



Enterprise Partnership Board

MONDAY, 8TH SEPTEMBER, 2008 at 14:00 HRS – CHIEF EXECUTIVE'S BOARD ROOM,
L5 (N) RIVER PARK HOUSE.

MEMBERS: See membership 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 11 June 2008 as a correct record.

3. 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 required with respect to these items.

4. URGENT BUSINESS

The Chair will consider the admission if any items of Urgent Business. (Late items will be considered under the agenda item where they appear. New items will be considered under agenda Item 9 below).

5. ENTERPRISE BOARD TERMS OF REFERENCE 2008/09 (PAGES 9 - 14)

6. DISCUSSION ITEM -WELFARE REFORM GREEN PAPER: 'NO ONE WRITTEN OFF: REFORMING WELFARE TO REWARD RESPONSIBILITY (PAGES 15 - 36)

7. LOCAL AREA AGREEMENT: UPDATE (PAGES 37 - 66)

This item is for information and includes details of:

- Performance Management Highlight Report: 1st Quarter (April – June) 2008/09
- Risk Management Strategy and Framework for HSP (this report was considered by the HSP on 3 July 2008).
- Introduction of Risk Registers

8. TACKLING WORKLESSNESS UPDATE (PAGES 67 - 112)

9. REGENERATION DELIVERY PLAN (PAGES 113 - 146)

This item is for information.

10. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 4.

11. ANY OTHER BUSINESS

To discuss any items of AOB.

12. DATES OF FUTURE MEETINGS

To note meeting dates for 2008/09:

- 2 December 2008, 2pm
- 16 March 2009, 2pm

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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 Gale 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, 11 JUNE 2008**

Present: Dr Ita O'Donovan (Chair), Councillor Kaushika Amin, Linda Banton, Yolande Burgess, Councillor Pat Egan, John Egbo, David Hennings, Gary Ince, Isobel Rawlinson, Walter Steel, Michael Thompson.

In Attendance: Juneed Asad, Xanthe Barker, Pamela Pemberton, Ambrose Quashie, Martin Tucker.

LC39. APOLOGIES AND SUBSTITUTIONS

It was noted that apologies had been received from the following people:

Manoj Ambasna
Rod Cullen
Janette Karklins
Naeem Sheikh

LC40. MINUTES

The Board received the minutes of the meeting held on 5 March 2008.

RESOLVED:

That the minutes of the meeting held on 5 March 2008 be confirmed as a correct record.

LC41. ELECTION OF CHAIR

RESOLVED:

That Dr Ita O'Donovan be elected as Chair for the ensuing municipal year.

LC42. APPOINTMENT OF VICE-CHAIR

RESOLVED:

That Councillor Kaushika Amin be appointed as Vice-Chair for the ensuing municipal year.

LC43. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC44. URGENT BUSINESS

No urgent items of business were raised.

LC45. COMMUNITY LINK FORUM PRESENTATION

The Board received a presentation from the Community Link Forum (CLF) setting out its objectives and work to date and an overview of the recent CLF election process.

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It was noted that the CLF had been established as a means of improving the link between the Community and Voluntary Sector and the Partnership. Following ratification of the CLF Agreement by the Haringey Strategic Partnership (HSP) in July 2007 work had been carried out by the organisation that had culminated in the CLF Elections in April 2008.

The CLF was allocated three places on each of the Thematic Boards; three of these were allocated to the elected CLF representatives and one was allocated to a representative from HAVCO.

The representatives elected to the Enterprise Partnership Board were as follows:

- Rod Cullen
- John Egbo
- Martha Osamor

The Chair thanked Pamela Pemberton of the CLF for the presentation.

In response to a query as to whether there was a mechanism in place to allow CLF Board members to feed back to their main body; the Board was advised that the CLF met on a quarterly basis where feedback was provided. In addition to this an annual workshop was also held, which was specifically designed for representatives sitting on the HSP and Thematic Boards to feed back on relevant issues.

The Board was advised that a mapping exercise was also being carried out by HAVCO to establish where organisations had specific interests and how these could be fed into this process.

RESOLVED:

That the presentation be noted.

