participation is about playing ‘catch up’ in respect of the LAA process

Key Issues:

- Reducing social isolation – more opportunities should be available to achieve this
- Performance indicators should be defined by people at a local level
- Making sure local people are consulted about impact of changes
- Haringey’s residents should be free from disease
- Good support available for people to manage long-term illness
- Better housing
- Reducing stress
- Accessible support services – local
- Valuing individuals/community
- Community cohesion
- Tackling discrimination – equal + fair services
- Health impact assessing for policies and activities
- Non means-tested provision
- Proactive instead of reactive services
- Removing barriers to access of health and well-being provision
- Responsive services – need based [User involvement]
- Prevention + self care support
- Mapping community need + anti-poverty strategy and implementation - plan funding independent advice services.

Self Help/ Self Worth:

- Recognition of positive contribution (e.g. careers)
- Empowerment/advocacy/ knowledge + skills
- Invest in education/awareness raising

Mental Health

- Happiness – good mental health
- Increase social networks/promote opportunity
- Awareness + preventative support;
 - Collaborative services
 - Links between support provision
 - Continuity of good services
- Maintaining local/effective service provision

"Be Safer for all"

Main Priority:

• Reduce the incidence and fear of crime • Address anti-social behaviour • Create safe and secure homes, tackling domestic violence • Safer roads • A positive future for our children and young people

Key Priorities:

- Apart from agreement that our streets need traffic calming, the discussion focused almost exclusively on concerns about serious anti-social behaviour, and particularly discouraging young people's involvement in it
- Fear of crime is a serious concern and could be reduced (i.e. be proportional) if people had accurate statistics... the media scaremongers too much
- Raise awareness of positive initiatives, alternatives and opportunities for people, especially youth, to pursue rather than crime - e.g. employment, youth facilities, creative things, education
- Need positive images of youth, rather than demonising them. Value and recognition of their achievements, e.g. via youth volunteering programme and training: positive contributions / positive opportunities for youth
- Need to engage with young people, and to listen to their views and their 'voice' - need effective practical action targeting those involved in gun and knife crime... and to prevent negative re-enforcement of such activity (e.g. glorification)
- Parents and carers of those involved in serious crimes (whether perpetrators or victims) need systematic support
- The best way to 'crowd out crime' is to ensure strong local communities with a good, positive atmosphere and people talking to each other and supporting each other
- visible crime prevention;
 - more police
 - more street wardens
- community structures;
 - neighbourhood support/responsibility - pride in our communities
- cross boundaries/multi/agency involvement
- inter-generational support/education, e.g. Inter-agency training on safeguarding adults across all VCs organisations and highlighting reporting mechanisms and available information/advice/advocacy agencies
- reducing knife/gun crime
- zero tolerance for discrimination and hate crime
- alcohol/drug dependency support

"People at the Heart of Change"

Main Priority

- *Opportunity to influence* • *Empowering VCS* • *Meaningful engagement* • *Adhering to consultation policies* • *Making sure local people are consulted about impact of changes* • *Adequate resource to fulfil community needs*

Key Priorities

- Involve users and members (access wider community)
- Use VCS as a greater means of collecting data/knowledge
- Cost to enable this to happen – pay for engaging in consultation
- Social capital:
 - ✓ involve wider sector
 - ✓ incentives VCS to link
- Impact on homelessness:
 - ✓ strategy
 - ✓ process
- Impact assessment:
 - ✓ to be conducted wider than meeting targets/money
 - ✓ what does it mean for communities/dynamics/meeting needs/negative effects?
- Strong processes/involvement
- Increasing accessibility, accountability
- Feedback – honest in processes
- Joining up agendas
- Treatment of VCS is inconsistent
- Honouring commitment to borough
- Contradictory targets (e.g. council proposed cuts will affect LAA priorities)
- Valuing borough – consistent plus continuous improvement
- Valuing VCS – independence/campaigning
- How do we prove how good we are? – more than a paper exercise overly bureaucratic
- Consider needs of BME communities
- Genuine community cohesion
- Community perception (understanding between partners)
- Relationship with health practitioners
- Services access
- What are the priorities within the communities?
- Too many changing agendas
- Health and safety
- Quality of provision

"An Environmentally Sustainable Future"

Main Priorities

- *Tackle climate change*
- *Manage our environmental resources more effectively*
- *Create sustainable and energy efficient homes and buildings*
- *Increase recycling and reduce waste*
- *Promote sustainable transport*
- *Encourage our future citizens to be our first 'green generation'*
- *Protect the natural environment Haringey*

Key Priorities:

- Need for a comprehensive and well-financed insulation programme for all homes, not just new ones
- Housing v. maintaining green space - will be a issue for Haringey
- Need to develop alternative energy sources, e.g. solar panels on all buildings
- A 'green' lifestyle is part of a positive approach e.g. to diet (healthy eating) and fitness (cycling and walking rather than car use)
- Recycling should be made easy to understand and do, be as comprehensive as possible, and be the same throughout all neighbourhoods in Haringey
- Waste reduction and recycling should apply equally to businesses as they have a huge impact
- Necessary lifestyle changes need to be viewed positively and backed by effective incentives. Such incentives should be accessible, rather than means tested or hard to apply for.
- All reports by Council and HSP boards should include a brief 'environmental impact assessment' in the same way that they include an 'equalities assessment'.
- Community access – all aspects i.e. young people
- Influence over facilities and maintaining community space
- Economics over environment
- There's a need to continually raise public awareness on these issues

“Economic Vitality & Prosperity Shared by All”

Main Priority

Involvement of VCS and people at all levels strategically plus right through the process at all stages of the [development/ decision-making] systems.

Key Issues:

- Tackling ‘worklessness’ effectively means working from the bottom - up
- Local Business to get involved in this debate and workless to be involved
- Promotion of volunteering
- Training payments for unemployed
- Safety net (cost effect) transition from unemployment to jobs
- training – information workshop for unemployed
- Need to be qualified from the early stages.
- More young leaders and involvement of all ages groups (as opposed to middle-aged/ near middle-aged leaders)
- Ward level involvement from communities
- Homelessness impacts upon communities being prosperous – e.g. inadequate consultation with VCS regarding LBH Housing Strategy
- Community cohesion
- Need organised debate with all stakeholders leading to consensus on economic sustainability
- Audit of local people’s views on this issue to be conducted across the borough
- Education and opportunity ;
 - Day release for training workshop
 - Hands on training
 - Open up apprenticeship and target what people really need
 - Improve employment opportunities

"People and Customer Focused"

Main Priority

- *High quality, needs based and customer focused services that offer value for money*
- *Increased resident satisfaction with services and the area they live in*
- *Greater opportunity for civic engagement and participation*
- *Transparent and accountable local leadership*
- *Drawing on the strength of the voluntary and community sector*
- *Make our children and young people active citizens*

Key Priorities:

- Need more funding for a wide range of local services
local services and amenities need to be accessible for everyone to use without barriers, e.g. affordable, no 'means testing' or bureaucracy, well advertised, and a system of community transport for those needing mobility support
- Need constant and sustainable youth provision e.g... facilities in local communities, mentoring programs etc
- Improve services for the elderly and those with disabilities
- Support for parents and carers (e.g. those caring for housebound relatives etc)
Recognise and support the huge numbers of volunteers and volunteering, formal and informal, that goes on throughout Haringey
- Communication – active + two way of communication e.g. Delivery plan – local people on scrutiny panels
- Accountabilities of service provides/transparency two-way feedback evidence and monitoring
- Client specific complaint officer to process complaints (Compact mediation for VCS service providers)
- Language support necessary for services

Some overall conclusions from the workshop:

- The CLF mission to 'increase the level, accessibility and quality of services, with greater community engagement and influence' was felt to be a good summary of the issues at hand
- Key overarching themes from the contributions were: we must have adequate resources to fulfil community needs, work towards strong communities, support engagement of young people
- There's a great deal of connection and overlap between all the issues discussed

5.0 Acknowledgements

HAVCO and the Community Link Forum team would like to thank the following:

Workshop Facilitators:

- Robert Edmonds - VCS Wellbeing Theme Group Chair
- Dave Morris - Haringey Federation of Residents Association
- Faiza Rivzi - BME Carers
- Stephen Wish - Polar Bear Community Ltd

Co-Facilitators:

- Vincent Okieimen - HAVCO
- Naeem Sheikh - HAVCO

Scribes:

- Rachel Nussey - HAVCO
- Pisey Pech - HAVCO
- Stephanie Rowland - Haringey Council, Corporate Voluntary Sector Team

We would also like to thank Gethyn Williams, Policy and Networks Manager, London Voluntary Service Council (LVSC) who delivered the key note speech at the second LAA workshop event, Dhara Vyas, Policy Officer at the National Council of Voluntary Organisations and Paul Head, Principal of the College of North East London/HSP Vice Chair who delivered presentations at the CLF Launch. Leander Neckles, of Necko Consultancy, who has provided invaluable support regarding policy and project development to the CLF Reference Group (the main steering group of existing voluntary and community sector representatives that have places at the strategic table) and the CLF team.

Last, but not least, we would like to thank all of Haringey's voluntary and community organisations that participated in these events, your efforts, energy, dedication and input are appreciated and respected.



haringey strategic partnership

Meeting: Enterprise Partnership Board

Date: 11 June 2008

Report Title: Confirmation of Membership and Terms of Reference: 2008/09

Report of: Mary Connolly, HSP Manager, Haringey Council.

Summary

The first meeting of the new Municipal Year provides a timely opportunity for the Board to confirm its membership and update its Terms of Reference for the forthcoming year.

Following the Community Link Forum (CLF) elections in April three new representatives have been appointed to each of the Thematic Boards. To recognise this each Thematic Board now needs to formerly amend their Terms of Reference.

The full Terms of Reference are attached at Appendix 1.

Attached at Appendix 2 is the membership including details of the individuals appointed to sit on the Board. Each partner organisation should formerly confirm the names of the individuals appointed to the Board.

The Council's Cabinet will appoint Councillors to the HSP and each of the Thematic Boards on 17 June. Therefore, until then, the Councillors appointed to the Board by the Cabinet in 2007/08 remain in place.

Recommendations

- i. That the Board confirm its membership for the new Municipal Year.
- ii. That the Board Terms of Reference be amended to include the new Community Link Forum representatives.

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Enterprise Board

Terms of Reference

Rationale

The Enterprise Board is a strategic body forming part of the Haringey Strategic Partnership (HSP). Together with the other five thematic partnerships¹ the Enterprise Board will deliver the priorities set out in the Haringey Sustainable Community Strategy (SCS) 2007 to 2016:

- People at the heart of change
- An environmentally sustainable future
- Economic vitality and prosperity shared by all
- Safer for all
- Healthier people with a better quality of life
- People and customer focused

The vehicle for delivering the SCS priorities will be the Local Area Agreement (LAA), which was operational from April 2007. The Enterprise Board will have specific responsibility for delivering the LAA targets contained in the economic development block.

Aims

- Develop and implement enterprise and employment and skills strategies and initiatives in line with the priorities set out in the SCS and LAA.

Objectives

- To deliver the priorities and targets set out in the SCS and LAA.
- To monitor and evaluate the effectiveness of strategies and initiatives relating to enterprise and employment and skills.
- To ensure that the agreed vision and priorities of the Enterprise Board are reflected in the business plans of partner organisations.
- To disseminate decisions and actions to the Haringey Employment Partnership Board and the Haringey City Growth Board.
- To conduct financial and performance monitoring on a quarterly basis.
- To ensure that information about the work of the Enterprise Board is disseminated to the main HSP board and the remaining five thematic partnerships.

¹ The other five thematic partnerships are: Safer Communities, Better Place, Wellbeing, Children and Young People and Integrated Housing

Actions

Deliver the LAA economic development block mandatory outcomes:

- A reduction by 2007/08 of at least 2 percentage points in the overall benefits claim rate for those living in the Local Authority wards identified by the Department for Work and Pensions (DWP) as having the worst initial labour market position.²
- A reduction by 2007/08 of at least 2 percentage points in the difference between the overall benefits claim rate for England and the overall rate for the local authority wards with the worst initial labour market position.

Deliver the LAA economic development block stretch targets:

- Number of people from priority neighbourhoods³ helped into sustained work⁴
 - 120 long-term (6 months or more) Job Seekers Allowance claimants
 - 110 lone parents and adult carers
- Number of residents on Incapacity Benefit for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks.

Deliver national floor targets relevant to enterprise and employment and skills:

- Increase in Haringey's overall employment rate
- Increase the employment rate of:
 - lone parents
 - ethnic minorities
 - those aged 50 and over (to 69)
 - those with lowest qualifications
- Increase the number of new VAT registrations
- Increase the self employment rate

² There are 12 Haringey wards that DWP have identified as having the worst initial labour market position. These wards are: Bounds Green, Bruce Grove, Hornsey, Noel Park, Northumberland Park, St Ann's, Seven Sisters, Tottenham Green, Tottenham Hale, West Green, White Hart Lane and Woodside.

³ The priority neighbourhoods are the 12 Haringey wards with the worst initial labour market position.

⁴ The definition of sustained work is 16 hours or more a week for at least 13 weeks.

Operational Protocol

Membership

See Appendix i for membership list.

- Members of the partnership will communicate to their organisations decisions made by the Enterprise Board.
- Members will agree to work co-operatively with each other
- Work in the spirit of partnership and be the ambassadors of the Enterprise Board in Haringey and work within the criteria laid down by the HSP.
- Members who are unable to attend an Enterprise Board meeting will send a representative in their place.

Meetings

- The Chair to ensure meetings are democratic, orderly, start punctually and move in a timely way through the agreed agenda.
- The Chair to ensure members are able to contribute effectively to deliver the aims and objectives of the Enterprise Board.
- To conduct the business of the HSP on enterprise and employment and skills issues.
- Ordinary Meetings will be held four times a year at an appropriate venue within the borough.
- The agendas, papers and notes of Enterprise Partnership meetings will be made available to members of the public after proceedings.
- Additional sub-groups and special meetings will be arranged accordingly

Decision Making

- Decisions will be made on the basis of majority vote.
- To make decisions meetings must be quorate. A meeting is quorate if at least 5 members are present.

Secretariat support provided by Economic Regeneration and Committee Services (TBC):

- Maintain membership
- Organise and service meetings
- Provide policy support, advice, and reports
- Liaise between agencies
- Liaise between other theme boards
- Other duties that may fall under the remit of the Enterprise Board

All Agendas and reports to be dispatched or circulated 7 working days before the meeting. Additional/late items can be tabled at the discretion of the Chair.

Appendix i

Membership

Chair

Dr. Ita O'Donovan, Chief Executive, Haringey Council

Members

Haringey Council

Business Link for London

Collage Arts

College of North East London (CONEL)

Connexions North London

Greater London Enterprise

Haringey Association of Voluntary and Community Organisations (HAVCO)

Haringey Teaching Primary Care Trust

Jobcentre Plus

London Development Agency

Learning and Skills Council London North

Mall Management

North London Chamber of Commerce

Selby Trust

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SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	9	Dr Ita O'Donovan Councillor Kaushika Amin Councillor Pat Egan David Hennings Karen Galey Sean Burke Janette Karklins Clare Kowalska Denise Gandy
Community and Voluntary Representatives	Community Link Forum	1 1 1	Rod Cullen John Egbo Martha Osamor
	HAVCO	1	Naeem Sheikh
Employment and skills	CONEL	1	Paul Head
	Connexions North London	1	Lenny Kinnear
	Haringey Teaching PCT	1	Clive Martinez
	Jobcentre Plus	2	Walter Steel Linda Banton
	Learning and Skills North London	1	Yolande Burgess
Business and Enterprise	Business Link for London	1	Dennis Handel-Sam
	Greater London Enterprise	1	Colin Compton
	Mall Management	1	Michael Thompson
	North London Chamber of Commerce	1	Huw Jones
	North London Business	2	Gary Ince Shawna Stonehouse
Others/ Observers	London Development Agency	1	Isobel Rawlinson
	College Arts	1	Manoj Ambasna
	Selby Trust	1	Emma Tate
	TOTAL	28	

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Meeting: Enterprise Partnership Board

Date: 11 June 2008

Report Title: Local Area Agreement Update

Report of: Martin Tucker – Regeneration Manager (Employment & Skills)

Summary

- Negotiations over National Indicator 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods) have completed with a reduction of 4.7 percentage points over 3 years agreed with the Government Office for London and DWP.
- Data for National Indicator 171 (new business registration rate) will not be available until October 2008 at the earliest. Target negotiations for this indicator have therefore been delayed until these data are available.
- A target to reduce the number of children living in families in receipt of work benefits (National Indicator 116) from 36.4 per cent at April 2007 to 30.5 per cent April 2011 has been submitted to GoL.
- It is proposed to replace to the local indicators on improving the take up of working and child tax credits with an indicator on Haringey Guarantee participants receiving a better off calculation.
- New performance management arrangements are being developed for the delivery of the Local Area Agreement and a number of workshops have organised in June to facilitate the implementation of these arrangements.

Recommendations

1. That the Enterprise Board notes the progress being made in developing and implementing Haringey refreshed Local Area Agreement from June 2008.
2. That the Enterprise Board agrees to the replacement of the two LAA local indicators related to increasing the take up of tax credits with one based on Haringey Guarantee participants receiving a better off calculation.

Financial/Legal Comments

N/A

For more information contact:

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1. Introduction

1.1 This paper updates the Enterprise Board on the progress being made on developing and implementing Haringey's Local Area Agreement (LAA) from June 2008.

2. LAA national indicators

2.1 There are two LAA national indicators (NIs) that the Enterprise Board will be responsible for from June 2008:

- Working age people claiming out of working benefits in the worst performing neighbourhoods (NI 153)
- New business registration rate (previously VAT registration rate) (NI 171)

2.2 Negotiations over the target for NI 153 have been completed with the Government Office for London (GoL) and Haringey (HSP) agreeing a 4.7 percentage reduction in the out of work benefits claim rate over the three years 2008/09 to 2010/11. Haringey initially proposed a lower reduction but feedback received from GoL is that the Department for Work and Pensions (DWP) would expect an improvement target significantly higher given: that the DWP estimates a 'steady state' benefit claim rate reduction of 2.3 percentage over the next three years; the forthcoming welfare reforms; and the borough's £23m three year Working Neighbourhoods Fund (WNF) allocation. The final improvement target was the minimum DWP would accept

2.3 The data used to measure NI 171 will not be available until at least October 2008. This is because the Office for National Statistics (ONS) is changing the way it measures business activity. Previously this was based solely VAT (Value Added Tax) registrations but ONS will now also measure the number of businesses registered for VAT and PAYE (Pay As

You Earn). It is expected that this will help to improve the coverage of small businesses. For this reason negotiations over the target for this indicator will be delayed until these data are available.

2.4 Related to the negotiations over NI 153 and NI 171 is the £50m reward grant available to areas in receipt of WNF. Each eligible local area will be expected to agree up to 5 indicators with the relevant Government Office and performance against these indicators will be used to determine the local area's share of the reward grant. Negotiations over these 5 indicators have yet to begin but the Enterprise Board will be consulted and kept informed about the selection of these indicators.

2.5 There are two NIs that will be the responsibility of the Children and Young People's Strategic Partnership Board (CYPSPB), which the Enterprise Board will receive regular progress reports on:

- Proportion of children in poverty (NI 116)
- 16 to 18 year olds who are not in education, employment or training (NEET) (NI 117)

2.6 NI 116 is primarily based on the proportion of children living in households with equivalised (taking into account household size and composition) income 60 per cent below the median. However, as these data are not yet available at local authority level an interim measure based on the number of children who live in families in receipt of key benefits (Job Seekers Allowance, Incapacity Benefit, Income Support and Pension Credit) will be used. At the time of writing this report a target to reduce the proportion of children living in families in receipt of key benefits from 36.4 per cent at April 2007 to 30.5 per cent at April 2011 had been submitted to GoL. Although the CYPSPB are leading on the negotiations over the target for this indicator, officers from the Council's Economic Regeneration team are involved and the Enterprise Board will be informed of the final outcome of these negotiations.

2.7 NI 117 is a current LAA stretch target and the target to reduce the proportion of NEETs (Not in Education, Employment or Training) in the borough to 10.4 per cent by March 2010 will be rolled into the refreshed LAA. However, there will need to be negotiations over an extended target to cover 2010/11.

3. LAA local indicators and stretch targets

3.1 As well as the two NIs, the Enterprise Board will be responsible for a number of local indicators that will also be part of Haringey refreshed LAA from June 2008:

- Number of eligible individuals supported into employment through the Haringey Guarantee taking up Working Tax Credit
- Number of eligible Haringey Guarantee participants taking up Child Tax Credit

- Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace
- Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace

3.2 Despite the efforts of Job Centre Plus it has proved impossible at present to gain access to the necessary data that will measure performance against the two local indicators around the take up of tax credits, not least because of the various central government data security reviews currently taking place. Therefore it is proposed that the Enterprise Board agrees to the withdrawal of these indicators and the inclusion of the following replacement indicator:

- Number of registered Haringey Guarantee participants with a completed better off calculation

3.3 The BOC is a simple way of illustrating to a person how much better off they would be in work with the right combination of earnings and welfare support. This calculation is something that can be carried out for all people who are supported by the Haringey Guarantee and it has been established that data to support this indicator can be derived from the processes in place to monitor the delivery of the Haringey Guarantee.