LC46. CONFIRMATION OF TERMS OF REFERENCE AND MEMBERSHIP: 2008/09

The Board considered a report requesting that it formally confirm its Membership and amend its Terms of Reference to reflect the inclusion of the new CLF representatives for the new Municipal Year.

In response to suggestions that the Terms of Reference should be amended further to include details of the CLF's role as part of the Board, the Chair noted that this was already taken on board as part of the overall Governance arrangements agreed between the HSP and HAVCO when the CLF was formed. Therefore it was not necessary to amend the Terms of Reference of individual Theme Boards.

There was further discussion in relation to the Membership of the Board and voting the rights granted to certain organisations currently included within the Membership.

The Chair requested that a report be brought to the Boards next meeting reviewing in detail its membership and setting out proposals as to how this could be developed in order to ensure the best delivery of the its objectives.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
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RESOLVED:

- i. That the Membership, as set out, be confirmed for 2008/09.
- ii. That the Terms of Reference be amended to included the new CLF representatives.
- iii. That a report be brought to the Boards next meeting reviewing in detail the its membership and setting out proposals as to how this could be developed in order to ensure the best delivery of its objectives.

LC47. APPOINTMENT OF REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP

RESOLVED:

That the Chair considers representation in light of numerous Enterprise Board members being on the main HSP Board.

That Councillor Kaushika Amin be appointed as the Boards representative on the Haringey Strategic Partnership Board for 2008/09.

LC48. LOCAL AREA AGREEMENT UPDATE

The Board received an update on progress in relation to the new Local Area Agreement.

It was noted that negotiations in relation to National Indicator (NI) 153 (the number of people of working age claiming benefits in the worst performing neighbourhoods) had been completed and a target to reduce this by 4.7 percentage points had been agreed over the next three years. Data in relation to NI 171 (new business registration rate) would not be available until later in the year and consequently targets attached to this NI could not be set at present.

The Board was advised that it had been agreed with GOL that a reduction should be made to the target in relation to NI 116 (number of children living in families in receipt of work benefits) from 36.4% to 30.5%.

In addition to the NI's included within the LAA there were also Local Indicators, which the partnership would not be monitored on officially. However, these formed an important part of the LAA and would be monitored within the new Performance Management Framework. As part of the Performance Management Framework the Board would receive quarterly reports.

In response to a query as to whether there was a contradiction between the Council's Overview and Scrutiny Committee's drive to encourage people to take up benefits and NI 153, the Board was advised that this had also been a target under the previous LAA. The drive to encourage people to take up benefits was aimed at different areas and therefore there was no contradiction between priorities. It was noted that the Haringey Guarantee also encouraged participants to take up benefits where appropriate.

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RESOLVED:

- i. That the report be noted.
- ii. That the replacement Local Indicators relating to increasing the take up of tax credits, as set out in the report, be approved.

LC49. DRAFT REGENERATION DELIVERY PLAN

The Board considered a tabled report on the Draft Regeneration Delivery Plan. The Assistant Director for Economic Regeneration apologised for the late circulation of the report.

It was noted that the Delivery Plan set out how the Regeneration Plan would be delivered in a concise format. The document did not list all of the projects contained within the Plan and instead referred to a selection of projects under themed headings.

The Board was advised that if Members had any comment to make on the Delivery Plan they should feed them back to the Assistant Director for Economic Regeneration.

In response to a query in relation to procurement the Board was advised that under the heading of Prosperity local procurement was addressed. It was agreed this document would be circulated to the Board.

RESOLVED:

That the report be noted.

LC50. WORKING NEIGHBOURHOOD FUND -BUSINESS AND ENTERPRISE PRIORITIES

The Board received a report on the Working Neighbourhoods Fund (WNF) which was tabled at the meeting.

Prior to the consideration of the item the Chair apologised to the Board for late tabling of the report. The Chair underlined the need for reports to be circulated in a timely manner in order to allow Board members sufficient time to digest and comment on them.

The report set out the business and enterprise priorities for the WNF and included proposals in relation to:

- Business Support
- Increasing the number of VAT registered businesses
- Business Engagement in Town Centres
- Business Education and Mentoring

Business Support

In terms of Business Support the Board was advised that the creation of a single business account and development of online services for business users were

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considered essential to the facilitation of positive interaction between the Council and businesses.