3.4 Work is ongoing through the Learning and Skills Council to determine the baselines and targets for the two local skills indicators.

3.5 The current LAA stretch targets will remain the same and will be rolled into the refreshed into the new LAA from June 2008.

4. LAA workshops

4.1 A number of theme board workshops were held in March to help determine the practical measures that will need to be undertaken to deliver Haringey's LAA. The Enterprise Board's workshop was held on 20 March and the discussions that took place have influenced the development of the Haringey Guarantee action plan and future business support and enterprise activity. This future work programme will be presented at this board meeting.

4.2 A report on the theme board workshops is included in the agenda pack for this board meeting.

5. Performance management

5.1 The performance management arrangements in place to deliver Haringey's refreshed LAA are being developed and this will result in quarterly performance and finance reports being presented at the Enterprise Board, setting out progress towards meeting the key enterprise related LAA targets. Officers from the Council's Economic Regeneration team will be attending workshops in early June, which will set out the specific performance management arrangements. The outcome of these workshops will be reported to the Enterprise Board.

6. Story of place

6.1 The story of place, which will underpin the priorities in Haringey's new LAA, has now been agreed by Full Council, the HSP and GoL.

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Meeting: Enterprise Partnership Board
Date: 11 June 2008
Report Title: Tackling Worklessness Update
Report of: Martin Tucker – Regeneration Manager (Employment & Skills)

Summary

To update the Enterprise Board on progress in the main programmes tackling Worklessness in the Borough: The Haringey Guarantee, Families into Work and the North London Pledge.

Recommendation

- i. That the Board note the developments and progress in each of the programmes.
- ii. That the Worklessness Update be a standing item at future Enterprise Board meetings.

Financial/Legal Comments

N/A

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Strategic Implications

Introduction

This paper outlines developments and progress on the programmes tackling Worklessness in Haringey – The Haringey Guarantee, Families into Work and The North London Pledge..

The Haringey Guarantee

The Haringey Guarantee has been in place as a pilot programme since September 2006 and regular evaluation reports have been presented to the Board as the programme has developed.

The final evaluation report is appended for information. The main findings and recommendations from the report are:

Main Findings

The programme's key strength was in tailoring services so that the latent abilities of the individual were honed to meet the particular needs of an employer

Reducing the cost of recruitment was particularly important as the Haringey (and wider north London) economy is dominated by SMEs

Many individuals who have the appropriate skills on paper have not been able to hold down a job in the past because they lack the mindset required by employers, and the programme has helped such individuals become properly "work ready"

The programme was also recognised as an important element that complements mainstream programmes such as Train to Gain

The programme was seen by some to be more of a social programme rather than something of benefit to business competitiveness

Short term funding of the programme has led to uncertainty about its future

Several reasons were put forward to justify less targeting and a more open approach that allowed all local people to participate

Recommendations

The programme's relationship with Job Centre + and the Learning & Skills Council needs to be reviewed and streamlined where possible.

Methods of engaging with the local private sector should be reviewed in conjunction with business umbrella bodies.

An announcement about the long term funding of the programme should be made as soon as practicable.

Performance on the Guarantee to end March 2008 is

Registrations	1401
Students on Enhanced Courses	250
Work Placements	291
Jobs	248
Women jobs	120
BME jobs	218
Disabled jobs	21
Retentions	159
Qualifications	289

Haringey's Employment and Skills Team have conducted a thorough review of the programme and projects during January and February 2008 exploring

- What has worked and what not?
- What are the barriers?
- Identifying non performing contracts and taking appropriate action?
- What is the strength of the brand?
- Where are the gaps in provision?
- Which groups are not benefiting (previously identified or not)?

This review and evaluation has resulted in a review of outputs, outcomes and payments for delivery partners in 2008/09 and the table below sets out the programme for this year.

Project Title	Agency	Service and outputs	Amount
Families into Work	LBH	See Below	£300,000
Tackling Worklessness – Northumberland Park School	Northumberland Park School	Providing vocational support to KS4 pupils with progression routes to F.E., apprenticeships or employment. <ul style="list-style-type: none"> ○ 180 Yr11 pupils to receive vocational qualification Level 1 & 2 ○ 40 of these identified at high risk of becoming NEET to receive enhanced vocational training from Entry Level to Level 2. 	£100,000
Moving Forward	Positive Employment	Based in TGEC, providing IAG support to CoNEL students and other residents. To deliver: <ul style="list-style-type: none"> ○ 25 jobs sustained for 13 weeks 	£50,000
Haringey at Work	Talent – At Work	Providing IAG support to residents at a range of Council services. To deliver: <ul style="list-style-type: none"> ○ 100 jobs sustained for 13 weeks 	£160,000
Working for Health	Haringey TPCT	Working at GPs surgeries across the borough, with a focus on long term IB claimants. To deliver: <ul style="list-style-type: none"> ○ 33 jobs sustained for 13 weeks 	£100,000
Work Placements for Employment		Providing structured work placements for Haringey Guarantee participants. To deliver: <ul style="list-style-type: none"> ○ 55 work placements ○ 20 volunteering placements 	£50,000

		<ul style="list-style-type: none"> ○ 15 jobs sustained for 13 weeks 	
Extending The Haringey Guarantee	Aidevian, KIS & Women Like Us	<ul style="list-style-type: none"> ○ Security Industry Authority training certificates for 41 participants ○ NCFE in Childcare for 32 participants ○ Tailored support for 80 women with children <p>In total will deliver 58 jobs sustained for a minimum of 13 weeks</p>	£100,000
Evaluation	TBA		£25,000
Employment Action Network	LBH	<p>Working from Neighbourhood Management centres across the borough, to deliver:</p> <ul style="list-style-type: none"> ○ 20 jobs sustained for 13 weeks, 	£46,000
			£931,000

Haringey Council have been successful in securing £250,000 of LDA ESF co-financing to extend the delivery of the Haringey Guarantee across the borough until 2010. Contract negotiations with the LDA around the detailed delivery of this project are set for mid-June.

Families into Work

The vision for the Families into Work (FIW) project is to improve the life chances of people in Northumberland Park by working with families to identify and provide the services they need for parents to become employed and for children to achieve success in education and develop the skills and desire to obtain work with career prospects.

Families into Work will be a multi-agency approach in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life chances of all family members. It will be a 3 year pilot with embedded evaluation. It is proposed that **a team of 4 is set up to work closely with some 100 families in Northumberland Park who have multiple barriers to taking up employment and training. It is proposed that the team work with 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.** It is not proposed that new services should be provided but that existing service and projects should be co-ordinated and targeted to the families on the project. Thus FIW will not duplicate existing services but seek to facilitate better use of them.

The Families into Work project was designed as a way to work closely with whole families.

Thus the project team would work **with** families:

- to identify barriers to work for parents and older children
- to identify barriers to educational achievement for younger children
- to identify a family action plan, including a combination of services and projects, including ones already provided to the family, which would provide a rounded approach geared to that family's needs and barriers to work.
- to contact service providers to negotiate and agree access to the appropriate projects and services and shared action plans for the family which will support them into work.
- to ensure services are provided in a sensible way for the family
- to provide support to reduce drop out when things get tough and troubleshoot any problems which arise with service provision
- to monitor progress against each family action plan

Although the project focuses primarily on reducing Worklessness, it will need to help families deal with other issues in their lives which although not directly related to work, create problems for family members and become barriers to work.

The project is about co-ordination and partnership working and family support, rather than the provision of additional services.

The final Business Case was drafted and sent to Steering Group members on 19 December 2007 and agreed at the Steering Group meeting on 9 January 2008.

Working Neighbourhoods Fund has been identified to fund the project in 2008/09 and was confirmed by the Enterprise Board on 5 March 2008.

A delivery plan for the project was presented and agreed at the Steering on 30 April 2008.

The project will go live by June to coincide with the start of the new LAA.

Milestones

Recruitment of FiW Manager	June 2008
Recruitment of FiW Team	June/July 2008
Community Information Meetings school, children's centre, NRC	June/July 2008 –
Office open	July/August
First families engaged	Sept 08
Agreed action plans	Oct 2008

2008/09 Budget Profile

Recruitment	£15,000
Office Accommodation	£16,000
Office Equipment	£10,000
Salaries	£120,000

Added Value Projects
TOTAL

£139,000
£300,000

The North London Pledge

The North London Pledge is a LDA Funded £1.51million integrated employment and skills programme bringing together co-ordinated resident engagement through clear points of access in the 3 boroughs of Enfield, Haringey and Waltham Forest, quality inductions/assessments linked to clear pathways into employment including pre-employment skills training including Basic Skills, skills development, work trials and placements, a condition management programme, job brokerage and post-employment in- work support.

A total of £600,000 has been allocated to 2008/09 delivery of the programme with £910,000 in 2009/10.

Haringey Council is the accountable body for this programme and will undertake programme management, administration and financial probity roles including liaising with the LDA on behalf of the 3 boroughs and compiling and returning quarterly finance claims and all monitoring information required by the LDA. Two Programme Management posts have recently been filled with the Council.

Haringey Council will manage funding relating to Programme Management, communications/marketing, and monitoring which will be delivered Urban Futures. Evaluation of the programme will be directly commissioned and managed by the LDA

In-work support will be delivered as a single approach across the ULV linked to Train2Gain. A Condition Management Programme supporting IB claimants into work will be delivered across the ULV led by Haringey TPCT.

Delivery of Employment Support outputs leading to jobs and skills outputs which will be shared by three boroughs and delivered through their existing programmes – in Haringey this will be through the Haringey Guarantee partnership.

Project Title	Agency	Service and outputs	Amount
Moving Forward	Positive Employment	15 Employment Support outputs plus 1 job sustained at 13 weeks	£4,050
Haringey at Work	Talent – At Work	31 Employment Support outputs plus 7 jobs sustained at 13 weeks	£12,350
Working for Health	Haringey TPCT	Condition	£35,000

		Management Programme across ULV	
Work Placements for Employment	HAVCO/NLPC	8 Employment Support outputs	£1,600
Extending The Haringey Guarantee	Aidevian, KIS	10 Employment Support outputs plus 4 jobs.	£5,000
Employment Action Network	LBH	100 Employment Support outputs plus 25 jobs sustained at 13 weeks	£45,000
			£103,000

Contracts for delivery in Haringey additional to that through the Guarantee have been issued and will be reported on at future Enterprise Board meetings.

An additional contract for Skills outputs and in-work support are to be agreed

Financial Implications

All of the programmes are funded through grants – Area Based grant and LDA funding – and do not have financial or resource implications.

Recommendations

That the Board note the developments and progress in each of the programmes.

That the Worklessness Update be a standing item at future Enterprise Board meetings

Final Evaluation of the Haringey Guarantee

May 2008



A evaluation prepared for the London Borough of Haringey



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1. INTRODUCTION

In 2006, the London Borough of Haringey commissioned CSC Regeneration & Research Consultants to develop and deliver an embedded evaluation of the Haringey Guarantee programme.

CSC's work has been designed to measure the impact of the programme over an 18 month period, so that we can identify progress and suggest alternative approaches should the need arise. CSC developed interim reports in April and September 2007, and this document is the culmination of our work measuring the development and initial impact of the programme. The remainder of this introduction consists of:

- i. Objectives of the Programme
- ii. Purpose of the Evaluation
- iii. Methodology
- iv. Structure of the Interim Report

1.1 OBJECTIVES OF THE PROGRAMME

This initiative is the Council's main vehicle for tackling worklessness under the Local Area Agreement, and initially sought to deliver a programme of initiatives in the key wards of Bruce Grove, Noel Park and Northumberland Park. In April 2007, the programme's geographic focus was extended so that it covered twelve wards which were deemed to be furthest away from the local labour market. These are:

- St Anne's
- Tottenham Green
- Northumberland Pk
- Seven Sisters
- Bruce Grove
- West Green
- Tottenham Hale
- Noel Park
- Woodside
- White Hart Lane
- Bounds Green
- Hornsey

The programme's strategic objectives are as follows:

THE HARINGEY GUARANTEE¹

A Guarantee to local residents of employment and skills programmes which will deliver:

- a professional quality service
- information, advice and guidance
- enhanced and tailored vocational education and training
- work placements/volunteering opportunities
- employment advice and job brokerage
- priority interviews for college programmes and places
- guaranteed interviews when applying for employment opportunities with partners

A Guarantee that delivery partners and providers will meet a quality threshold in delivering professional focussed relevant and inclusive services

A Guarantee to businesses that the programmes will produce committed trained workers to meet their recruitment and skills needs

The Haringey Guarantee aims to work with employers, schools and colleges, skills training providers, employment services and job brokers and local communities to secure:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, demand led training and education for local young people
- Support for local businesses by providing a local committed and skilled workforce

¹ Haringey Council website

1.2 PURPOSE OF THE EVALUATION

As suggested above, CSC was engaged to work alongside the Council team and their partners for an extended period, during which time we have recorded its achievements at both the project and programme levels. As well as recording the views of a range of supporters and participants, we have also sought to measure changes in local perceptions about the effectiveness of the programme. This will enable us to report and comment on the evolution of the programme in real time, and also to make suggestions about its possible extension to other areas of Haringey and – potentially – other local authority areas.

1.3 METHODOLOGY

This Evaluation has been developed after giving full consideration to evidence that has been gathered from a variety of sources, using a number of different consultation techniques. These include:

- Project level output and expenditure statistics collected by the Council and Urban Futures
- Interviews with Council staff and others able to take a strategic overview of the programme
- Surveys of project managers and participants
- Surveys of local employers that have participated in the programme
- One to one interviews with key players who are able to offer a strategic overview of the programme

We are very grateful to all who have contributed to the research by collecting information or giving their views and opinions.

1.4 STRUCTURE OF THE REPORT

This interim report is structured to allow easy assimilation of the information, and consists of the following sections:

- | | |
|-----------|---|
| Section 1 | Introduces the purpose of the report, and describes the methodology and structure |
| Section 2 | Summarises output and expenditure achievements to date |
| Section 3 | Describes the views of project participants, and compares these with the views of those who replied to a similar survey in the summer of 2007 |
| Section 4 | Describes the views of participating project managers, and again makes comparisons with an earlier study |
| Section 5 | Describes the views of employers that have participated in the programme |
| Section 6 | Relates the views of some key players who are able to give an overview of the programme and its impact on local employment market needs, even though they are not necessarily directly involved in its delivery |
| Section 7 | Gives an overview of the programme's performance to date and summarises our initial conclusions and recommendations |

2. OUTPUT AND EXPENDITURE REVIEW

This section of the evaluation records the quantitative impact of the programme by reporting and commenting on the extent to which the projects utilised the funds available to them, and achieved the outputs that were anticipated at the outset of their work. This section comprises of the following:

- i. Output achievements
- ii. Defrayed expenditure
- iii. Key points

2.1 OUTPUT ACHIEVEMENTS

At the outset of each project, agreed output targets were set for the duration of the funded activity, and the table below summarises the programme’s achievements in securing the targeted outputs. The cells highlighted in yellow show the output measures where the stated targets have been met or exceeded.

DRAFT

INDICATOR	HARINGEY GUARANTEE: LIFETIME OUTPUT FIGURES									
	2006/07			2007/08			Total All Years			
	Target	Actual	Variance	Target	Actual	Variance	Target	Actual	Variance	
INFORMATION, ADVICE AND GUIDANCE										
A1: Total number of beneficiaries	584	644	60	784	747	-37	1368	1391	23	
A2: BME individuals benefiting	200	340	-140	332	894	562	532	1234	702	
A3: Women benefiting	293	124	169	334	602	268	627	726	99	
A4: Individuals aged under 25 benefiting	327	0	327	133	697	564	460	697	237	
A5: Individuals with disabilities benefiting	55	12	43	195	270	75	250	282	32	
A6: Lone parents benefiting	35	32	3	66	89	23	101	121	20	
A7: Health service users benefiting	35	34	1	83	44	-39	118	78	-40	
EMPLOYMENT, SELF-EMPLOYMENT AND WORKPLACEMENT										
B1: Individuals who are 'Haringey Guarantee ready'	118	79	39	543	385	-158	661	464	-197	
B2: 'Haringey Guarantee ready' individuals securing PT employment	0	0	0	0	19	19	0	19	19	
B3: 'Haringey Guarantee ready' individuals securing FT employment	40	39	1	258	192	-66	308	228	-80	
B4: Individuals in sustainable employment (> 13 weeks)	25	13	12	149	145	-4	265	156	-109	
B5: Individuals becoming self-employed	0	0	0	0	0	0	0	0	0	
B6: Individuals on work placement	19	46	-27	224	115	-109	243	161	-82	
B7: Beneficiaries securing employment after completion of a work placement	0	0	0	27	10	-17	27	10	-17	
B8: Local residents accessing job opportunities in Wood Green Town Centre	16	0	16	54	10	-44	70	10	-60	
QUALIFICATION AND TRAINING										
C1: Individuals gaining a qualification (NVQ1-NVQ4+)	0	0	0	335	244	-91	347	244	-103	
C2: Individuals placed on vocational training scheme	0	0	0	45	34	-11	45	34	-11	
C3: Young people accessing vocational training	0	0	0	250	417	167	250	417	167	
C4: Neighbourhood level employment and training initiatives	0	0	0	30	16	-14	30	16	-14	
REFERRALS										
D1: Referrals made to partner agencies	26	6	20	100	20	-80	126	26	-100	
D2: Referrals made to non-partner agencies	52	27	25	345	74	-271	397	101	-296	
VOLUNTEERING										
E1: Individuals accessing IAG on volunteering	50	79	-29	71	143	72	121	222	101	
E2: Individuals placed on volunteering opportunities	36	43	-7	7	25	18	43	68	25	
ACTION PLANS AND WORK PROGRAMMES										
F1: Individual action plans/work programmes developed	302	273	29	793	630	-163	1095	903	-192	
F2: Organisational action plans/work programmes developed	0	0	0	0	17	17	0	17	17	
ORGANISATIONS/BUSINESSES ENGAGED										
H1: Total no organisations/businesses engaged with the Haringey Guarantee	63	99	-36	142	115	-27	205	214	9	
H2: Total no organisations/businesses participating in workplacement scheme	3	16	-13	11	29	18	14	45	31	
H3: Total no organisations/businesses participating in volunteering scheme	8	14	-6	6	2	-4	14	16	2	



This table shows that the targets for the overall numbers of beneficiaries, and most of the demographic sub sets, have been achieved, as have the targets relating to the successful engagement of local businesses and other organisations. Similarly the targets for volunteering (an important outputs area in the run up to the 2012 Olympics) have all been exceeded.

Although most of the targets in the key sector of Employment, Self-Employment and Work Placement have not been achieved, the figures do demonstrate that significant numbers of local people, many of whom will have been substantially disadvantaged and out of work for long periods of time, have been helped into sustainable employment. It is particularly encouraging that out of 228 individuals who have been through the programme and found full time employment, 156 of those (68%) have so far maintained their position for at least 13 weeks. This demonstrates that people who had previously struggled to find and hold down a job are being helped to achieve that aim in growing numbers. As these people had not been assisted by existing mainstream programmes, it is reasonable to assume that their achievements are down to the direct involvement of this programme.

2.1.1 COMPARISON WITH MID-TERM EVALUATION

In order to test the progress of the projects since the mid-term evaluation in 2007, we have compared the target and out-turn figures above with the targets and achievements in September 2007. The table below compares the variances in percentage terms:

HARINGEY GUARANTEE: COMPARISONS OF OUT-TURN FIGURES WITH MID-TERM REVIEW						
INDICATOR	Total All Years			Figures in interim report		
	Target	Actual	Variance	Target	Actual	Variance
INFORMATION, ADVICE AND GUIDANCE						
A1: Total number of beneficiaries	1368	1391	101.7	941	1028	109.2
A2: BME individuals benefiting	532	1234	232.0	366	920	251.4
A3: Women benefiting	627	726	115.8	459	512	111.5
A4: Individuals aged under 25 benefiting	460	697	151.5	390	609	156.2
A5: Individuals with disabilities benefiting	250	282	112.8	141	225	159.6
A6: Lone parents benefiting	101	121	119.8	50	49	98.0
A7: Health service users benefiting	118	78	66.1	78	61	78.2
EMPLOYMENT, SELF-EMPLOYMENT AND WORKPLACEMENT						
B1: Individuals who are 'Haringey Guarantee ready'	661	464	70.2	330	236	71.5
B2: 'Haringey Guarantee ready' individuals securing PT employment	0	19	N/a	0	12	N/a
B3: 'Haringey Guarantee ready' individuals securing FT employment	308	228	74.0	106	149	140.6
B4: Individuals in sustainable employment (> 13 weeks)	265	156	58.9	69	72	104.3
B5: Individuals becoming self-employed	0	0	N/a	0	0	N/a
B6: Individuals on work placement	243	161	66.3	90	89	98.9
B7: Beneficiaries securing employment after completion of a work placement	27	10	37.0	14	4	28.6
B8: Local residents accessing job opportunities in Wood Green Town Centre	70	10	14.3	39	1	2.6
QUALIFICATION AND TRAINING						
C1: Individuals gaining a qualification (NVQ1-NVQ4+)	347	244	70.3	238	174	73.1
C2: Individuals placed on vocational training scheme	45	34	75.6	0	10	N/a
C3: Young people accessing vocational training	250	417	166.8	250	398	159.2
C4: Neighbourhood level employment and training initiatives	30	16	53.3	10	10	100.0
REFERRALS						
D1: Referrals made to partner agencies	126	26	20.6	78	13	16.7
D2: Referrals made to non-partner agencies	397	101	25.4	129	49	38.0
VOLUNTEERING						
E1: Individuals accessing IAG on volunteering	121	222	183.5	93	125	134.4
E2: Individuals placed on volunteering opportunities	43	68	158.1	40	48	120.0
ACTION PLANS AND WORK PROGRAMMES						
F1: Individual action plans/work programmes developed	1095	903	82.5	637	568	89.2
F2: Organisational action plans/work programmes developed	0	17	N/a	0	8	N/a
ORGANISATIONS/BUSINESSES ENGAGED						
H1: Total no organisations/businesses engaged with the Haringey Guarantee	205	214	104.4	137	161	117.5
H2: Total no organisations/businesses participating in workplacement scheme	14	45	321.4	8	30	375.0
H3: Total no organisations/businesses participating in volunteering scheme	14	16	114.3	14	16	114.3

The highlighted cells show the output measures where the variance between the actual and target figures has improved since the mid-term report was prepared. These advances – especially the numbers of people accessing training and work placements, and the numbers of referrals – will be welcome, but there will inevitably be some disappointment with some of these results. However, there are a number of factors that need to be taken into consideration:

- Trading conditions have become more difficult as a result of national and global economic circumstances, and that this will have impacted on companies' recruitment policies and practices
- The Borough has received a large number of new workers from Eastern Europe who already have transferable skills and who understand English well

These factors are of course beyond the control of the programme, but they will have both impacted on the employment prospects of those who will have been targeted for action by the Haringey Guarantee projects. If anything, these factors tend to make the recorded outputs better than they at first appear, and perhaps underline the need to maintain the programme's services, rather than suggest that it has not met its objectives.

Another factor that ought also to be borne in mind is that a number of new projects have started to work under Haringey Guarantee funding in the past year, and some of these have been slow to start, perhaps as a result of some of the factors mentioned above



2.2 DEFRAID EXPENDITURE

The table below shows the extent to which projects have claimed the available programme expenditure.

HARINGEY GUARANTEE: PROGRAMME SPENDING TO DATE					
	ALLOCATION	SPEND 2006/07	SPEND TO DATE 2007/08	TOTAL SPEND TO DATE	REMAINDER
Total funding	1,1135,500	387,024	625,282	1,012,306	123,194

This table shows that a little over 10% of the available funding still has to be claimed, and we understand that this will be accomplished shortly.

2.3 KEY POINTS

The main points in this section are summarised below in bullet point format for ease of reference:

- The targets for the overall numbers of beneficiaries, and most of the demographic sub sets, have been achieved, as have the targets relating to the successful engagement of local businesses and other organisations
- The targets for volunteering (an important outputs area in the run up to the 2012 Olympics) have all been exceeded
- Targets in the key sector of Employment, Self-Employment and Work Placement have not been achieved, but significant numbers of local people, many of whom will have been out of work for long periods of time, have been helped into sustainable employment
- Over two thirds of Job Ready beneficiaries who have found full time employment have held down those jobs for at least 13 weeks, and their achievements can be directly attributed to the involvement of the Haringey Guarantee

- Trading conditions have become more difficult as a result of national and global economic circumstances, and this will have impacted on companies' recruitment policies and practices
- The Borough has also received a large number of new workers from Eastern Europe who already have transferable skills and who understand English well; these factors tend to make the recorded outputs better than they at first appear, and perhaps underline the need to maintain the programme's services, rather than suggest that it has not met its objectives
- A little over 10% of the available funding still has to be claimed, and we understand that this will be accomplished shortly.

3. VIEWS OF PROJECT BENEFICIARIES

This section of the evaluation considers the views of local people who are currently participating in one or more of the Guarantee projects. Forty two people took part in this survey: most contributed their views in one to one interviews with a CSC consultant at the project, while others took part in an online survey established on the company website. The findings of this survey will be compared with a comparable survey that was undertaken in 2007. This section consists of:

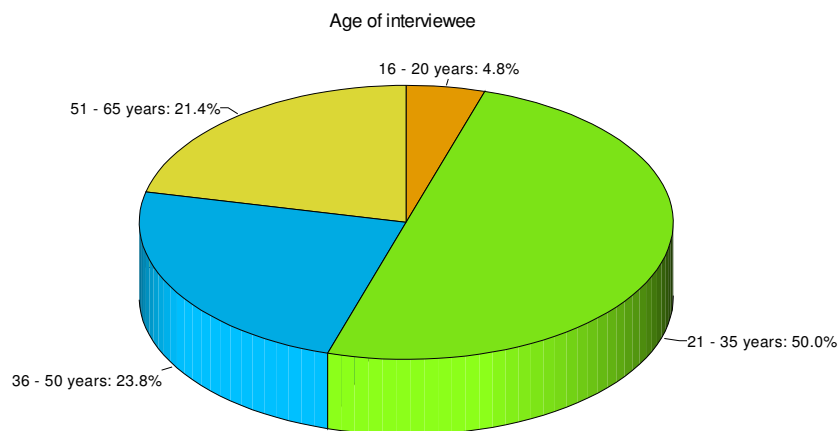
- i. Demographic details
- ii. Views of the projects
- iii. Impact on employment prospects
- iv. Key points and recommendations

3.1 DEMOGRAPHIC DETAILS

In order to ensure that the survey group was reasonably representative of Haringey's diverse population, and to check that the projects were focussing on the most disadvantaged sections of the community, the survey opened with a series of questions about their personal backgrounds. While the results of this survey does not necessarily reflect the background of all who are participating in the programme, this section does help to illustrate that we have captured a broadly representative view.

3.1.1 GENDER AND AGE

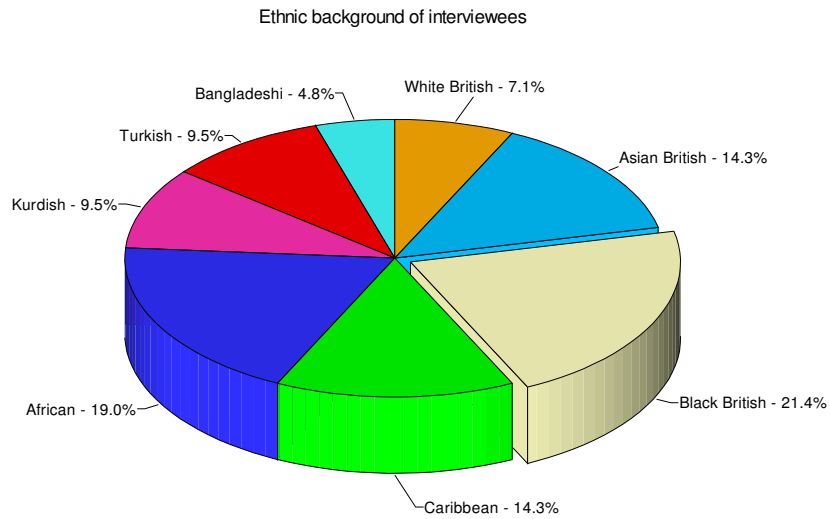
In response to a question about their age, it emerged that 17 respondents were male and 25 were female, this shows that there was a broadly representative selection of respondents. The group were then asked to say which age group was most appropriate to them, and their replies are shown in the graph below.



This shows that all economically-active age groups contributed to the survey, and the largest group were those aged between 21 and 35 years.

3.1.2 ETHNIC BACKGROUND

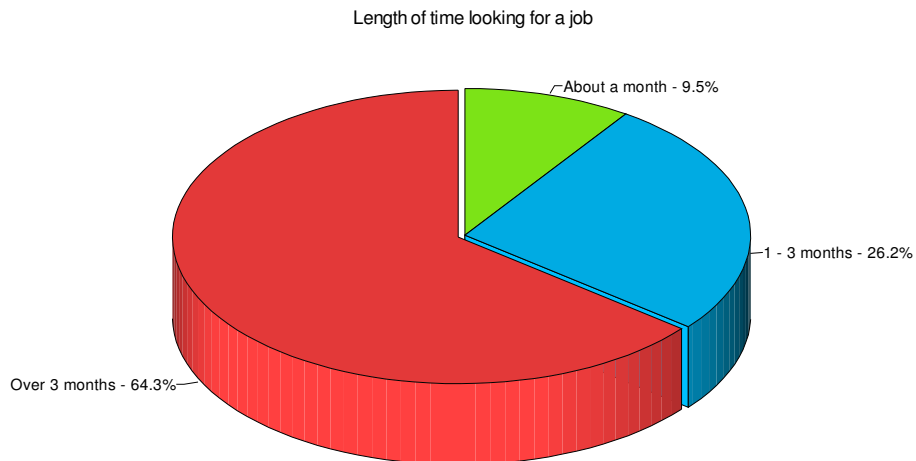
Haringey has one of the most cosmopolitan resident populations in London, and some of the more recent arrivals to the Borough are among the most disadvantaged in the market place. The ethnic background of the survey group is revealed in the graph below.



This graph shows that the survey group is broadly representative of the Borough’s diverse population. The largest single group is those who describe themselves as being Black or Black British, but the White, Asian and Turkish/Kurdish communities are also represented.

3.1.3 LENGTH OF PERIOD OF UNEMPLOYMENT

The survey group were then asked to say how long they had been looking for a job, and their replies are summarised below.



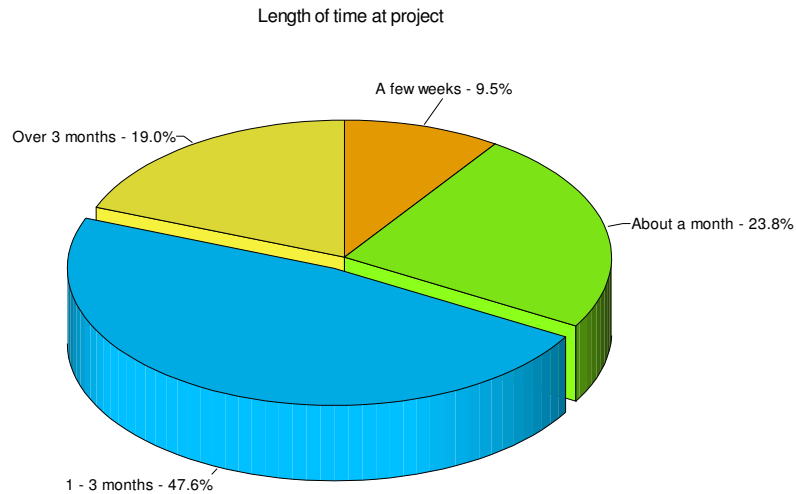
The largest section of this survey group (64%) have been looking for work for over three months, which demonstrates that the projects are successfully targeting their resources on those who are finding it most difficult to find work.

3.2 ACCESS TO THE PROJECTS

The next section of the questionnaire was designed to find out the respondents' views about the projects which they are currently attending.

3.2.1 LENGTH OF ATTENDANCE

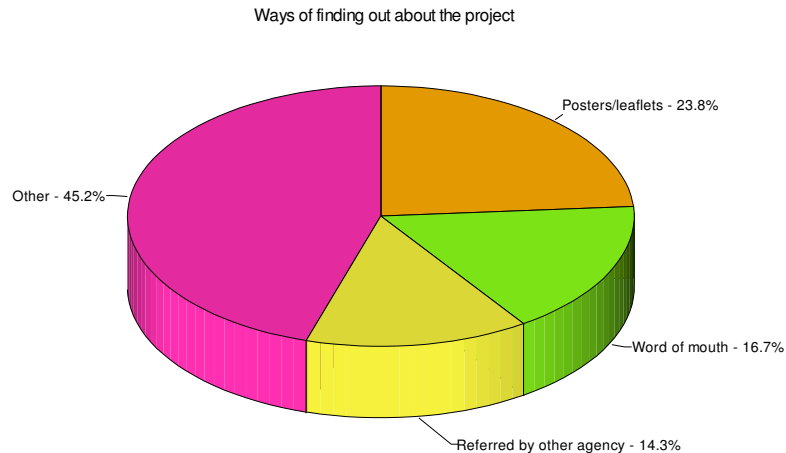
The first question asked how long they had been attending the project where they were interviewed, and their replies are summarised below:



Nearly half of the survey group have been working with the project for between one and three months, while another substantial group (19%) have been coming for a longer period. Just over a third of the group, however, have been coming for shorter periods, which shows that there is a continuing demand for the projects' services.

3.2.2 METHOD OF RECRUITMENT

The participants were then asked to say how they had heard about the projects, and their replies are shown below.



The most successful of the formalised methods of promoting the services were posters and leaflets and referrals from other agencies, although a substantial number approached the project following a word of

mouth recommendation, which is always a good sign that the projects are well appreciated. The largest group, on the other hand, were unsure about what had drawn them to the project, although good fortune seems to have played a part in many cases – some had accompanied a friend to a project, while others had been in the building for another purpose and had looked in out of curiosity. This suggests that the substantial efforts to promote the projects in the local press seem not to have been the driving force that had persuaded people to engage with the projects, and this strategy might be reviewed in greater depth by the Steering Group.

3.2.3 PEOPLE RECEIVING HELP FROM MORE THAN ONE PROJECT

The group were also invited to say whether they were receiving support from other projects, and around a quarter said that they were attending other funded initiatives. The projects that were most frequently nominated were:

- Northumberland Park School
- Haringey at Work
- Crèche at KIS
- Workstep

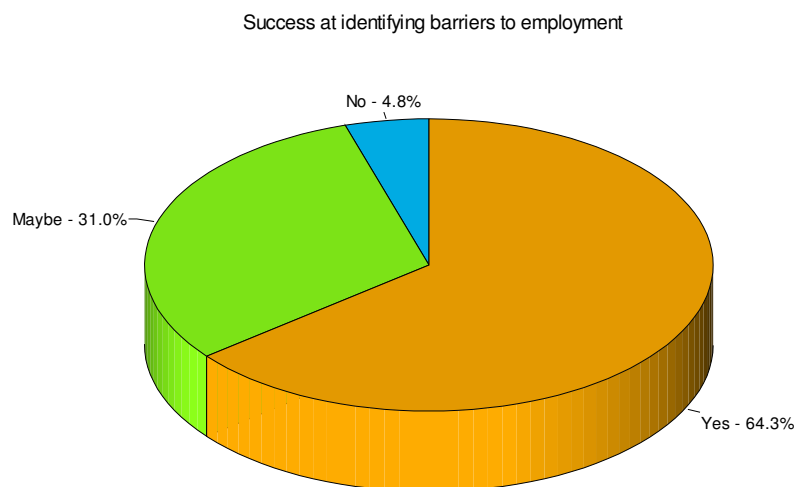
This suggests that there is a reasonable amount of cross-referrals taking place, but that there is scope to expand this practice in future. This issue is addressed in greater depth in Section 4, where we suggest ways of making the process easier to manage.

3.3 IMPACT ON EMPLOYMENT PROSPECTS

The next stage of the survey explored the respondents' views on the extent to which they feel that working with the projects are improving their prospects of finding meaningful employment in the local area.

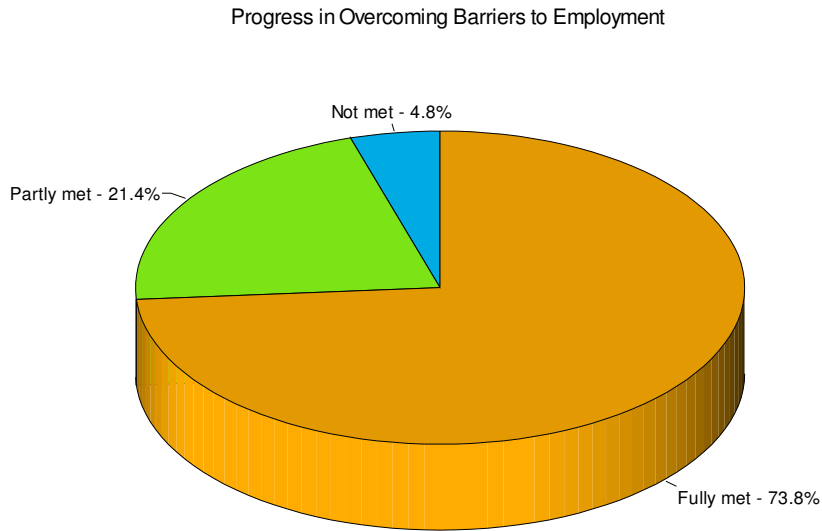
3.3.1 SUCCESS AT ANALYSING AND ADDRESSING BARRIERS TO EMPLOYMENT

The survey group were first asked to consider whether the project had based the support that they receive is appropriately addressing the issues have been preventing them from gaining employment. Their replies are summarised in the table below:



Nearly two thirds of the respondents have said that the project that they attend has successfully identified their personal barriers to employment. This is clearly a very strong response, especially as less than 5% of the group replied in the negative to this question. We then posed a related question, by

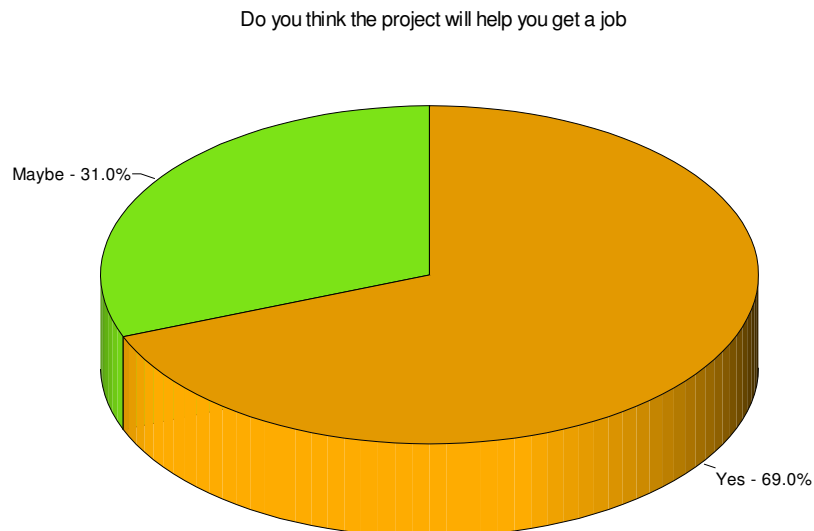
asking whether they thought that they were making progress in addressing these issues; these replies are also given below:



This is a very positive response, in that nearly 74% have said that their needs were being fully met by the project, and another 21% said that their needs were being partly met. This is not only a very positive reply, which will be of great satisfaction to the project managers, but it is also a substantial advance on the position reported in the summer of 2007 when 48% gave the most positive reply.

3.3.2 IMPROVING JOB PROSPECTS

The project participants were then asked to assess the extent to which they thought the project would in the long run help them to find the type of job that they were looking for.

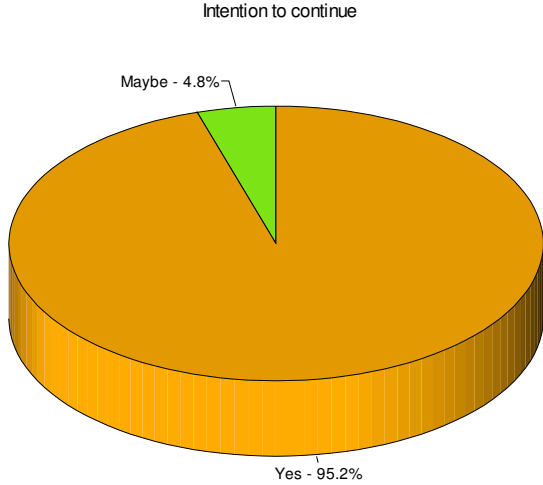


In a very positive response, 69% of the survey group said that they thought the project would eventually help them achieve their objective, and the remainder thought that it may help them. None of the survey group replied in the negative to this question, so this will again be of considerable satisfaction to the project managers. In the earlier survey, almost 20% of the survey group were either undecided or

negative about their prospects, so this again represents a substantial advance over the survey of last summer.