VAT Registration

Increasing the number of VAT registered businesses was an LAA indicator for measuring economic growth and all businesses with an annual turnover of more than £67K were required to be VAT registered. Initiatives such as working with businesses to increase turnover and promoting the benefits of VAT registration would be undertaken using WNF.

Business Engagement in Town Centres

This initiative would primarily focus on Wood Green and Tottenham and also extend to district centres such as Crouch End and Stroud Green. Consultation would be carried out with local businesses and Traders' forums and measures to improve security and reduce crime would be identified.

In addition to the measures above, work would also be done to promote Haringey to investors, stakeholders and visitors in order to encourage investment in the local economy.

Business Education and Mentoring

This initiative was intended to provide individuals and businesses with practical training, experience and skills, to succeed in business and would focus on helping people identify pathways into higher education. This would include workshops for children at secondary schools at risk of exclusion from higher education.

In addition to this a business mentoring programme for secondary school students on accredited business courses would also be provided.

In response to a query as to whether there was a particular emphasis placed on deprived Neighbourhoods, the Board was advised that under the old Neighbourhood Renewal Funding (NRF) there had been geographical boundaries. However, under the WNF it was possible to take into account where there was deprivation and particular need.

The Board discussed use of WNF to target particular areas of deprivation and there was agreement that it would be beneficial to identify specific areas that would benefit from funding. It was noted that simple measures such as improving shop frontages often had a significant impact on the way an area was perceived and targeting resources in this way would help alleviate negative perceptions.

The Chair noted that this topic would be a good area for further discussion at a future meeting.

RESOLVED:

That the report be noted.

LC51. BUSINESS AWARDS FEEDBACK

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The Board received a verbal update on the recently held Business Awards event.

It was noted that the Business Awards had taken place on 29 May and that a significant amount of positive feedback had already been received. A booklet would be published shortly setting out how the Awards had been determined and giving an overview of the event itself.

The Chair noted that establishing good working relationships with businesses across the private sector was of benefit to the wider Partnership. She invited any partners wishing to raise any specific issues in relation to the event to contact officers so that these could be given proper consideration.

RESOLVED:

That the verbal update provided be noted.

LC52. TACKLING WORKLESSNESS UPDATE

The Board received an update on progress in relation to the three main programmes in place to tackle Worklessness in the Borough:

- The Haringey Guarantee
- Families into Work
- The North London Pledge

Prior to consideration of the item the Board was advised that the report included within the agenda pack was in draft form and contained several pieces of incorrect information. A further report would be circulated once a meeting had been held with people who had participated in the evaluation in relation to the Haringey Guarantee.

The Chair suggested that members of the Board keep the original report for reference and for comparison against the final version.

The Board was advised that a Manager for the Families into Work project had been appointed and the job specifications for the other staff attached to the scheme were being put together at present.

In terms of the North London Pledge the Board was advised that an approach had been agreed in relation to the delivery of skills provision. The Council would be responsible for managing funding in relation to the management of the programme, communications and marketing. Evaluation of the programme would be directly commissioned and delivered by the London Development Agency (LDA).

RESOLVED:

- i. That the report be noted.
- ii. That a further report should be circulated to the Board containing up to date information in relation to the Haringey Guarantee.

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LC53. CONSULTATION ON REVIEW OF SUB-NATIONAL ECONOMIC DEVELOPMENT AND REGENERATION

The Board received a report, for information, setting out the findings of the Sub National Review (SNR) of Economic Development and Regeneration.

The Board was advised that the SNR looked at the mechanisms in place for economic development across the country and had concluded that reform was required in order to address challenges such as Worklessness and economic disadvantage.

In order address the findings contained within the report the Government had proposed the following measures:

- Abolition of Regional Assemblies (outside London)
- Streamlining of regional Government by requiring Regional Development Agencies to produce an integrated economic development and spatial strategy
- Strengthening the role of the Local Authority in economic development by placing a statutory duty upon them to assess local economic conditions
- Support for Local Authority collaboration across administrative boundaries

The new statutory duty meant the Council would be required to consult and work closely with the Greater London Authority (GLA) and options had been provided for implementing these new duties.