3.3.3 INTENTION TO CONTINUE

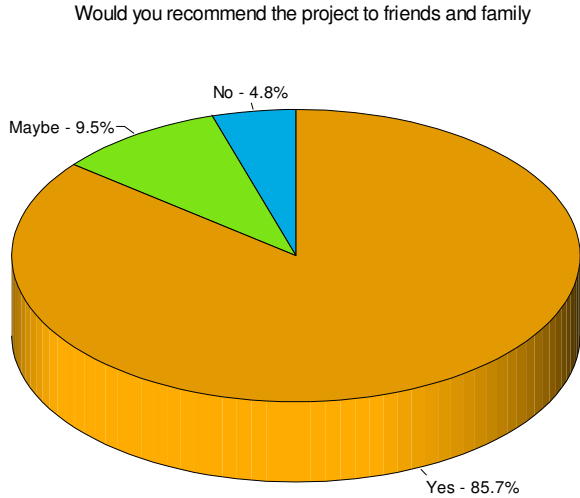
The group were then asked to say whether they thought that they would continue with the programme until they achieved their objective, and their replies are shown below.



All but two of the survey group said that they definitely intended to continue with the project and this is another very positive response to the question.

3.3.4 RECOMMENDATIONS TO FRIENDS AND FAMILY

The final question in the survey asked the respondents to say whether they would be prepared to recommend the project to their friends or family.



This shows that almost 86% of the survey group said that they would be prepared to recommend the project that they attend to a close friend or relative. This is another very positive response; it compares well with replies to a similar question in other evaluations that CSC has undertaken; and maintains the strong response given to this question in the 2007 survey.

3.4 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made in this section of the evaluation are summarised in bullet point format below:

3.4.1 KEY POINTS

- Almost two thirds of the respondents have been unemployed for over three months, so the project appear to be properly targeted on those having most difficulty finding a job
- Nearly half of the survey group have been working with the project for between one and three months
- Just over a third of the group are new to the project, which shows that there is a continuing demand for the projects' services
- The most successful of the formalised methods of promoting the services were posters and leaflets and referrals from other agencies, although a substantial number approached the project following a word of mouth recommendation
- Nearly two thirds of the respondents have said that the project that they attend has successfully identified their personal barriers to employment
- Nearly 74% have said that their needs were being fully met by the project, and another 21% said that their needs were being partly met
- 69% of the survey group said that they thought the project would eventually help them find a job, and the remainder thought that it may help them
- Almost 86% of the survey group said that they would be prepared to recommend the project that they attend to a close friend or relative

3.4.2 RECOMMENDATIONS

- Few suggested that press advertising and Council promotional material had persuaded them to join their project, so it may be appropriate to review the marketing strategy
- The practice of cross referrals should be encouraged and facilitated by easier record keeping

4. VIEWS OF PROJECT MANAGERS

This section of the evaluation focuses on the views of those who have been delivering Haringey Guarantee-funded projects. The programme is an evolving one, and new projects are still being added to its overall portfolio; a CSC consultant interviewed ten project managers between January and March 2008, most had been delivering funded services for more than a year, but there were also two more recent additions who were interviewed during this part of the evaluation. This section of the final report consists of:

- i. Impact of the programme on funded projects
- ii. Impact of the programme on unemployed people
- iii. Management of the programme
- iv. Future development of the programme
- v. Key points and recommendations

4.1 IMPACT OF THE PROGRAMME ON FUNDED PROJECTS

All of the project managers were asked to say whether or not the funding they had received from the Haringey Guarantee had impacted on quality and quantity of their work, and on the extent to which they worked in partnership with other comparable organisations. It is perhaps not wholly surprising that all felt that both issues had been enhanced as a result of this financial support.

While all felt that networking and partnership action were desirable in themselves, all of the project managers had a view of how this activity had benefited their particular project or organisation, and a number of these have been summarised below:

IMPACT OF THE PROGRAMME FUNDING ON PARTNER PROJECTS

- A number of projects mentioned that they had been able to work more constructively with others, and that a more coherent pattern of work had emerged; this meant that cross referrals of clients was easier, and one project mentioned that they had found a “niche”
- One project commented that they had been able to move from a policy development and strategic planning role to one of direct delivery
- Guaranteed longer term funding has allowed projects to plan their services and systems more efficiently, rather than having to continually chase funding and tailor what they do to the needs of different funding bodies
- Several commented that they were able to offer a more intensive level of service than had been possible before, and that this was critical to the very hard to deal with clients
- The developments that had been made possible by the programme, and by the apparent kite mark from the Council, had enabled some to improve their working relationships with a variety of bodies, including RSLs, Job Centre Plus, Colleges and Children’s Services
- For similar reasons to the above, another project commented that they had been able to secure an accredited supplier status from the relevant governing body after several unsuccessful attempts
- Networking has improved communications and helped to enhance internal management systems through a process of cross fertilisation of ideas and practices

The above shows good evidence of how the programme has impacted on its partner organisations, and the managers' view on how these practices have been translated to the benefit of jobseekers in Haringey will be explored in more depth in the following section.

As suggested earlier, there is evidence that more still needs to be done to enhance the methods of recording cross referrals and a participant's progress across two or more projects: there was still said to be scope for double counting and misallocation of funding as a result of the current systems. This issue has been much discussed by the Council and its partners, and is further addressed in Section 4.3.2.1 below.

4.2 IMPACT OF THE PROGRAMME ON UNEMPLOYED PEOPLE

As before, the project managers were asked to state whether they thought that the programme was generally benefiting unemployed people in Haringey. Again, and equally unsurprisingly, this brought a 100% positive response; many suggested that the principal benefits came from being able to provide a longer, and more intensive, form of support. Some projects have taken time to establish themselves, because they either offer an innovative approach to a particular hard to reach group, or are simply new to the area, but even these claim to have made good progress towards meeting their objectives.

It was continually pointed out that the programme is specifically designed to support those who have been out of work for prolonged periods of time, and whose existing job prospects are at best described as slim; that being the case, these individuals need more intensive levels of support than would be possible from existing, mainstream sources. For some, it is a substantial achievement to get up in time for a morning appointment, and they are easily deflated by setbacks, and so the very intensive services that are only possible as a result of the Haringey Guarantee funding are a very necessary provision. Similarly, the one to one provision that is made possible by this programme is said to be of great benefit to those who find working in a group or a class intimidating; such people would have no chance of working effectively in larger organisations until they had overcome this difficulty.



It is worth pointing out at this stage that these interviews were conducted on a one to one basis by our consultant before the output figures quoted in Section 2 had been made available to CSC. Hence, it may be assumed that this consistent line of discussion indicates that the time taken to successfully support a client into employment is longer and more intense than had been anticipated. This may go some way towards explaining some of the lower than expected output returns quoted previously.

As suggested in the preceding section, individual projects and organisations are now starting to work in closer partnership with one another, and several suggested that this was having a beneficial effect on their clients. Although there is scope to refine and simplify these procedures, it does appear that the practice is increasing through a greater sense of co-operation and shared objectives. Other project-specific benefits that were of direct benefit to the participants in seeking work were mentioned, and these are summarised below:

OTHER BENEFITS TO HARINGEY GUARANTEE PARTICIPANTS

- There was a better understanding of how the creative industries can be of assistance to people seeking to build their confidence in the workplace: the short term and irregular need for flexible labour suits some of those who are not yet ready to return to full time employment or who have (for example) mental health problems that inhibit their employability

- The security industry requires new employees to hold licences that demonstrate their trustworthiness and home backgrounds, but different organisations have required various levels of evidence to support these applications; working within the programme has produced a greater level of co-ordination

Overall, the partners were asked to say, on a scale of 1 – 5 (where 5 represents the highest score) how much they thought that their own project and the programme as a whole was of benefit to unemployed people in the target wards. The co-ordinated replies are shown in the table below:

MANAGERS VIEWS ON EFFECTIVENESS OF PROJECT AND PROGRAMME					
CATEGORY	1 (VERY POOR)	2	3 (AVERAGE)	4	5 (EXCELLENT)
Overall programme	0	0	0	5	5
My project	0	0	1	6	2

Shaded cells show the highest scores in each category

This table reaffirms that the managers believe that the programme as a whole is impacting positively on the job prospects of the people that it aims to serve. Many gave higher scores to the work of the Haringey Guarantee overall than they did to their own project, so they are clearly impressed by the overall programme, and are not simply promoting their own achievements.

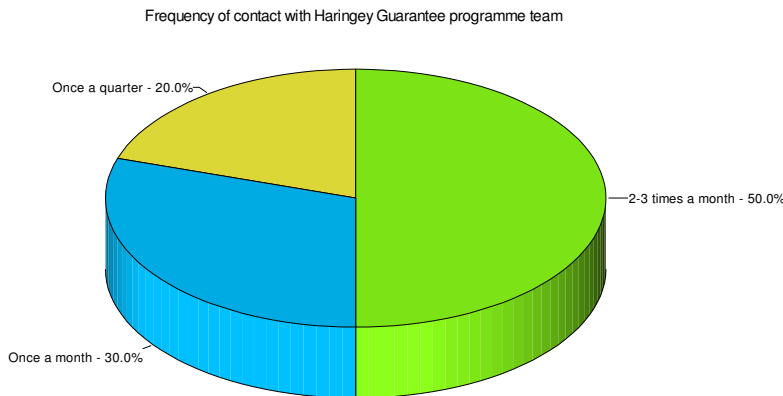
This is a very positive response from the managers, even though the returns are slightly more reserved than in the comparable survey last year. This is explained by the fact that the figures quoted above are from a larger sample (ten projects against five previously) – the more established project managers are generally more positive about the programme, while those that joined the programme most recently have tended to be more cautious. This is still a very positive response.

4.3 MANAGEMENT OF THE PROGRAMME

This section considers the views of project managers about the way that the programme has been managed centrally by Haringey Council. This is important as good management can enhance and add value to the direct delivery, and a poor performance will often have the opposite effect.

4.3.1 FREQUENCY OF CONTACT

We first asked in this part of the survey for a view of how frequently the respective managers are in touch with the delivery team, and their answers are summarised in the graph below.

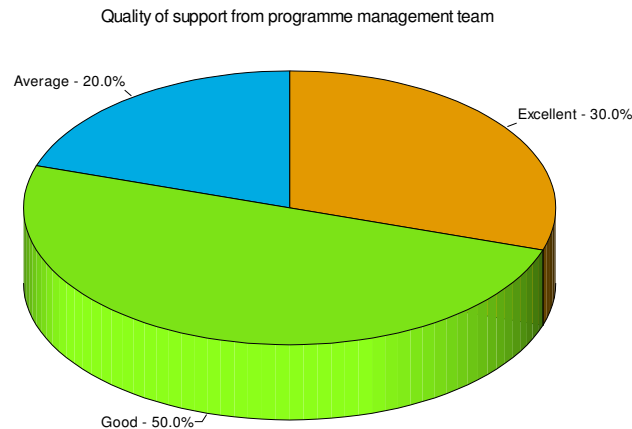


This shows that all managers are in touch with the delivery team at least once a quarter, and that half of them are in contact two or three times a month. This is a good response, and shows that the Council

team are contactable, and available to provide support when it is required. The quality of that support is described below.

4.3.2 QUALITY OF SUPPORT

Managers were then asked to say on a scale of 1 – 5 (where 5 = the highest score) how much they valued the support provided by the Haringey Guarantee team. Their replies are again given in graphic format below.



This is a very positive return, as none of the managers questioned thought that the support provided was poor or very poor, and eight out of ten described it as good or excellent. This is a very good response, and compares favourably with many of the programme level evaluations that CSC has undertaken in recent years. These returns are also substantially more positive than a year ago, when the majority described the support as being only fair.

The survey above is indicative of a growing and developing good relationship between the Council officials and the project managers. Furthermore, many amplified their comments by offering positive examples of how the Council's delivery team have helped them in dealing with the reporting, evaluation and audit processes. That team was described as approachable, patient and highly professional among various other compliments. While there were no real problems identified, some did suggest that there was a slight "us and them" feel to the relationship, and that they did not feel as close to the Council team as they might have wished. Their response to this was for more regular whole team meetings, which is worth taking forward. A number of other issues emerged during this phase of the evaluation, and some of the key points are discussed below.

4.3.2.1 Referrals Process

Issues pertaining to the referrals process have been alluded to before in this report, and while this is increasing in practice, it has been suggested that the delivery team might play a more prominent role in resolving problems with the process. Our research suggests that it will be very difficult to ensure that everyone is wholly satisfied with this element of the programme, but we have identified a number of issues that ought to be addressed within the group:

- The referrals processes between projects can be bureaucratic and time consuming
- The system was described as a "one size fits all" model, and which did not allow organisations to focus on their own specialism and pass a client on to another – doing this could help address issues of double counting

- Some projects are suspected of not participating, perhaps as a result of the changes relating to the funding for clients referred between projects

4.3.2.2 Monitoring

Generally speaking, the managers were happy with the reporting process, and there was recognition and appreciation of the way that the Council had listened to and responded to earlier suggestions about improving the system. One, however, made the suggestion that as the time taken to complete CRB checks lengthened the time taken to process clients, reporting should be undertaken flexibly, so that these were filed when the clients were ready, and not on a rigid quarterly basis. While this will not be possible, as these deadlines are set by the LDA and are a condition of funding, it does raise a pertinent question about setting target dates for the completion of projects, and these need to reflect the time taken to undergo these demanding, but necessary, examinations.

It was also suggested that participants on work placement projects do not file evidence of their involvement until this has been completed, so very often the reporting system does not reflect what is currently being undertaken. Training course students, by comparison, are recorded from the moment that they commence the project, and a more consistent practice could be initiated without difficulty.



Another worthwhile proposal made in this context is that the output/outcome targets could be redefined to show the distance travelled by the particularly difficult individuals (e.g. those with mental health issues) who take longer to become job ready. As suggested elsewhere in this section, small events such as regular attendance at a project are major achievements for some specifically targeted by this programme, and yet these often go unrecorded.

4.3.2.3 Publicity of the Programme

This was identified in the Interim Report, and although the Council has taken action to raise the profile of the programme, this does remain an issue for some who thought that while the programme is known and understood by the likes of the LDA, the brand means little to most residents. As before, the projects have a profile within the immediate client community, but the overall programme is less well understood. It might therefore be worth incorporating the programme title in the name of the project, i.e. "The Haringey Guarantee ***** Project", or "The ***** Project, sponsored by the Haringey Guarantee."

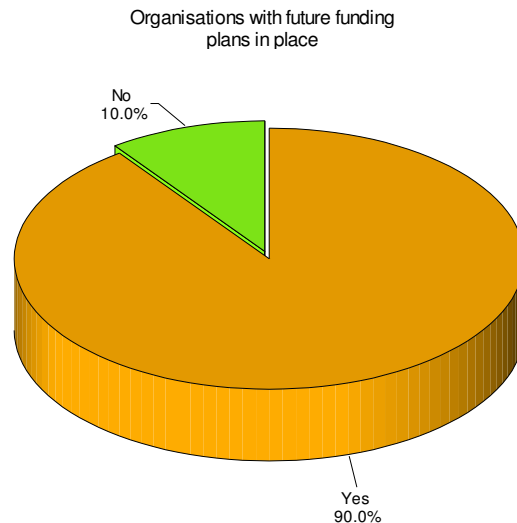
It was also suggested that publicity often takes the form of indiscriminate initiatives, such as flyers and press advertising, and that more strategic projects run with Job Centre Plus, for example, or a greater number of specifically targeted promotional events, might be more effective. In the latter instance, managers suggested that there should be more than an event open to all-comers at a neighbourhood centre, such as specific activities designed to encourage targeted demographic groups, families or individuals to an event in their location.

4.4 FUTURE DEVELOPMENT OF THE PROGRAMME

In exploring how the programme might be developed in future, we asked a series of questions relating to their own funding position, and to the development of the programme's content and approach. These are discussed below.

4.4.1 PROJECT FUNDING

We opened this section by asking whether there was an ongoing need for the project once the existing funding round ends in March 2008, and again there was a 100% response to support this requirement. When we then asked whether they currently had a plan in place for securing the necessary funding, and the results are shown below.



This shows that nine out of the ten organisations questioned had a funding plan in place, which is an improvement on the position last summer when the interim report was published, and significantly better than many other programmes that we have evaluated in recent years. This reflects well on the planning methodology put in place by the Council's programme delivery team and by the managers themselves.

4.4.2 DEMOGRAPHIC GROUPS NOT YET BENEFITTING FROM THE PROGRAMME

When asked to comment on how the programme might be developed in future, a variety of views were expressed. It was most frequently suggested that those with physical or mental health problems are disproportionately disadvantaged in the jobs market, and that this is a group who need much more targeted support than they currently receive.

Others also suggested that the programme had proved its worth, and might be extended across the whole of Haringey, as the problems of worklessness were not confined to the existing target wards; the Key Players have made a similar point in Section 6. A number suggested that they had been obliged to turn away applicants from non-priority areas of the Borough. An alternative approach suggested was that the programme should be made available across the Borough, but that promotion should be targeted on key wards, and perhaps places should be reserved for residents of those areas.

It was also suggested that the Borough's highly diverse ethnic background was a factor in worklessness. There were no suggestions of overt racism in recruitment and employment, but it was suggested to us that:

- The willingness of some East Europeans to work for very low (said to be less than the legal minimum) wages left them open to exploitation, and also meant that longer established groups were being squeezed out of the jobs market

- Some also suggested that the traditional dress of some women from Africa and Asia restricted their employment opportunities as they were seen to be in breach of health and safety requirements
- The indigenous white population were at risk of being forgotten among projects designed to support the BME population; by the same token, some families were thought (or liked to believe) that projects were “only” for ethnic minorities, and were not open to them
- There were also said to be families (often White British) whose members were now in the second or third generation of near permanent unemployment; the programme was not touching them as the work ethic was said to be absent in those cases

The latter points are particularly interesting, given the low numbers of indigenous people participating in the questionnaire survey of beneficiaries; just over 7% of respondents said that they were White or White British.

It needs to be emphasised that these negative impressions of the local employment market were not said to be widespread or typical of local employers, but were offered as examples of the types of advice that needs to be available to reduce the likelihood of disadvantage becoming rooted in specific sub-sections of the community. It is also interesting that issues around ethnicity were not mentioned in the previous study, as all felt that all ethnic groups were enjoying reasonable access to the programme, if not in the actual jobs market. However, this was raised by a number of managers this time around, mainly in the context of the rapidly changing demographic make up of the local population. This is an issue which will need to be watched carefully as the programme is rolled out in future.

4.4.3 WAYS OF ENGAGING WITH THE UNEMPLOYED

The project managers put forward a large number of realistic proposals for broadening the scope of the programme, and this can be taken as a sign of their commitment to the approach being piloted, as opposed to the “traditional” stand alone project-led approach. The key points that have not been covered elsewhere in this section have been summarised below for consideration with partners in ongoing discussions about the programme’s future development:

FURTHER SUGGESTIONS FOR THE FUTURE DEVELOPMENT OF THE PROGRAMME

- Key members of the partnership should front presentations to employers to promote benefits of the programme, and to encourage more job placements as a prelude to employment
- More frontline VCS organisations should be co-opted into the partnership to promote the programme to their clients, and to act as ambassadors or advocates in discussions with employers or potential employers
- The Council should prioritise HG participants when recruiting for roles such as cleaning, care taking, grounds maintenance etc; it might also consider programmes to repair and refurbish derelict housing as part of the programme
- More could be done with statutory organisations that support HG participants, and the Youth Service was mentioned in particular in this instance
- Linkages should be established with the 2012 Olympics bids, although Haringey is not one of the Olympic Boroughs it borders this area, and the opportunities should be maximised wherever possible
- The programme should be sold to companies relocating to the Borough from more central areas of London

These are all positive proposals, and are worthy of consideration by the Steering Group. They are also a very different set of ideas to those proposed in the previous study, which does suggest that the managers were satisfied with the Council's response to those suggestions. This should not therefore be taken as evidence of negativity, but as helpful suggestions for continual improvement that will help take the programme forward.

4.4.4 ENGAGEMENT WITH EMPLOYERS

A key difficulty for some managers was the nature of the relationship with employers in the programme. For example, there was a particular difficulty when a number of projects were seeking to confirm that a client has completed 13 weeks employment, and the business became understandably frustrated at handling numerous enquiries on the same subject. It was therefore suggested by a number of managers that the approaches to employers be conducted centrally, and this would appear to be worthy of serious consideration.

4.5 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made in this section are summarised below in bullet point form:

4.5.1 KEY POINTS

- All managers felt that the funded programme had been beneficial to the operation and financial viability of their project or organisation
- The intensive support provided by the Haringey Guarantee is essential in reaching the most hard to reach individuals, but this is not available from mainstream services
- Inter-project co-operation is developing, but this is an evolutionary process, and needs further time to become fully effective
- Most project managers thought that the support from the programme team was good or excellent
- The Haringey Guarantee brand is still not well known locally
- There are ongoing concerns about the effectiveness of the relationship with employers, many of whom appear to think that some aspects of the relationship can be time-consuming
- All managers believe that there is an ongoing need for their service, and most have plans in place to maintain their funding
- People with mental health issues are said to be experiencing disproportionate problems in the jobs market, and the changing ethnic background of the population is also impacting on service demands
- Some families have known constant unemployment for two or three generations, and they are not being properly reached by the programme

4.5.2 RECOMMENDATIONS

- More whole team meetings may help to reinforce the relationship between managers and the Council team, and address ongoing problems in relation to the referrals process

- The time taken to complete CRB checks should be taken into consideration when setting individual targets and schedules
- Projects should incorporate the phrase “Haringey Guarantee” in standardised branding, and publicity campaigns could be planned more strategically
- A single nominated person should take the lead in engaging with specific employers
- Engagement strategies should take note of the changing demographic make up of the population, but also remember the needs of white families that have been very long term unemployed

5. VIEWS OF PROJECT MANAGERS

This section of the evaluation describes the results of a questionnaire survey that was sent to all employers in the public and private sectors who have signed up to the programme, and also reports the key points to have emerged from subsequent contact with some of the respondents. Overall, nine employers participated in this survey, which represents will represent a representative sample (43%) of the twenty-one organisations that are members of the Guarantee partnership. This section of the evaluation consists of the following:

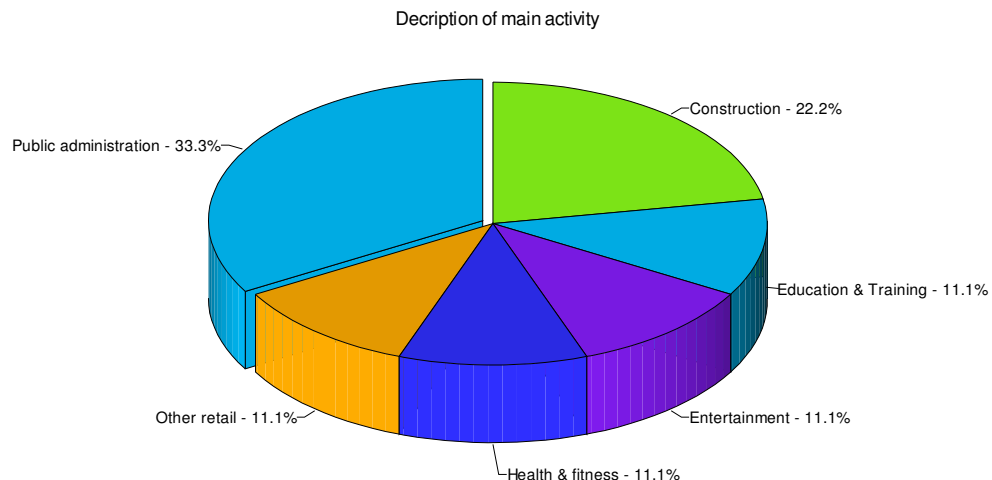
- i. Description of the employers
- ii. Support from the Haringey Guarantee Delivery Team
- iii. Impact of the programme
- iv. Key points and recommendations

5.1 DESCRIPTION OF THE EMPLOYERS

In order to ensure that we secured views from a reasonably broad range of companies, we first asked the responding organisations to provide a few details about themselves, and their replies are demonstrated below.

5.1.1 TYPE OF ACTIVITY

The graph below describes the type of business and service activities that the Haringey Guarantee employers are primarily engaged in.



This shows a broad range of business activity; the largest single number of replies came from public sector organisations, but private sector businesses provided two thirds of the total, split among the various sectors that make up the business community in Haringey. Although this is a small sample of opinion, the chart shows that the views expressed come from a diverse background, and are therefore broadly representative.

5.1.2 NUMBER OF EMPLOYEES

We then asked for an indication of the number of full-time and part-time employees that each has, and their replies are shown below.

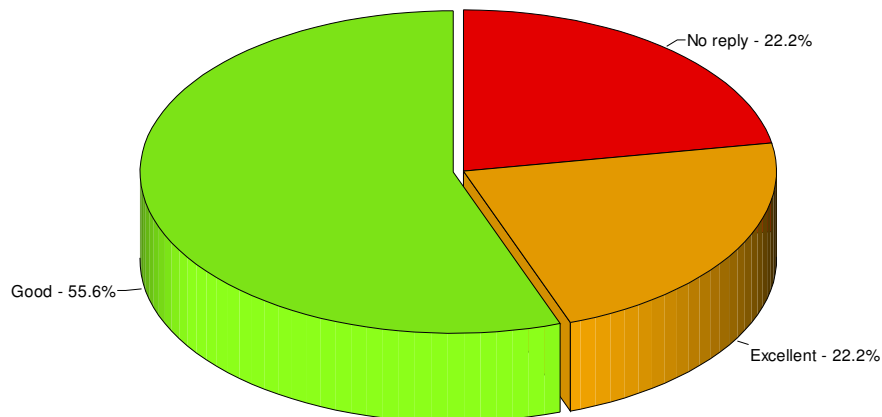
HARINGEY GUARANTEE MEMBERS: NUMBERS OF EMPLOYEES		
NUMBERS OF EMPLOYEES	FULL TIME	PART TIME
0 – 10	1	3
11 – 20	2	3
21 – 50	2	1
51 +	4	2

This shows that there is a mix of small and large sized organisations represented in the survey, and that its results reflect their diversity of views, needs and experiences.

5.2 SUPPORT FROM THE HARINGEY GUARANTEE DELIVERY TEAM

This survey group was then asked to assess the level of support that they have received from the programme delivery team at Haringey Council, and their replies are shown below.

Assessment of support from Delivery Team



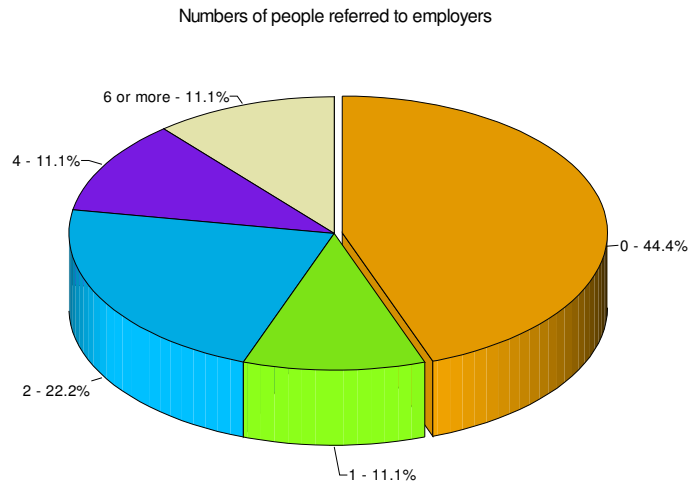
This is a very satisfactory response for the Delivery Team, and complements the views of project managers reported in Section 4 – all of those who expressed an opinion described the service as “good” or “excellent”, and none proposed any negative answers. This slightly improves on the very positive response from employers in the 2007 survey. Two employers said that they could not answer this question, as they had not had significant contact with the team, but neither suggested that this was a problem that concerned them.

5.3 IMPACT OF THE PROGRAMME

The main element of this survey was designed to gather employers' views on how the programme was helping to address their recruitment needs by providing a supply of properly trained and motivated potential recruits. This element of the evaluation has four component parts:

5.3.1 NUMBERS OF RECRUITS

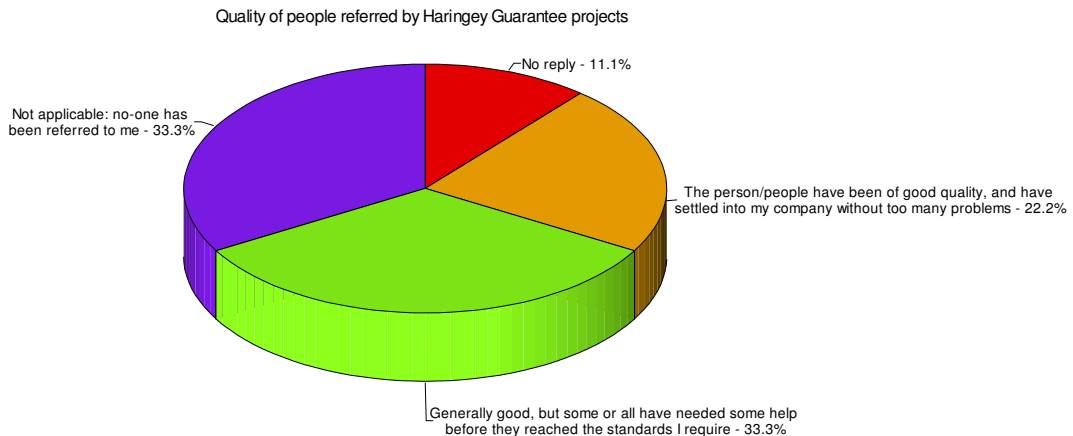
The employers were first asked to say how many people had been referred to them as being “Guarantee Ready”, and their replies are shown below.



Although four employers had not been sent any potential recruits, seven others had received between one and six people. Although it is difficult to make direct comparisons, this is a better response than in the 2007 survey, when only a third of respondents had been asked to consider a programme beneficiary for employment.

5.3.2 QUALITY OF RECRUITS

The respondents were then asked to assess the quality of the people that have been referred to them by saying which of a series of statements they most agreed with. Their replies are shown below.



Bearing in mind that the individuals concerned had to be at a low base in order to qualify for support from the programme, this is a very positive response. All of those who replied to the survey and who had received a participant for consideration were satisfied with the quality of the individuals referred to them:

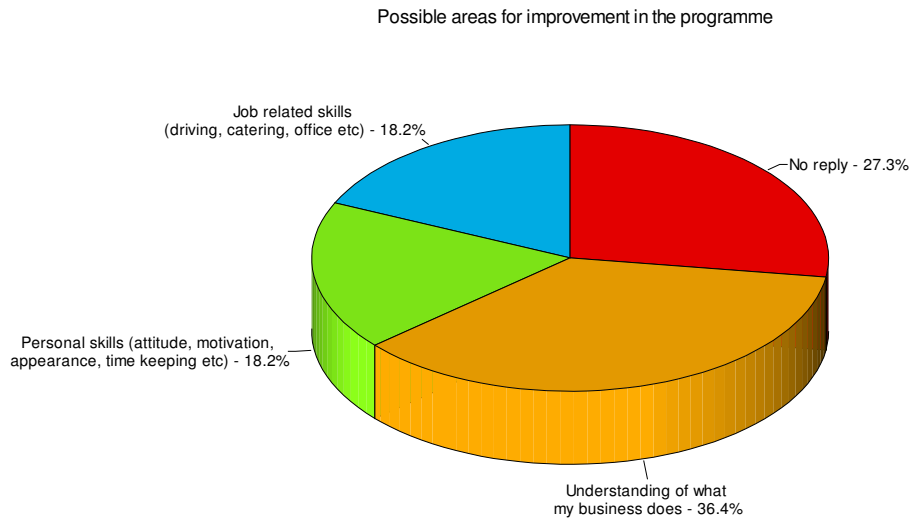
- Three companies said that the individuals had been good, but had needed some help before they settled into the company/organisation properly
- Two said that they people referred to them had settled in without difficulty

- None took the option that suggested that the people referred to them had been unacceptable or inadequate in any way.

As suggested, this is a very strong response, and the numbers involved in this survey means that the providers have built on the progress recorded in the earlier study. This reply will help to build employers' confidence in the quality of the programme, and should therefore be used in publicity material.

5.3.3 AREAS FOR IMPROVEMENT

The employers were then asked to give an indication of any areas where they felt that improvements in the content or quality of the programme were required:

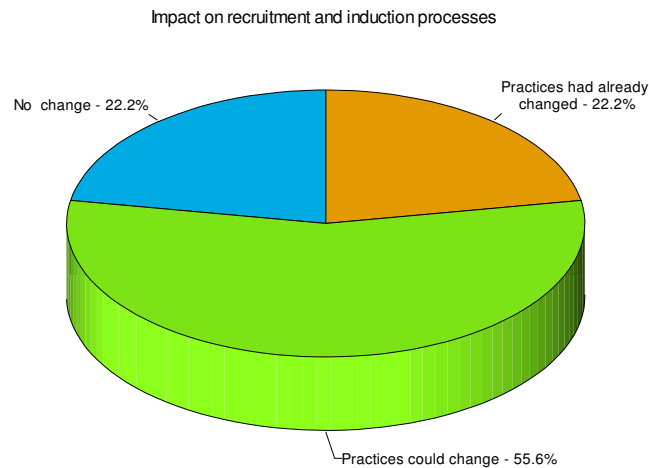


Some suggestions have been made for improving the skills or attitudes of these potential employees, and the most frequently suggested area was that the candidates should be better briefed about the business activities of the organisation concerned. However, these suggestions should be taken as positive suggestions for further improvement, and not as a negative criticism: none of the respondents took the option of identifying particular problems that they have experienced with these candidates. In fact, those who were subsequently interviewed were very positive about the quality of the people that were referred to them.

Nonetheless, this is a helpful proposal, and we recommend that research or briefing into a company's activities should feature more strongly in preparations for interview.

5.3.4 IMPACT ON COMPANY POLICIES

Finally in this survey, the respondents were asked to say whether the experience of working with the Haringey Guarantee had changed, or was likely to change, their sales or working practices in any way. It is not particularly surprising that none said that this was likely, but the results of a similar question on the programme's impact on their recruitment and retention policies was more encouraging:



Five of their companies were prepared to accept that their recruitment practices could change, and another two said that change had already taken place. In conversation, it emerged that the likely changes were in the companies' willingness to consider people from what they had previously considered "problem areas" and who had few or no educational qualifications – if the individuals had been through a capacity building exercise such as one of the Haringey Guarantee projects, then they would be much more willing to consider them positively. This is a small step, but nonetheless welcome evidence that the programme is having a long-term impact on improving job prospects for the target groups.

5.5 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made above have been summarised in bullet point format for ease of reference:

5.5.1 KEY POINTS

- Nine out of twenty one employer members of the Haringey Guarantee have contributed to a survey, and these are a small but representative sample of the membership
- All rated the support received from the Council's delivery team as good or excellent
- Five of the responding businesses had been sent "Guarantee ready" potential recruits, and all suggested that these individuals were of good quality
- It was suggested that potential recruits might be better briefed on a company's activities before they are sent for interview, but none suggested that this had been a serious problem
- Working with the Haringey Guarantee had not impacted on core business activities, but was likely to change recruitment policies in a significant number of companies/organisations

- The results of this survey were generally more positive all round than an equivalent exercise conducted last year

5.5.2 RECOMMENDATIONS

- Employers' good opinions of the quality of recruits should be used in material encouraging other employers to join the Guarantee programme
- Detailed briefing on a prospective employer's core activities should be feature more strongly in preparations for interviews

6. VIEWS OF KEY PLAYERS

This section of the evaluation is based on the views of six senior officials with public and private sector organisations in Haringey. While not all of these interviews have played a direct part in the management or delivery of the programme, they have supported its activities through promoting it to members and partner organisations, and so all were aware of its activities and were able to comment authoritatively on how it is helping to address worklessness and the recruitment and retention needs of businesses in the Borough.

All agreed to participate in an in-depth interview with a CSC consultant in the period January – March 2008, and we are very grateful for their time and co-operation. This section of the evaluation consists of:

- i. Content and focus of the programme
- ii. Future priorities
- iii. Key points and recommendations

6.1 CONTENT AND FOCUS OF THE PROGRAMME

Having asked the interviewee to establish how their organisation and they personally were involved with the programme, all were asked a linked series of questions about the value of the programme.

6.1.1 KEY STRENGTHS

Our interviewees were of the opinion that the programme was a useful tool in addressing the twin problems of worklessness and staff recruitment and retention. Its key strength was in tailoring services so that the latent abilities of the individual were honed to meet the particular needs of an employer; this obviously improved the employment prospects of the client, but it also helped to reduce the time taken by a company – and therefore the costs – in identifying and recruiting the best candidate. This was particularly important as the Haringey (and wider north London) economy is dominated by SMEs, and the few high volume employers are generally in the public sector, such as Councils and Health Authorities.

The point was often made that many individuals who have the appropriate skills on paper have not been able to hold down a job in the past because they lack the mindset required by employers – the programme has helped such individuals become properly “work ready” by addressing this weakness.

Another valuable element of the programme was its flexibility, in that there are a range of projects available that can ensure that any gaps in an individual’s skills portfolio are addressed through referrals and inter-project co-operation. Although the project managers (see Section 5) think that this area has scope for improvement, others nonetheless recognise that this is improving, and that incidences of needless duplication of competition for outputs is diminishing.

The programme was also recognised as an important element that complements mainstream programmes such as Train to Gain. Whereas there is seen to be a divergence between LSC and Job Centre Plus programmes in that the former concentrates on qualifications and the latter on jobs, the Haringey Guarantee usefully complements both by adding value to one, and helping to make the other more likely to be achieved. The programme was therefore seen to be a valuable addition, but it needed to be remembered that it would work best as part of a solution, and not the whole answer in itself.

6.1.2 AREAS FOR IMPROVEMENT

Although there was a significant level of support for the concept and delivery of the programme, three issues came up in these discussions as areas where the product might be improved:

- i. There was a perceived public sector focus to the programme, with too much emphasis on how it can help deal with the social problems of worklessness and the difficulties of specific demographic communities or groups. As such, there was not enough public evidence of how the programme can be a benefit to small businesses by helping them to recruit good quality people who would be likely to stay for a significant time, develop their skills and therefore contribute to the company's competitiveness and longer term growth.

It was also suggested that there had been examples of companies contacting a Guarantee provider or the Council, but not receiving a reply until much later – it was suggested that this betrayed a method of working that was more common in large public (and private) sector bodies, when smaller organisations normally needed and provided a much faster response.

- ii. The expansion of the programme had been noted in the launch of new projects, and there was a concern that the Guarantee could be expanding too quickly, especially if it was rolled out across the Borough in the near future. It was suggested that the programme lacked the infrastructure of a large employment agency (e.g. Reeds), and that it was now reaching a critical mass, and could struggle if there was a further unsupported expansion.

A different contributor endorsed this argument by suggesting that the programme had the best chance of making a difference if it was clearly focussed on a few core objectives, and that it was likely to become less effective if it sought to become all things to all men.

- iii. As always with public sector grant funding programmes, the short term nature of the funding created doubts and uncertainties at different levels of the programme, and that a public declaration of committed funding for a longer period would allay those difficulties.

In all cases, however, it needs to be emphasised that these were offered as suggestions for enhancing a programme that the individual valued and supported.

6.1.3 ENGAGEMENT WITH COMMUNITIES

The programme is clearly targeted at those who have been unemployed for longer periods of time, and on those particular groups that have experienced most difficulty in finding and keeping a job. The rationale for this was broadly understood and accepted by all, but this did lead to a number of practical issues that, it was claimed, justified a more open approach:

- There will always be losers when this kind of targeting is undertaken, and the Ward level approach is a crude one – there will be poor people living in rich areas who cannot access the programme, even though they could benefit from it
- The large numbers of output sub-sets (BME groups, women, disabled people, lone parents etc) make the programme bureaucratic and unnecessarily expensive to run
- There is a chance that the really difficult cases, where families are in their second or third generation of unemployment, will be missed
- Companies are more interested in skills and aptitudes, and don't care how many demographic boxes are ticked on the monitoring form
- A more pragmatic approach of working with people who are genuinely disadvantaged in the workplace, but who do not necessarily fit all of the main criteria, can help generate further momentum for the programme as a whole

Despite the above, those interviewees who were able to comment on the success of the programme in reaching those who are currently targeted by the programme thought that this was going well, and that the projects deserved a lot of praise for their commitment and energy in working with these difficult groups.

6.1.4 ENGAGEMENT WITH EMPLOYERS

The Council's Programme Delivery Team are mainly responsible for engaging with employers, and while there was some praise for their approach, this was thought to be working more effectively with other public sector bodies than with those in the private sector. As one suggested, "They speak the same language". It was also suggested that the levels of paper work involved with the programme was a barrier to full engagement with the programme by some SMEs, especially as they tend not to have as many dedicated administrative staff members as is found in larger bodies.

It was also suggested – and this is borne out by comments from others reported in this document – that there was scope for streamlining contacts with businesses at a number of levels:



- Employers are contacted by the Council, Job Centre Plus and the LSC, and the demarcation between them will not be obvious to many businesses
- They are also approached by local providers operating under the Haringey Guarantee umbrella, as well as by the Council team
- Finally, larger organisations such as Tomorrow's People have their own contacts with larger employers on a pan-London basis

6.2 FUTURE PRIORITIES

The interviewees were then asked to suggest how the programme might best be developed and expanded in future.