The Board was advised that a consultation document had been published in relation to the proposed reforms contained within the SNR and the deadline for this was 20 June 2008.

RESOLVED:

That the report be noted.

LC54. KEY PERFORMANCE INDICATORS

The Board received a report setting out performance against key indicators identified by the Board as being crucial to the delivery of its objectives.

The Board was advised that the rising employment rate in Haringey also reflected the national picture despite the current economic turbulence. In addition to this the level of people claiming Job Seekers Allowance had fallen to its lowest rate since 1992 and currently stood at 1.4%. The number of 16 to 19 year olds claiming Job Seekers Allowance had also fallen.

The proportion of children aged 16 to 19 Not in full time Employment, Education or Training (NEET) had fallen to below the target level of 10.4 per cent and the Chair noted that this may have had an impacted upon the number of people in that age group claiming Job Seekers Allowance.

RESOLVED:

That the report be noted.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
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LC55. NEW ITEMS OF URGENT BUSINESS

No items of urgent business were raised.

LC56. ANY OTHER BUSINESS

No items of AOB were raised.

LC57. DATES OF FUTURE MEETINGS

The Board was asked to note the following dates of future meetings:

- 8 September 2008
- 10 December 2008
- 9 March 2009

Dr Ita O'Donovan

Chair



Meeting: Enterprise Board

Date: 8 September 2008

Report Title: Enterprise Board Terms of Reference 2008/09

Report of: David Hennings – Assistant Director, Economic Regeneration

Summary:

This report presents the Enterprise Board's Terms of Reference and draft Membership for 2008/09.

The full Terms of Reference are attached as Appendix 1 of this report.

Recommendations:

1. That the Enterprise Board confirms its Terms of Reference for 2008/09.

Financial/Legal Comments:

N/A

For more information contact:

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Appendix 1: Enterprise Board ToR 2008/09

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 is operational for the three years 2008/09 to 2010/11. The Enterprise Board will have specific responsibility for delivering the enterprise and employment and skills related targets contained in the LAA.

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, projects and targets set out in the SCS and LAA, on behalf of the HSP.
- 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 ensure that the Enterprise Board receives regular updates on the activities of 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 enterprise related National Indicators (NIs):

- NI 153: Working age people claiming out of work benefits² in the worst performing neighbourhoods – a reduction of 4.7 percentage points.
- NI 171: New business registration rate (Data to set a target for this indicator will not be available until at least October 2008).

Deliver the LAA enterprise related 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 the LAA enterprise related local targets:

- Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace (target to be determined pending outcome of internal LSC discussions).
- Adults achieving a full level two qualification and entered employment and those gaining a qualification in the workplace (target to be determined pending outcome of internal LSC discussions).
- Number of registered Haringey Guarantee participants with a completed better off calculation (400 by March 2009).

Assist with delivering other relevant LAA targets:

- NI 116: Proportion of children in poverty – a reduction of 5.9 percentage points).
- NI 117: 16 to 18 years olds who are not in education, training or employment (NEET) – a reduction of 2.7 percentage points.

Deliver national Public Service Agreements/Floor Targets relevant to enterprise and employment and skills:

- Increase in Haringey's overall employment rate
- Increase the employment rates of:
 - disabled people
 - lone parents
 - ethnic minorities

² Out of work benefits include: Job Seeker Allowance, Incapacity Benefit/Severe Disablement Allowance, Income and Support and Pension Credit

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.

- people aged 50 and over
 - people with lowest qualifications
 - people living in the most deprived local authority wards
- Reduction in the number of people claiming working age out of work benefits
 - Reduction in the amount of time people spend on out of work benefits
 - Increase the number of new business registrations
 - Increase the self employment rate

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.
- Ordinary Meetings will be held four times a year at an appropriate venue within the borough.
- The agendas, papers and notes of Enterprise Board meetings will be made available to members of the public after proceedings.
- Declarations of interest will be a standard item on the Enterprise Board's agendas.