6.2.1 ONGOING EMPLOYMENT MARKET PROBLEMS

The interviewees very clearly thought that the key issue affecting local business growth is the gap between the skills that employers need, and those that job seekers are currently able to provide. While the 2012 Olympics will soon bring opportunities in construction, the current growth areas in Haringey are in the retail and service sectors, where there is a high premium on people with good communications and presentational skills, and these are often the areas where people on the programme are weakest.

This is understandable, as someone with few educational attainments, who has not worked for some time, and who may have some other medical or physical condition, is likely to suffer also from low self-esteem and be unable to present him- or herself properly. It is also the case that such a person may not see the need for good time keeping or the need to co-operate with others in a team. However, these are

the qualities that employers require, and applicants will need to meet these standards if they are to achieve their objective and gain employment.

The resident population of Haringey is a very fluid one, as the area is seen to be a destination for many new arrivals to the UK, and many of these people are likely to have their own problems in fitting in with the local jobs market. The other side of that issue is that an influx of skilled people to the area reduces the chances of disadvantaged local people finding a job. A similar issue raised in this context was that the Borough is home to many vulnerable people, and their personal issues are likely to require specialist support if they are to operate effectively in a dynamic and demanding local jobs market.

6.2.2 CONTRIBUTION FROM THE HARINGEY GUARANTEE

The interviewees were then asked to say whether they thought that there was an ongoing need for this programme or for something similar, and they were unanimous in declaring that this was the case. Although employers are able to recruit from inward migrants and commuters, there were still a number of areas where recruitment was problematic, and retention was often difficult in low wage/low skill employment if the new job holder was quickly able to find something better elsewhere. The Haringey Guarantee was seen as a programme that could successfully address individual employment needs and longer terms business issues in a way that mainstream programmes could not.

Funding is being sought to extend the programme across the Borough, and – subject to the reservations expressed earlier about critical mass – there was support for this. If resources were able to support this, it was also suggested that if the individual beneficiaries are to be extended, then there was also a case to be made for expanding the pool of potential employers to the City or Canary Wharf where there is an ongoing demand for administrative and ancillary staff. This is worth considering, especially as the placement of local people with a major and well known employer can generate excellent publicity that can encourage both local people and other businesses (from within and outside the Borough) to participate.

6.3 KEY POINTS AND RECOMMENDATIONS

The main points and recommendations made in this section are summarised in bullet point format for ease of reference.

6.3.1 KEY POINTS

- The programme's key strength was in tailoring services so that the latent abilities of the individual were honed to meet the particular needs of an employer
- Reducing the cost of recruitment was particularly important as the Haringey (and wider north London) economy is dominated by SMEs
- Many individuals who have the appropriate skills on paper have not been able to hold down a job in the past because they lack the mindset required by employers, and the programme has helped such individuals become properly "work ready"
- The programme was also recognised as an important element that complements mainstream programmes such as Train to Gain
- The programme was seen by some to be more of a social programme rather than something of benefit to business competitiveness

- The engagement of private sector employers in the programme was hampered by inappropriate publicity material, poor communications and overlaps with other public sector agencies and provider partners
- There was a concern that the Guarantee could be expanding too quickly, especially if it was rolled out across the Borough, and might not be able to absorb this without additional resources
- Short term funding of the programme has led to uncertainty about its future
- Several reasons were put forward to justify less targeting and a more open approach that allowed all local people to participate
- The current growth areas in Haringey are in the retail and service sectors, where there is a high premium on people with good communications and presentational skills, and these are often the areas where people on the programme are weakest
- Larger private sector employers in the City or Canary Wharf could be invited to join the Haringey Guarantee and consider local people as potential employees

6.3.2 RECOMMENDATIONS

- The programme's relationship with Job Centre + and the Learning & Skills Council needs to be reviewed and streamlined where possible
- Methods of engaging with the local private sector should be reviewed in conjunction with business umbrella bodies
- The resource implications of expanding the programme should be reviewed if this has not already been completed
- An announcement about the long term funding of the programme should be made as soon as practicable
- The engagement of larger out of Borough private sector employers should be explored.

7. CONCLUDING COMMENTS

This section concludes the evaluation by summarising some of the key points made earlier in the context of information on the local employment market; it consists of the following:

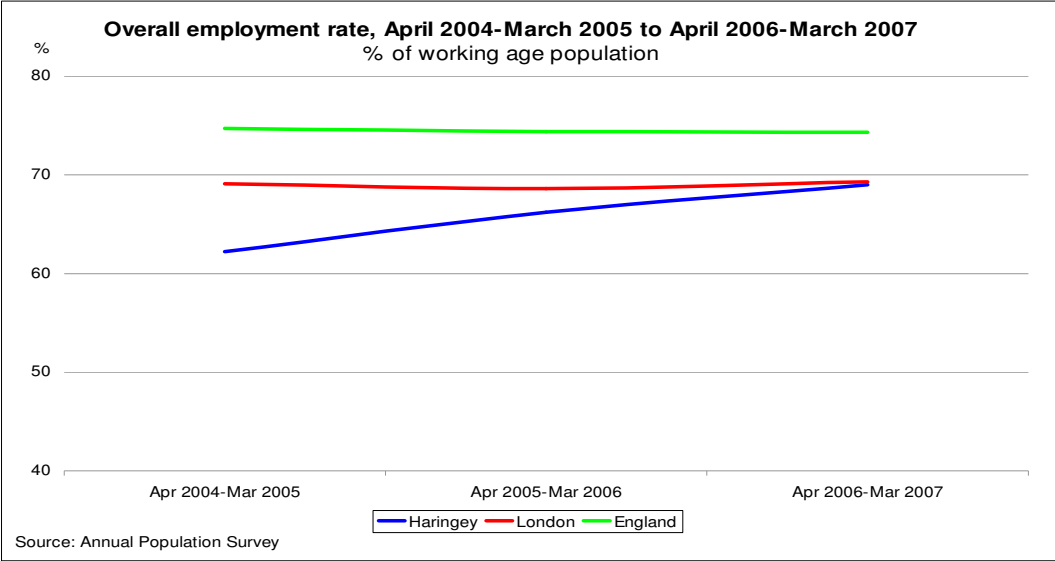
- i. Haringey employment market
- ii. The programme’s achievements to date
- iii. Summary of recommendations

7.1 HARINGEY EMPLOYMENT MARKET

In one sense, the employment market has until recently shown strong signs of growth, in that it has been catching up with some of the regional and national averages. According to the Council’s Employment & Skills Policy and Research Bulletin:

- Haringey’s employment rate reached 69.0% in the year to March 2007. This is up from 66.2% and 62.2% in the preceding two years
- The increase in Haringey’s employment rate over the past two years is the highest in London
- The employment rate in Haringey remains below the London and England averages
- At May 2007, 19.0 per cent of Haringey’s working age population was claiming working age benefits. This is the lowest this rate has been since records began.

The progress of the local employment rate against London and national averages is demonstrated in the table below.



This shows that the overall employment rate in Haringey is now almost equal to the London average, when it had been 6-7 percentage points behind only two years ago. Furthermore, this increase has taken place at a time when the London average had fallen slightly, and the national average was virtually static, so this is a very impressive performance.

Despite that, the same source demonstrates that Haringey remains significantly disadvantaged in a number of ways:



- 39 of Haringey's Super Output Areas (SOAs) are among the 10% most deprived in the country – most of these are in the Tottenham area
- 65 of SOAs in Haringey are amongst the 10% most income deprived in England. This figure rises to 81 when considering Income Deprivation affecting children
- 29 of Haringey SOAs are amongst the 10% most deprived in the country in relation to employment deprivation.

Hence, it may be concluded that even in an environment when employment prospects are flourishing, there remains a hard core of long term unemployed people who have not benefited from this period of growth, and whose potential for doing so without targeted support must be considered limited.

7.2 THE PROGRAMME'S ACHIEVEMENTS TO DATE

By common agreement, the programme has built on the achievements recorded in the earlier report of September 2007, and is supporting a series of projects that are coming together into a cohesive whole. The programme is also delivering a package of support which is not available from other sources to the benefit of those who, as has been demonstrated above, need it most.

Although the programme has not achieved all that it set out to do in terms of output targets, it has nonetheless established that the partnership approach of engaging employers in these support services is effective, and appears to be of lasting benefit to employers and job seekers alike. It is worth repeating some of the key findings from earlier in the report at this point:

- 69% of participants think that the programme will help them find a job, and almost all have stated their intention to continue with the programme – and this from a group of people who, almost by definition have found it difficult to find and keep a job in the past
- Project managers who had previously been competing with one another for outputs and funding now recognise that a viable coalition of interests is coming together
- More employers are participating in the programme, recruiting people who have been supported by one of more of its projects, and found that they have generally settled well into their new work
- At least two thirds of people taken on by an employer have maintained their new job for 13 weeks or more
- There was strong support from key players for the programme's record in complementing other programmes in tailoring support to the needs of employers

All clearly, and very strongly, recognise that they are currently at the start of a process, and recommend that the programme be maintained and – subject to the availability of resources – be rolled out across the Borough. We also recognise that there is a very strong case for further developing a programme that is managing to impact positively on employment prospects and business competitiveness in what remains a particularly deprived Borough. However, if the programme is expanded as has been proposed, then there is evidence to suggest that the targeting profile be adjusted to ensure that people with mental health problems and those families that have been workless for two or more generations be specifically included.

7.3 SUMMARY OF RECOMMENDATIONS

The recommendations for further action are summarised in the table below.

HARINGEY GUARANTEE FINAL EVALUATION: SUMMARY OF RECOMMENDATIONS				
NO.	DESCRIPTION	LEAD AGENCY	PRIORITY	REFERENCE
1.	The effectiveness of press advertising should be reviewed	Council	Medium	3.2.2
2.	The practice of cross referrals between projects should be encouraged and facilitated by easier record keeping	Council, project partners	High	3.2.3 4.3.2.1
3.	More whole team meetings may help to reinforce the relationship between managers and the Council team, and address ongoing problems in relation to the referrals process	Council, project partners	Medium	4.3.2
4.	The time taken to complete CRB checks should be taken into consideration when setting individual targets and schedules	Council	Medium	4.3.2.2
5.	Projects should incorporate the phrase "Haringey Guarantee" in standardised branding, and publicity campaigns could be planned more strategically	Council	High	4.3.2.3
6.	Engagement strategies should take note of the changing demographic make up of the population, but also remember the needs of white families that have been very long term unemployed	Project partners	High	4.4.2
7.	Families where there has been frequent unemployment for generations should receive greater priority	Council, Project Partners	High	4.4.2
8.	A single nominated person should take the lead in engaging with specific employers	Council, project partners	Medium	4.4.4
9.	Employers' good opinions of the quality of recruits should be used in material encouraging other employers to join the Guarantee programme	Council	High	5.3.2
10.	Detailed briefing on a prospective employer's core activities should be feature more strongly in preparations for interviews	Project partners	High	5.3.3
11.	Methods of engaging with the local private sector should be reviewed in conjunction with business umbrella bodies	Council, NLCC and others	Medium	6.1.2
12.	The resource implications of expanding the programme should be reviewed if this has not already been completed	Council	High	6.1.2
13.	The engagement of larger out of Borough private sector employers should be explored	Council, project partners	Low	6.1.2
14.	An announcement about the long term funding of the programme should be made as soon as practicable	Council	High	6.1.2
15.	The programme's relationship with Job Centre + and the Learning & Skills Council needs to be reviewed and streamlined where possible	Council, LSC, JC+	Medium	6.1.4

Key:

High priority indicates action should take place within 1 – 2 months

Medium priority indicates action should take place within 3 – 4 months

Low priority indicates action should take place within 5 – 6 months

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THE SUB NATIONAL REVIEW OF ECONOMIC DEVELOPMENT AND REGENERATION

Introduction

The Sub National Review (SNR) looked at the mechanisms of economic development across England and concluded that reform was necessary; reform that will provide a robust platform for addressing the contemporary challenges of worklessness and economic disadvantage. At the core, the review seeks to recast the systems of governance from the National to the Local level. Much of the groundwork for new governance in England has been laid by the Local Government White Paper: Strong and Prosperous Communities, the Local Government and Public Involvement in Health Act 2007 and the Governance of Britain Green Paper. These two documents represent a paradigm shift in the way local authorities are accountable to the communities they serve, positioning LAs as place shapers and introducing the framework for Local Area and Multi Area Agreements.

Findings and proposals

The SNR found that, against accepted economic theory, business and industry had not been converging on areas of poverty and not capitalising on lower labour costs. Instead of strengthening regions, greater disparity has been created. For this reason the review focuses primarily upon the regions capacity for economic growth.

There are also a number of factors that have exacerbated the regional divide, such as lower average income, low skills, unbroken cycles of poverty, environmental factors, mental and physical health inequalities and poor public service delivery.

From this analysis, the government has put forward the following principle reforms to give regions the capacity to pursue economic growth:

- the abolition of regional assemblies other than in London
- streamlining regional government by requiring RDAs to produce an integrated economic development and spatial strategy
- strengthening the local authority role in economic development, including a new statutory duty to assess local economic conditions
- support for local authority collaboration across administrative boundaries.

The new duty to perform local economic assessments

The government sees it as necessary for regions to better understand the local economic conditions, in order for regions to have the capacity to support economic growth. The SNR proposes a new statutory duty for local economic assessments to be conducted. This duty would be an obligation for upper tier and unitary local authorities to consult with key partners and the RDA to assess local economic conditions. These assessments would then contribute to regional strategic planning and target setting. Fundamentally this duty is an

extension of existing powers for local authorities to act where necessary to promote economic development. Joint assessments across two or more authorities would be accepted. This position is reiterated in the impact assessment which estimates a cost per authority of £100,000 per assessment with economies of scale making it cheaper the more authorities are involved. Three options have been put forward for consideration:

- 1) primary legislation would be introduced specifying who must be consulted and give guidance as to how the assessment should be prepared.
- 2) As option 1, but with no imperative to adhere to government guidance on preparing the assessment. Instead, there would be an expectation to cover certain issues such as employment levels, transport, procurement and land and property markets.
- 3) No new duty is introduced.

Multi Area Agreements (MAAs)

MAAs have been conceived to support the need for greater regional partnership working arrangements. They are a mechanism to collaborate, set targets and pool funding on a single issue or across administrative boundaries. This partnership working can help deliver the emerging regional strategies and support other government initiatives such as housing growth.

None of the initial 13 areas, that have expressed an interest in establishing MAAs, are in London and it isn't clear whether any London boroughs have given MAAs serious consideration. London Councils suggest that the way in which some boroughs are already working together, for example the North London Pledge, would be suited to the development of an MAA.

Implications for London and Haringey Council

The governance arrangements in London differ from the other eight regions and as such elements of proposed reforms, particularly the abolition of the regional assemblies will not come into effect and the single regional strategy is already in place. The governance roles, with the presence of the GLA, also complicate the potential introduction of the duty to perform local economic assessments. The SNR provides three options for implementing the duty in London:

- 1) An obligation on London boroughs to undertake the duty and to consult with the GLA
- 2) An obligation for London boroughs and the GLA to perform joint assessments as part of the duty
- 3) no obligation for London boroughs to implement the duty

Of these three options, option 3 is not tenable. These assessments will be undertaken in London and it would be ill-advised for any borough not to play a key role. Given the estimated costs of up to £100,000 per authority, from a cost-benefit point of view option 2 makes the most sense. The assessments will have to involve and be sanctioned by the GLA regardless of any boroughs scale of involvement.

Consultation

The government has published a consultation document on the SNR reforms. Questions mainly concentrate on the options presented; on the legislative framework of the duty; of the options for London boroughs to carry out the duty and of the scope of the impact of SNR reforms in London.

The deadline for response is the 20th June

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haringey strategic partnership

Meeting: Enterprise Partnership Board

Date: 11 June 2008

Report Title: Economic Regeneration Performance Indicators

Report of: Martin Tucker – Regeneration Manager (Employment & Skills)

Summary

- The overall employment rate in Haringey continues to rise and is now at 69.0 per cent.
- The ethnic minority employment rate is at its highest recorded level.
- On an annualised basis, Haringey's Job Seekers Allowance claim rate is at its lowest level since March 1992. This is also true for the Job Seekers Allowance claim rate amongst young people aged 16 to 19.
- The Incapacity Benefits claim rate is at its lowest level since May 2001
- The proportion of NEETs in Haringey has been below the LAA stretch target level of 10.4 per cent for two consecutive months.
- The rate of newly registered VAT enterprises in Haringey continues to fall although the Borough's business activity still remains above the national average.

Recommendations

1. That the Board notes this report

Financial/Legal Comments

N/A

For more information contact:

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 Tel: 020 8489 6914
 Email address: Ambrose.Quashie@haringey.gov.uk

Introduction

This document reports on a number of indicators selected identified by Haringey Enterprise Board as being crucial in monitoring the policy aim of improving the economic well-being of the borough. It includes benchmarking data comparing Haringey with other London boroughs that have similar characteristics. The indicators that this report focuses on are:

- Working age employment rate
- Ethnic minority employment rate
- Working age benefit claim rate
- Overall Job Seekers Allowance claim rate
- 16-19 year old Job Seekers Allowance claim rate
- Incapacity Benefit and Severe Disablement Allowance claim rate
- 16-18 year olds not in education, employment or training (NEET)
- New VAT registered enterprises
- Net VAT registered enterprises

A summary of the definitions used are contained in the appendices at the end of this report.

Summary

Indicator	Latest data	Data from previous period	Trend against previous period	Overall assessment for Haringey
Overall employment rate	69.0% (2006/07) 74.3%	66.2% (2005/06) 74.4%	↑	Green
Ethnic minority employment rate	59.1% (2006/07) 59.7%	52.4% (2005/06) 58.7%	↑	Green
Working age benefit claim rate - 12 Haringey priority wards	23.5% (May 2007) 13.7%	24.7% (May 2006) 14.0%	↓	Green
Working age benefit claim rate - gap between 12 Haringey priority wards and England averages	9.8 pp (May 2007)	10.7 pp (May 2006)	↓	Amber
Job Seekers Allowance (JSA) claim rate	4.1% (March 2008) 2.2%	5.0% (March 2007) 2.5%	↓	Amber
16 to 19 year old JSA claim rate	3.7% (March 2008) 3.1%	4.7% (March 2007) 3.6%	↓	Green
Incapacity Benefit/Severe Disablement Allowance claim rate	7.7% (May 2007) 6.7%	7.9% (May 2006) 6.8%	↓	Amber
NEET	9.1% (March 2008)	13.2% (March 2007)	↓	Green
New VAT registered enterprises (as % of total VAT registered enterprise stock)	11.5% (2006) 9.5%	12.5% (2005) 9.7%	↓	Red
Net VAT registrations (as % of total VAT registered enterprise stock)	1.2% (2006) 2.1%	2.4% (2005) 2.1%	↓	Red

Notes

1. The overall assessment for Haringey is determined using the following methodology: Green - an improvement of more than 1 percentage point against performance in the previous period; Amber - within 1 percentage point (+ or -) of performance in the previous period; and Red - a deterioration of 1 percentage point or more against performance in the previous period.
2. Figures in red represent the England average.