- 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:

- 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

Vice Chair

Cllr Kaushika Amin, Cabinet Member for Enterprise and Regeneration,
Haringey Council

Members

Business Link for London

College of North East London (CONEL)

Community Link Forum

Connexions North London

Greater London Enterprise

Haringey Association of Voluntary and Community Organisations (HAVCO)

Haringey Council

Haringey Teaching Primary Care Trust

Jobcentre Plus

Learning and Skills Council London North

Mall Management

North London Business

North London Chamber of Commerce

Observers

London Development Agency



Meeting: Enterprise Board

Date: 8 September 2008

Report title: Welfare Reform Green Paper: 'No One Written off: Reforming Welfare to Reward Responsibility

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

Summary:

The Department for Work and Pensions (DWP) published *No one written off: reforming welfare to reward responsibility* on 21 July 2008. This Green Paper builds on a welfare reform Green Paper published last year (In work, better off: next steps to full employment), which the Council responded to, and contains the following proposals that the Government believes will be crucial in achieving the aspiration of an 80 per cent full employment rate:

- Requiring Job Seekers Allowance claimants to undertake full-time work related activity in return for their benefits if they remain unemployed after two years support from Job Centre Plus and a specialist provider.
- Identifying problem drug use amongst Job Seekers Allowance and Employment Support Allowance claimants. These people will be given additional support and the Government is considering whether to mandate claimants with a drugs dependency to declare this as a condition of benefit.
- Allowing people aged 60 and over to access employment support such as Work Focused Interviews.
- Re-assessing existing Incapacity Benefit claimants under the Work Capability Assessment regime between 2009 and 2013.
- Introducing a Work Focused Health Related Assessment to support the Work Capability Assessment.
- Testing proposals to fund upfront investment in helping people with complex barriers to employment through future benefit savings.
- Requiring lone parents to attend a skills health check when the age of their youngest child is five.
- Disregarding fully child maintenance in all out of work benefits from April 2010.
- Abolishing Income Support and creating an out of work benefits system around Job Seekers Allowance and the Employment Support Allowance.
- Introducing a Right to Bid process for innovative employment support projects.

Recommendations:

1. That the Enterprise Board notes the key proposals contained in the Green Paper.
2. That the Enterprise Board considers what the Borough's response to the Green Paper should be, particularly whether the Board agrees with the Government's key principle of providing greater support for out of work benefit claimants while increasing the expectations on these individuals to find work. (It should be noted that the Government is very unlikely to deviate from this position).
3. That the Enterprise Board starts to consider the impact the Green Paper proposals and the Government's wider welfare reform programme will have on service areas such as Adult Social Services, Children's Services, Community Safety and the Voluntary Sector.

Financial/Legal Comments:

N/A.

For more information contact:

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Title: Employment & Skills Policy Officer
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1. Introduction

1.1 The Department for Work and Pensions (DWP) published *No one written off: reforming welfare to reward responsibility* on 21 July 2008. This Green Paper builds on a welfare reform Green Paper published last year (In work, better off: next steps to full employment), which the Council responded to, and the following subsequent reports for which briefings can be accessed below:

- In work, better off: next steps to full employment



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- Ready for work: full employment in our generation



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lboh-shared-data\ST\

- Opportunity, employment and progression: making skills work



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1.2 The ethos behind the Green Paper is to ensure that people on out of work benefits are involved in an active regime that offers more support but expects more in return in terms of taking steps to return to work. The Government believes this is compatible with its key aspiration to achieve a full employment rate of 80 per cent and to also:

- Reduce the number of Incapacity Benefit (IB) claimants by 1 million.
- Support 300,000 more lone parents and 1 million more older people into work.
- Halve the number of children in living in poverty by 2010 with full eradication by 2020.
- Provide equality for disabled people by 2025.

1.3 The Green Paper is currently out for consultation and the deadline for responses is **22 October 2008**. The consultation questions are included in an appendix at the end of this briefing

2. Job Seekers Allowance claimants

2.2 As part of the Flexible New Deal (FND), which will be introduced in 2009, Job Seekers Allowance (JSA) claimants will receive specific support from Job Centre Plus (JCP) for a period of twelve months. This support will include:

- Self managed job search within the first few weeks of a JSA claim and a mandatory back-to-work group session from around week six of a claim
- A 'directed job search stage' after three months of a claim. This will widen the scope of jobs that claimants will look and be submitted for. Claimants will be required to sign on every week, rather than every fortnight, for up to six weeks.
- A supported job search stage after six months of claim. This will involve claimants being assigned to a personal advisor and an action plan being agreed. There will be an additional two week benefit sanction for claimants who fail to comply with the agreed activity in the action plan. People who have a history of long-term unemployment and 18 year olds who haven't been in education, employment or training for at least six months will be fast-tracked onto this stage.