OVERALL EMPLOYMENT RATE

ER PERFORMANCE INDICATOR ASSESSMENT

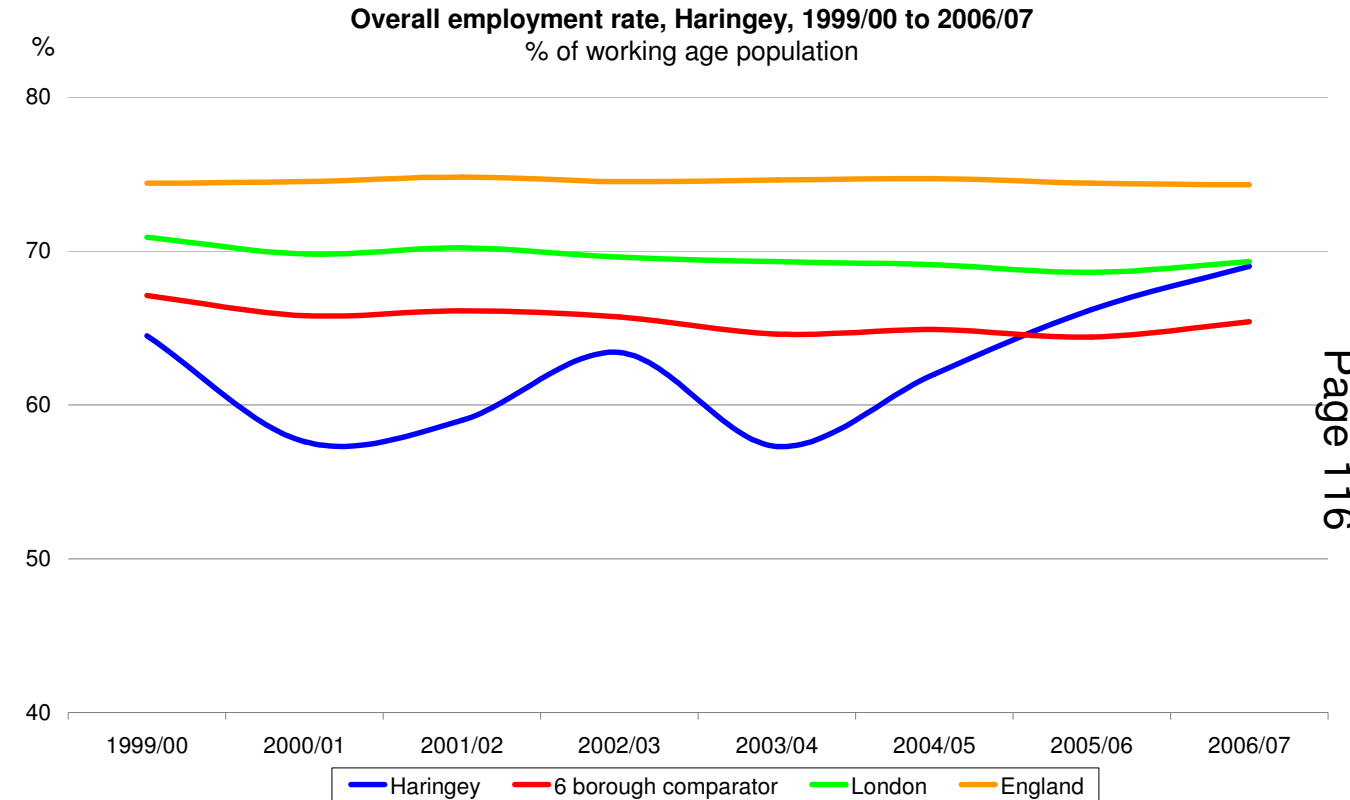
Overall assessment for Haringey

Green
↑
2.8

Trend against previous period

% point change against previous period

- The employment rate in Haringey was 69.0 per cent in 2006/07 up from 66.2 per cent in 2005/06. This is the third successive year of employment growth in Haringey and since 2003/04 the employment rate in Haringey has increased by 11.7 percentage points.
- Haringey's employment rate is now only marginally below the London average of 69.3 per cent but remains significantly below the England average of 74.3 per cent.
- The employment rate in Haringey has been above the 6 borough comparator rate for the past 2 years. The current 6 borough comparator rate, at 65.4 per cent, is 3.9 percentage points lower than the Haringey average.



Source: Local Area Labour Force Survey and Annual Population Survey

ETHNIC MINORITY EMPLOYMENT RATE

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Green

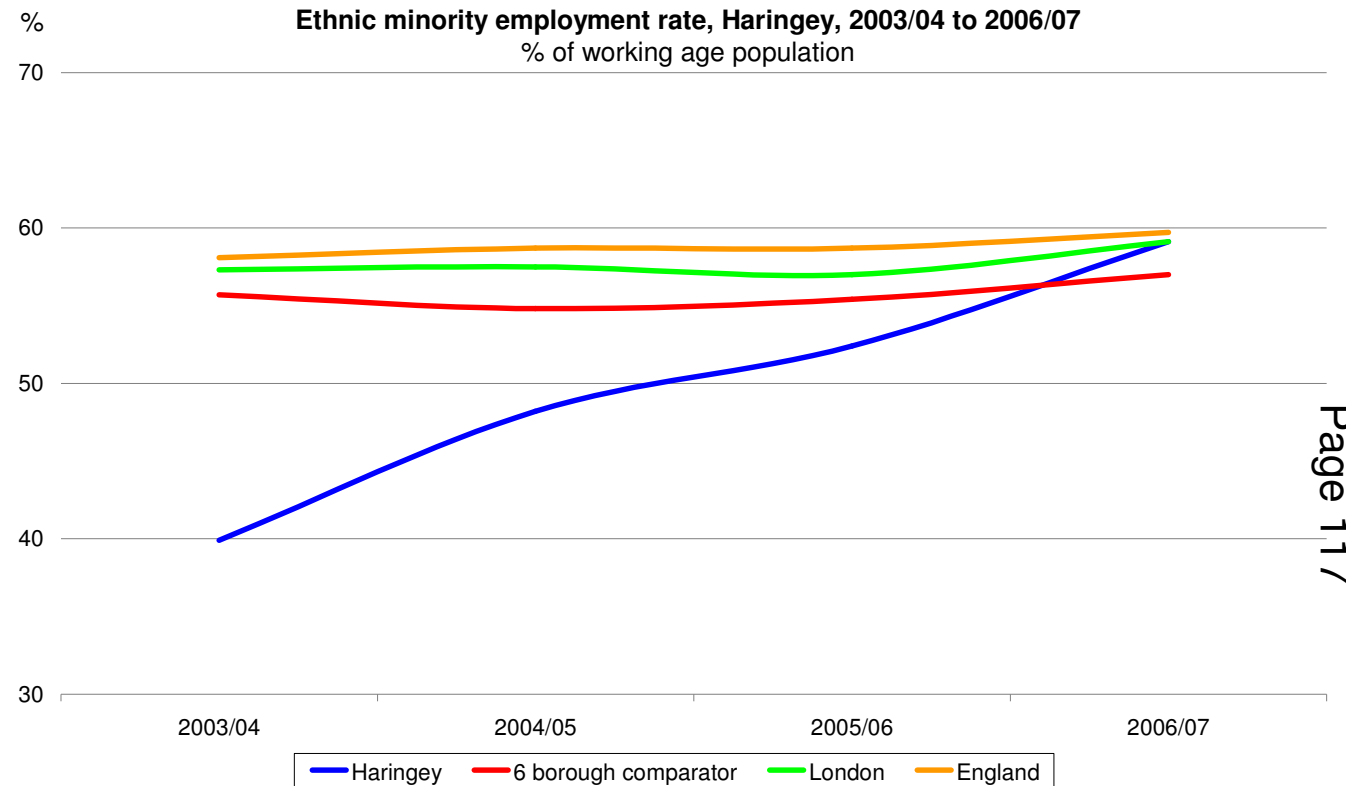
Trend against previous period



% point change against previous period

6.7

- Employment levels amongst Haringey's ethnic minorities are at their highest recorded level. At 2006/07, the ethnic minority employment rate in the borough was 59.1 per cent, a 19.2 percentage point increase from 2003/04.
- The ethnic minority employment in Haringey is now the same as the London equivalent and only marginally below the England average of 59.7 per cent.
- Haringey's ethnic minority employment rate was higher than the 6 borough comparator (57.0 per cent) for the first time in 2006/07.



Source: Local Area Labour Force Survey and Annual Population Survey

WORKING AGE BENEFIT CLAIM RATE – 12 HARINGEY PRIORITY WARDS

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Green

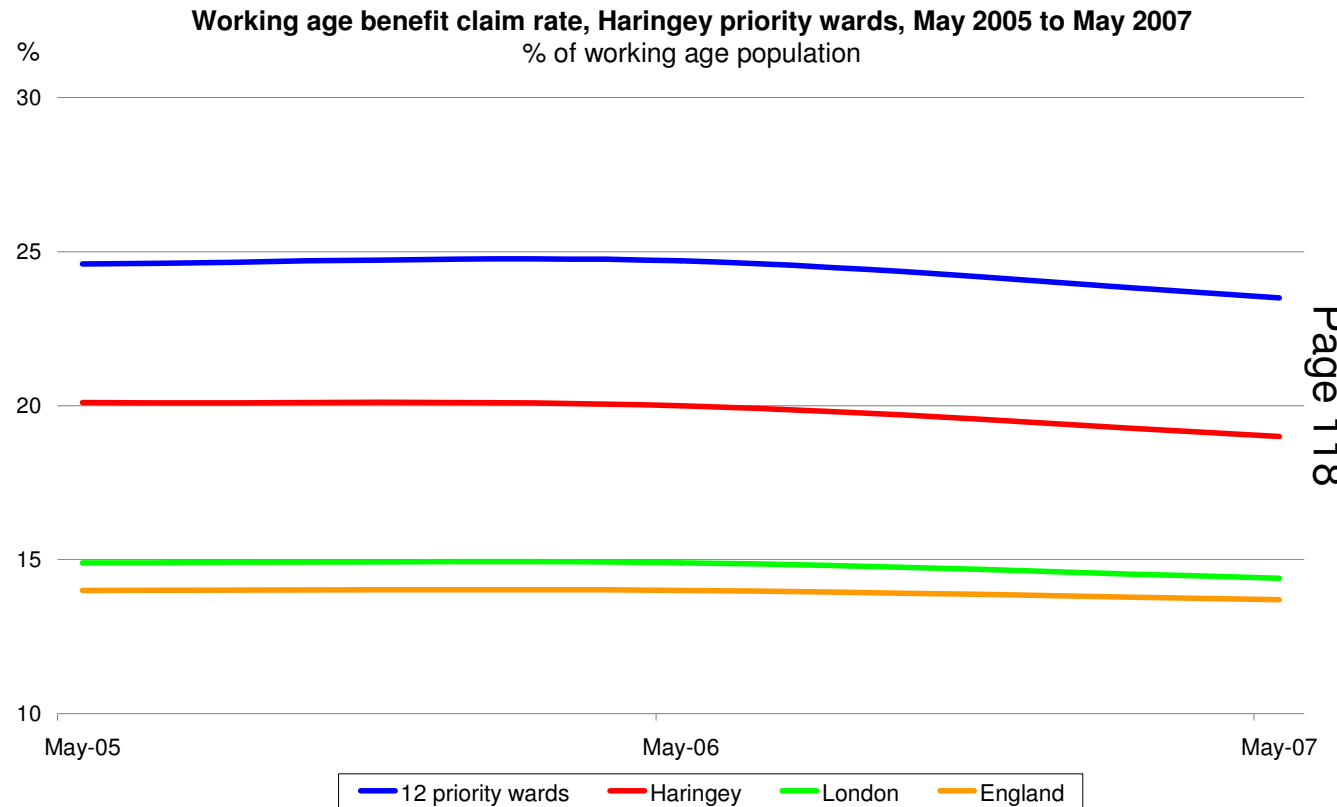
Trend against previous period



% point change against previous period

-1.2

- At May 2007, the working age benefit claim rate amongst Haringey's 12 priority wards was 23.5 per cent (23,785 claimants), down 1.2 percentage points from the rate of 24.7 per cent (25,010 claimants) a year ago.
- However, the priority wards benefit claim rate remains significantly above the Haringey (19.0 per cent), London (14.4 per cent) and England (13.7 per cent) averages.



Source: Nomis

WORKING AGE BENEFIT CLAIM RATE – GAP BETWEEN 12 HARINGEY PRIORITY WARDS AND ENGLAND AVERAGES

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Amber

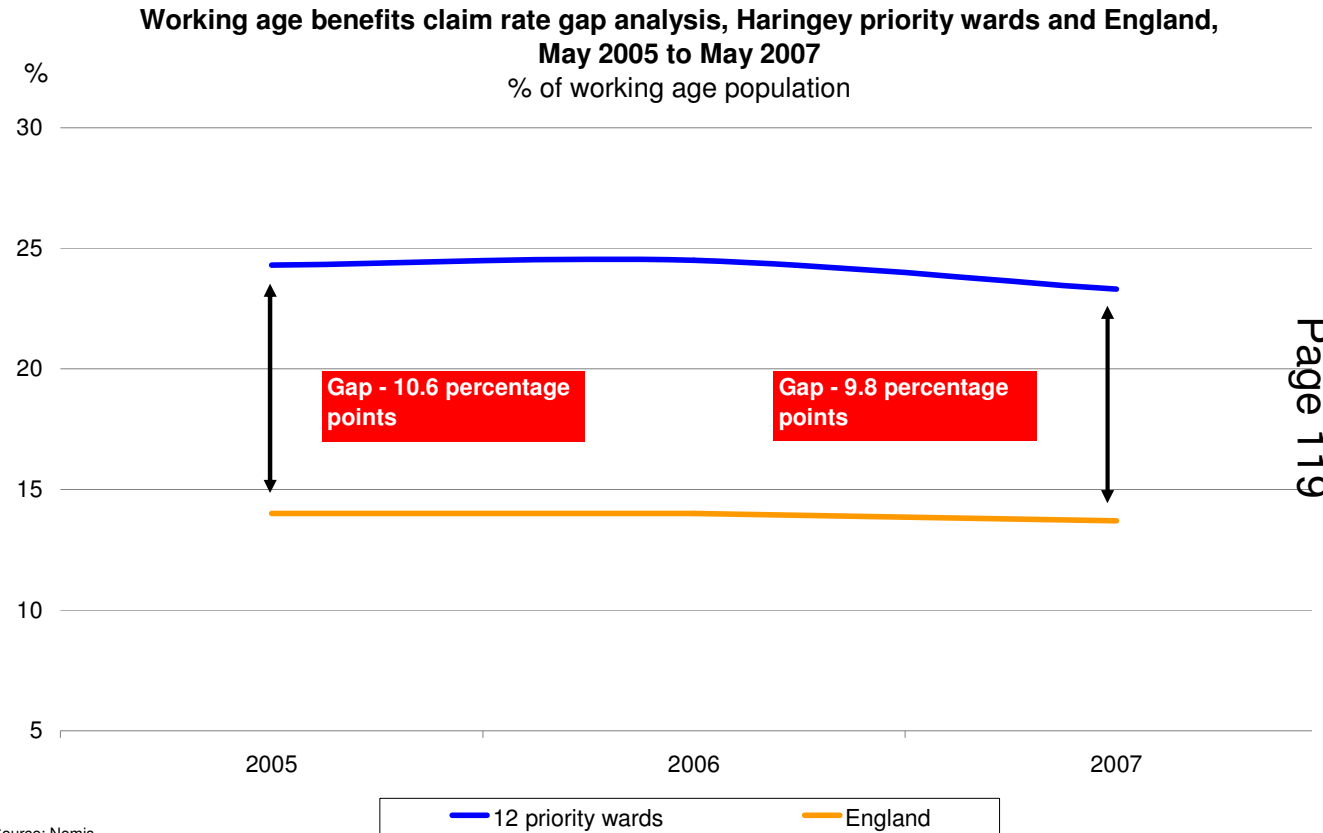
Trend against previous period



% point change against previous period

-0.8

- At May 2007, the gap between the working age benefit claim rates for the 12 Haringey priority wards and England was 9.8 percentage points. This is 0.8 percentage points down from the gap of 10.6 percentage points at May 2005.



JOB SEEKERS ALLOWANCE CLAIM RATE

ER PERFORMANCE INDICATOR ASSESSMENT

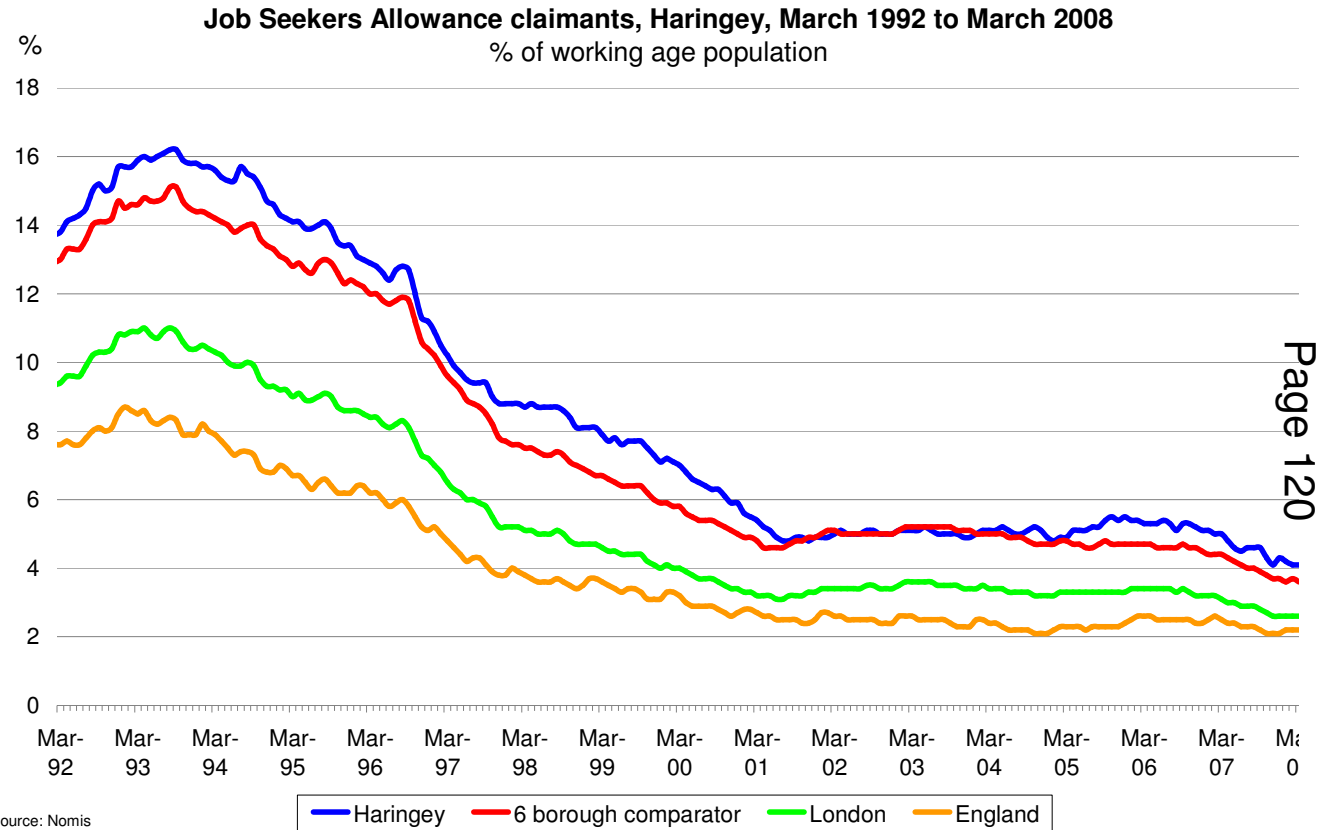
Overall assessment for Haringey

Amber
↓
-0.9

Trend against previous period

% point change against previous period

- At March 2008, the Job Seekers Allowance (JSA) claim rate in Haringey was 4.1 per cent (6,365 claimants), down from a rate of 5.0 per cent (7,814 claimants) a year ago.
- On an annualised basis, Haringey's JSA claim rate is at its lowest level since March 1992.
- Haringey's JSA claim rate remains above the 6 borough comparator (3.6 per cent), London (2.6 per cent) and England (2.2 per cent) averages.



16 TO 19 YEAR OLD JOB SEEKERS ALLOWANCE CLAIM RATE

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Green

Trend against previous period



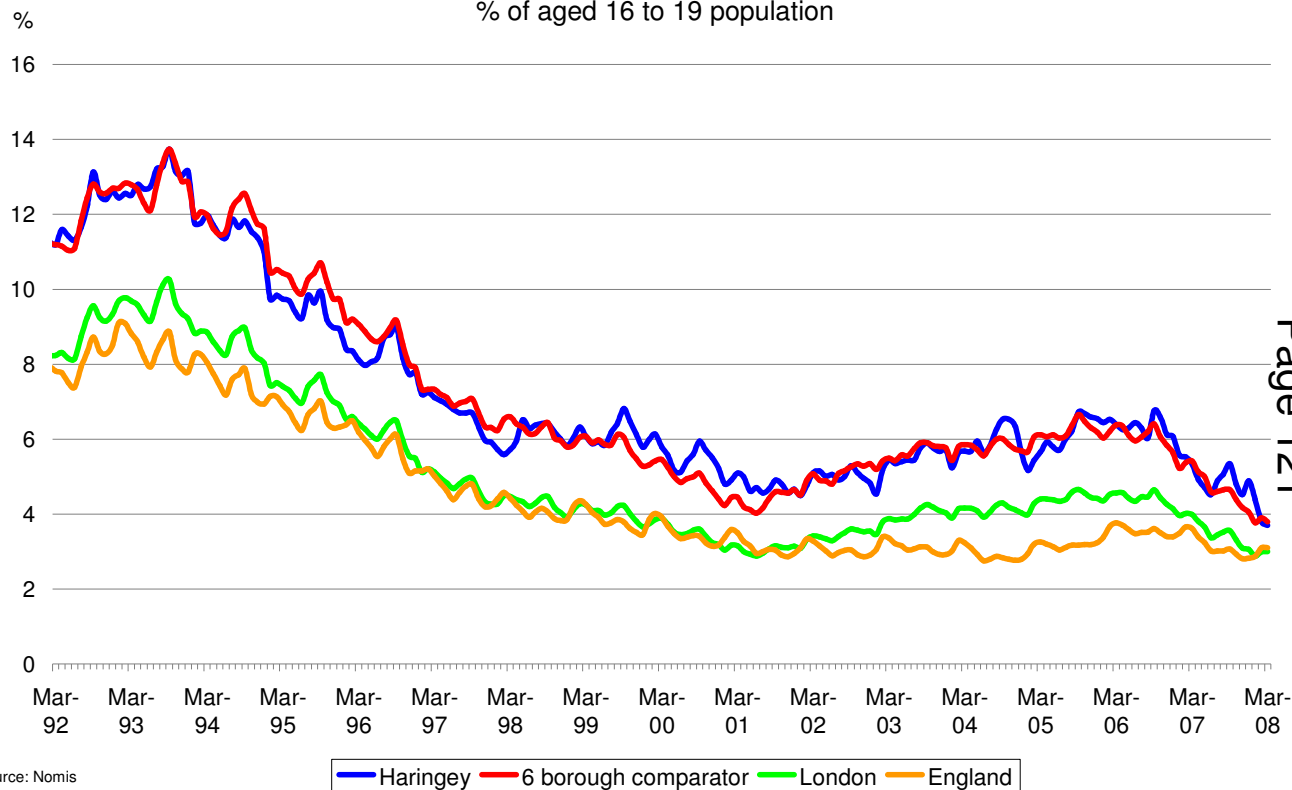
% point change against previous period

-1.0

- At March 2008, the JSA claim rate amongst young people aged 16 to 19 in Haringey was 3.7 per cent (410 claimants), down 1 percentage point from a rate of 4.7 per cent (585 claimants) a year ago.
- On an annualised basis, Haringey's JSA claim rate amongst 16 to 19 year olds is at its lowest level since March 1992.
- Haringey's JSA claim rate amongst 16 to 18 year olds is currently lower than the 6 borough comparator (3.8 per cent) but higher than the London (3.0 per cent) and England (3.1 per cent) averages.