2.3 People who remain on JSA after a year will receive specialist support from an external provider for twelve months. If people remain on JSA after this two year period of JCP and specialist support they will be required to undertake full-time work related activity in return for their benefits. To achieve this, a number of full-time work related activity models will be tested across the public, private and voluntary sectors. Consideration will also be given to requiring claimants to undertake full-time activity at any stage of their claim if it is deemed to be beneficial.

2.4 As part of the focus on the long-term unemployed the Government will consider whether some people should be compelled to sign on daily at a JCP office and account for their activity to secure work.

3. Drug users

3.1 The Government estimates that there are 240,000 people in England in receipt of out of work benefits who are dependent on opiates or crack cocaine; this accounts for around three quarters of all people who are dependent on these drugs. Key objectives in tackling drugs misuse are found in the Drugs Strategy, released in February 2008, with the main focus being on reintegration to reduce the risk of poverty and social exclusion.

3.2 Identification of problem drug use will be built into the new claim process for the Employment and Support Allowance (ESA), due to be introduced in October 2008. For JSA, JCP advisers will be given increased support to help them identify problem drug users. Those people who are identified will be required to see a drug treatment provider and, if appropriate, a specialist employment provider. Failure to take up this support could result in benefit sanctions. The Government is considering whether to change benefit rules to require all benefit applicants to declare an addiction to heroin or crack cocaine as a condition of benefit.

3.3 The Green Paper proposes legislation that will enable information sharing between JCP, the police, probation services and prisons. This will require primary legislation and will be safeguarded by the values under the Data Protection Act.

3.4 The initial focus will be on people dependent on opiates and crack cocaine but over time this could be extended to include people who are dependent on alcohol or drugs such as cannabis and powder cocaine.

4. Older people

4.1 Between 2010 and 2020 the state pension age for men and women will be equalised at 65. This will mean that people aged 60 to 64 who are out of work will become eligible for working age benefits. The Government plans to change the law to allow people aged 60 and over to access the additional back to work support offered by a Work Focused Interview.

5. Disabled people and people with health conditions

- 5.1 The Pathways to Work programme was rolled out nationally from April 2008. Supporting Pathways to Work is the ESA, which will replace Incapacity Benefits (IB) for new claimants from October 2008. As part of this, ESA claimants will be required to undergo a Work Capability Assessment (WCA), which replaces the Personal Capability Assessment (PCA) and focuses more on what a person can do in the workplace rather than what they cannot. From 2009 to 2013 all existing IB claimants will be re-assessed using the WCA and, from this point, subject to the ESA regime.
- 5.2 For ESA, the Government aims to ensure that the majority of new claimants will move into work within the first two years of their claim. To facilitate this it is proposed to introduce a Work-Focused Health-Related Assessment (WFHRA) to work alongside the WCA. This will allow claimants to discuss, with a health professional, the type of work which best suits them once they have recovered or adapted to their condition and the steps they need to take to move towards this goal. The information from the WFHRA will be shared with the claimant's personal adviser to help develop a back to work action plan.
- 5.3 To further reinforce the message that ESA is expected to be a temporary benefit for the majority, the Government plans to ensure that, in future, the maximum interval between WCAs will be two years. It also proposed that WFHRAs will be repeated at key points in the claim.
- 5.4 The Access to Work programme for disabled people will be strengthened with funding doubled from its existing £69m budget. It is estimated that this will help to support 48,000 people by 2013/14. This is closely linked to the Government's plans to merge the provision of specialist employment programmes for disabled people such as Access to Work and also Work Preparation, WORKSTEP and the Job Introduction Scheme. It is envisaged that contracts for this reformed provision will be issued in late 2009.
- 5.5 Extra support will also be provided for people with a mental health condition. Over the next three years, annual funding rising to £173m will be provided to improve access to psychological therapies. Later this year the Government also plans to publish a National Strategy for Mental Health and Employment.
- 5.6 To further support people with a disability the Government will explore the possibility of extending the In Control pilot programme, currently for people with a learning disability, which gives disabled adults more control over the combined budget that the Government spends on their support.
- 5.7 Dame Carol Black submitted her report on the health and well-being of the working age population to the Government in March 2008. The Government will formally respond to her recommendations later this year but there are some elements of her recommendations that the Government are already taking forward. In autumn 2008, the Government will consult on reforming the 'sicknote', to help people stay in work, with the intention to introduce a new form during 2009. Fit for Work services,