Job Seekers Allowance claimants aged 16 to 19, March 1992 to March 2008

% of aged 16 to 19 population



Source: Nomis

INCAPACITY BENEFIT AND SEVERE DISABLEMENT ALLOWANCE CLAIM RATE

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Amber

Trend against previous period

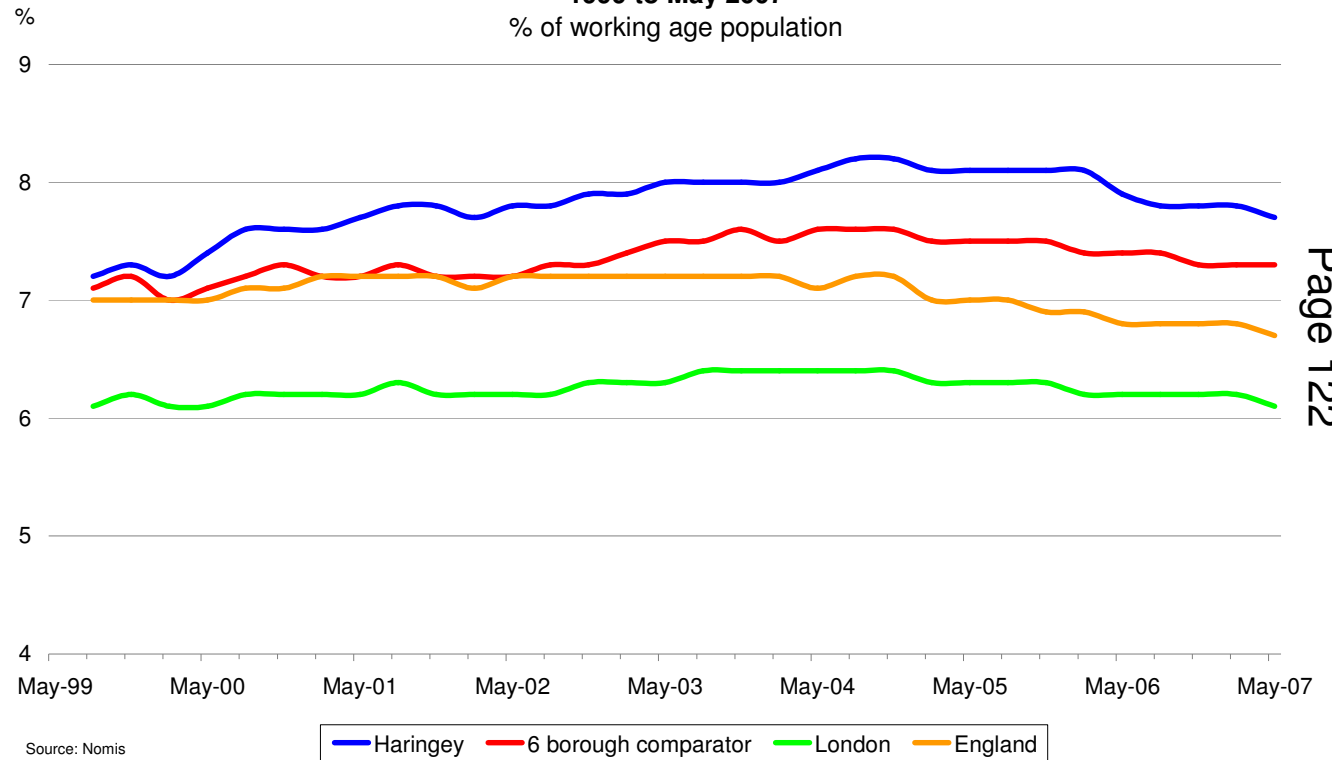


% point change against previous period

-0.2

- At May 2007, the Incapacity Benefit/Severe Disablement Allowance (IB/SDA) was 7.7 per cent (12,150 claimants), down 0.2 percentage points from the rate of 7.9 per cent (12,440 claimants) a year ago. The IB/SDA claim has fallen for 2 successive years and is now at its lowest level since May 2001.
- The IB/SDA claim rate in Haringey remains above the 6 borough comparator (7.3 per cent), London (6.1 per cent) and England (6.7 per cent) averages.

Incapacity Benefit & Severe Disablement Allowance (IB/SDA) claim rate, Haringey, May 1999 to May 2007



16 TO 18 YEAR OLDS NOT IN EDUCATION, EMPLOYMENT OR TRAINING

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Green

Trend against previous period

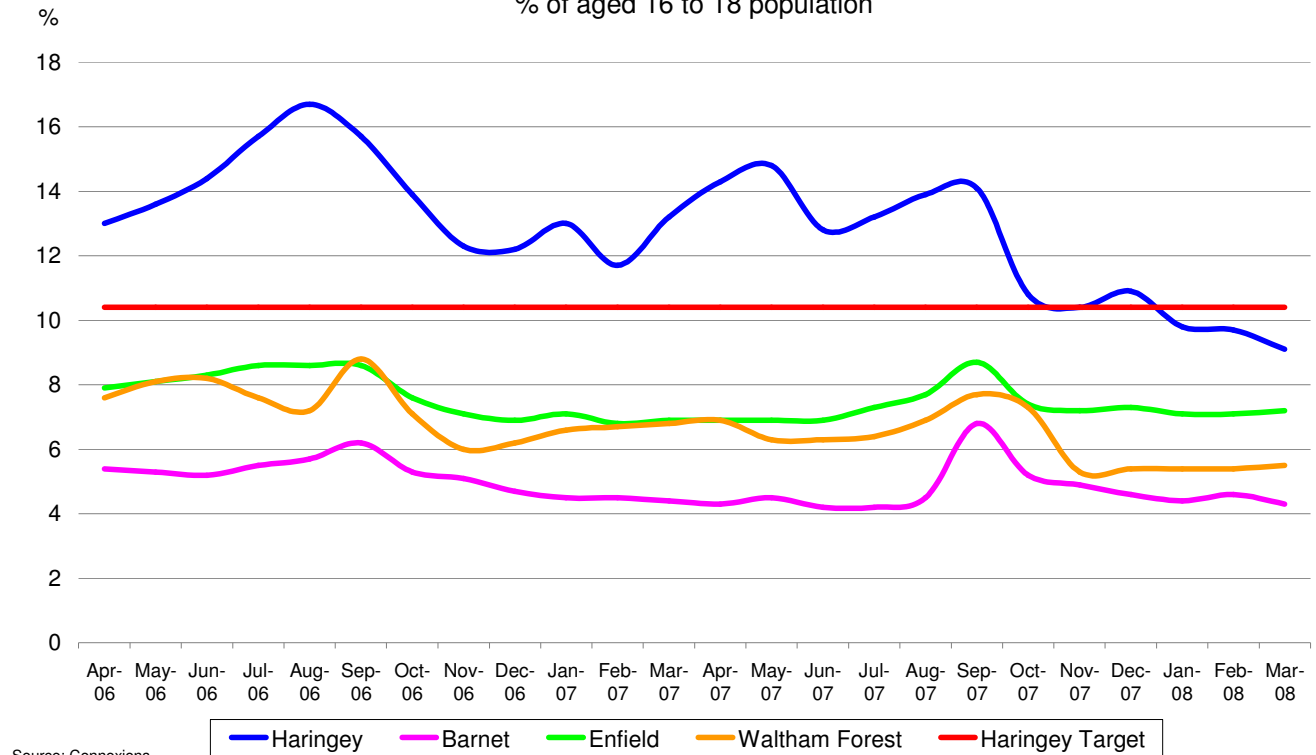


% point change against previous period

-4.1

- At March 2008, the proportion of 16 to 18 year olds not in education, employment or training (NEET) was 9.1 per cent (397 people), which is down 4.1 percentage points from the rate of 13.2 per cent a year ago.
- The proportion of NEETs in Haringey has been below the LAA stretch target level of 10.4 per cent for two consecutive months.
- The NEET rate for Haringey remains above those for Barnet (4.3 per cent), Enfield (7.2 per cent) and Waltham Forest (5.5 per cent).

NEETs, Haringey, April 2006 to March 2008
% of aged 16 to 18 population



Source: Connexions

NEWLY REGISTERED VAT ENTERPRISES

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Red

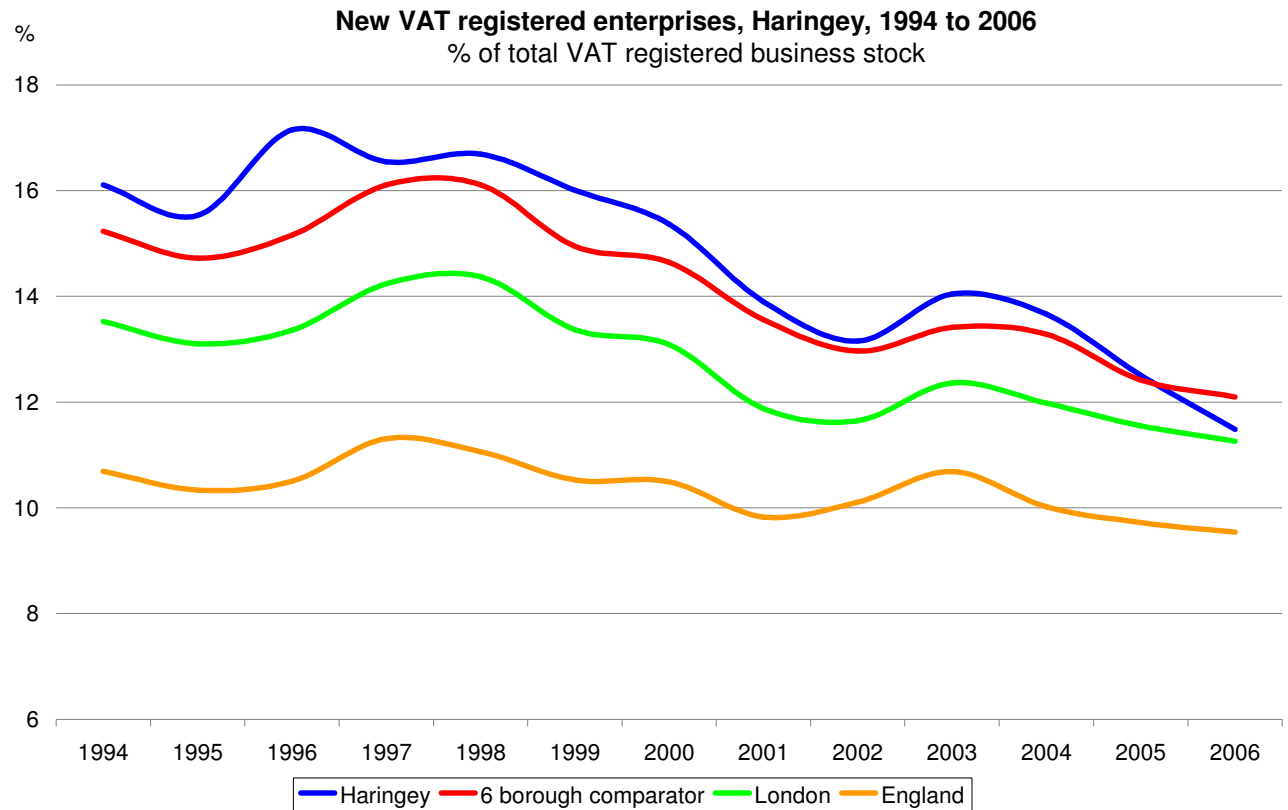
Trend against previous period



% point change against previous period

-1.0

- In 2006, the rate of newly registered VAT enterprises was 11.5 per cent (790 enterprises), down 1.0 percentage from the rate of 12.5 per cent (850 enterprises a year ago).
- The new VAT registration rate in Haringey remains above the London (11.3 per cent) and England (9.5 per cent) averages.
- The 6 borough comparator rate for new VAT registrations (12.1 per cent) was above the Haringey average for the first time in 2006.



NET VAT REGISTERED ENTERPRISES

ER PERFORMANCE INDICATOR ASSESSMENT

Overall assessment for Haringey

Red

Trend against previous period

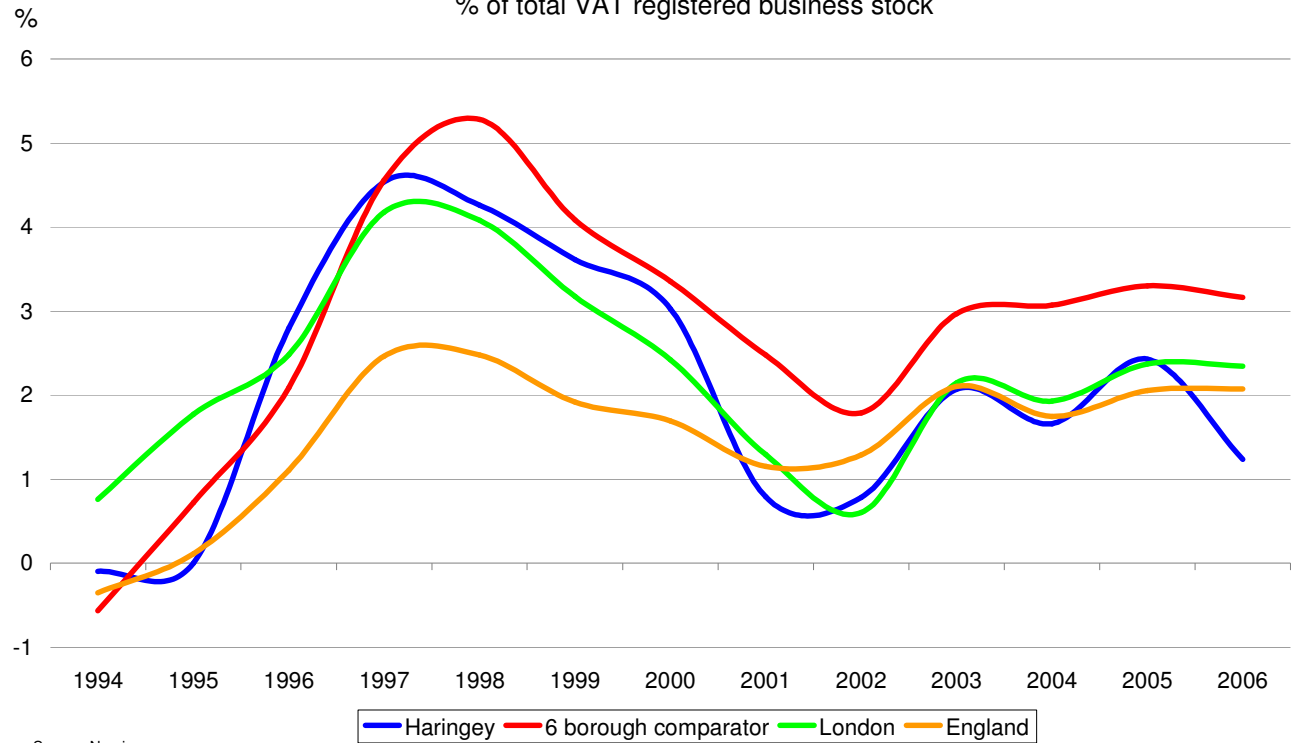


% point change against previous period

-1.2

- In 2006, the net rate of VAT registered enterprises was 1.2 per cent (85 enterprises), down from a rate of 2.4 per cent (165 enterprises) a year ago. The net VAT registration rate in Haringey is at its lowest level in 3 years.
- Haringey's net VAT registration rate is currently below the 6 borough comparator (3.2 per cent), London (2.3 per cent) and England (2.1 per cent) averages.

Net VAT registered enterprises, Haringey 1994 to 2006
% of total VAT registered business stock



Appendix 1: Summary of definitions

Performance assessment

The overall performance assessment for Haringey is determined using the following methodology: Green - an improvement of more than 1 percentage point against performance in the previous period; Amber - within 1 percentage point (+ or -) of performance in the previous period; and Red - a deterioration of 1 percentage point or more against performance in the previous period.

6 borough comparator

The 6 borough comparator used in this report is comprised of the following boroughs: Brent, Hackney, Lambeth, Lewisham, Southwark and Waltham Forest. These are boroughs with similar characteristics to Haringey, as defined by the Neighbourhood Renewal Unit.

Employment rates

The overall and ethnic minority employment rates are measured using the Annual Population Survey (APS). The relatively small APS sample sizes at local authority level means that small differences between Haringey's employment rate and that of the other comparators used in this report should be treated with caution as the differences may only be due to sampling variability.

Ethnic minority employment rate

The ethnic minority groups included in the employment rate figures contained in this report are: Mixed White and Black Caribbean, Mixed White and Black African, Mixed White and Asian, Other Mixed, Pakistani, Indian, Bangladeshi, Other Asian, Black Caribbean, Black African, Other Black, Chinese and Other.

Job Seekers Allowance

Job Seekers Allowance (or the claimant count) records the number of people claiming Job Seekers Allowance and National Insurance credits.

Incapacity Benefits

Incapacity Benefits count the number of people claiming Incapacity Benefit and Severe Disablement Allowance.

Working age benefits

The working age benefits measure records the number of people claiming the following benefits: Job Seekers Allowance, Incapacity Benefit, Severe Disablement, Income Support, Disability Living Allowance, Carers Allowance, Pension Credit (where the claimant is under State Pension age), Widows Benefit, Bereavement Benefit and Industrial Death Benefit.

Working age population

The working age population is a count of all males aged 16 to 64 and females aged 16 to 59.

12 priority wards

The 12 priority Haringey wards are those identified by the Department and Work and Pensions as having unacceptably high working age benefit claim rates. These 12 wards are: Bounds Green, Bruce Grove, Hornsey, Noel Park, Northumberland Park, St Ann's, Seven Sisters, Tottenham Green, Tottenham Hale, West Green, White Hart Lane and Woodside.

NEETs

The NEET figures contained in this report are based on adjustments made for young people whose currency has expired and therefore their status is unknown. These adjustments assume that 8 per cent of the expired EETs (in education, employment or training) are NEET and 58 per cent of the expired NEETs are still NEET.

VAT

These figures are based on the numbers of business registered for VAT. This does not provide a complete picture of enterprise activity as there are some VAT exempt sectors and some business that operate below the annual turnover threshold, which is currently £60,000. It is estimated that 1.9 million of the 4.5 million enterprises in the UK are VAT registered.

The newly registered VAT enterprise rates are calculated as a percentage of the total VAT registered enterprise stock. The new VAT registration rates are based on registrations less de-registrations as a percentage of the total VAT registered enterprise stock.

Appendix 2: Summary of relevant changes to benefit rules

October 1996 – Job Seekers Allowance replaces Unemployment Benefit and Income Support.

April 1999 – Minimum Income Guarantee, payable to people aged 60 and over, is introduced.

October 1999 – Working Families Credit and Disabled Person's Tax Credit replaces the Family Credit and Disability Working Allowance respectively.

April 2001 – It is no longer possible to make a new Severe Disablement Allowance claim.

April 2003 – Introduction of Child Tax Credit and Working Tax Credit to replace Working Families Tax Credit, including Disabled Person's Tax Credit.

October 2003 – Pension Credit replaces the Minimum Income Guarantee.

October 2008 – Employment and Support Allowance to replace Incapacity Benefit for new claimants.