which will bring together health and employment support to help people in the early stages of sickness absence to stay in touch with work will be piloted, possibly in the City Strategy Pathfinder areas.

5.8 The Freud Report set out a proposal to fund upfront investment in helping people with complex barriers to employment through future benefit savings (the AME-DEL funding mechanism). This proposal will be tested in a number of pathfinder areas from 2010/11, lasting for three years. These areas are: Greater Manchester, Norfolk and Lambeth, Lewisham and Southwark. From 2011/12 a further two pathfinders will be established.

6. Skills

6.1 From this autumn, the Government will pilot a requirement for JSA claimants who have not volunteered for a skills health check to undergo one if their advisor deems it necessary. A requirement for claimants to attend relevant skills training will also be piloted. The Government plans to extend this requirement to ESA claimants, where appropriate.

6.2 The Government is already taking forward proposals to require lone parents to transfer from Income Support (IS) to JSA once the age of their youngest child reaches 12 (from 2008), 10 (from 2009) and then 7 (from 2010). The Green Paper proposes to go further and require lone parents to attend a skills health check when the age of their youngest child is five. Where appropriate this could also include requiring these lone parents to attend relevant skills training. Consideration will be given to making extra benefit payments available to lone parents in return for training.

6.3 To provide greater training support to JSA claimants the Government is planning, from this autumn, to abolish the 16 hour rule and allow people who have been claiming JSA for more than six months to take part in full-time employment related training for up to eight weeks while receiving a training allowance. Young people will also be able to study full-time for A Levels (or their equivalent) until they are 21, while receiving benefits.

7. Child Poverty

7.1 As part of the Government's drive to eradicate child poverty by 2020 child maintenance will be fully disregarded in all out of work benefits from April 2010. This disregard will apply to Housing Benefit and Council Tax Benefit by the end of 2008.

7.2 To promote child welfare and parental responsibility, legislation will be introduced to require unmarried parents, where appropriate, to jointly register the births of their children.

7.3 For those couples who are claiming JSA and have a youngest child aged seven or over, it is proposed that they will have to make a joint claim for JSA. For IB and ESA claimants receiving an income-related increase on account of a partner, this will no longer apply if their partner is capable of work. In this instance the couple will be required to make a joint claim to JSA. The original claimant will still be entitled to their personal IB or ESA but any extra benefit payments will be dependent on the partner meeting the conditions of their JSA claim.

8. Simplifying and streamlining the benefits system

8.1 Streamlining the benefits system is something that was a key focus of the Freud Report. The Government plans, "when resources allow", to abolish IS and create an out of work benefits system around JSA and ESA. Consideration will be given as to how groups claiming IS, such as carers, can be best supported in this new streamlined system.

8.2 The Government will also explore how Bereavement Benefits (BB) and Industrial Injuries Disablement Benefits (IIDB) can be reformed in the context of wider changes to the welfare system.

9. Contracting and funding arrangements

9.1 The DWP's Commissioning Strategy, published in February 2008, signalled the Government's intention to move towards larger and longer contracts in regards to mainstream employment support provision. The Government is also keen to encourage innovation and to this end is proposing to introduce a 'Right to Bid' process, which will allow the funding of added value projects to be considered. A document will be published this autumn setting out in more detail how the Right to Bid process will work.

9.2 The Government is keen to devolve power at the right level in terms of employment and skills provision. To achieve this a new delivery model will be introduced where there is a common "spine" across the country so that common standards and services are delivered wherever people live. However, flexibility will exist within the framework at the local and sub-regional level to meet specific needs. Where appropriate the Government will consider co-commissioning arrangements so that the spine of national provision can be supported with services that meet specific local needs;

further still, in certain instances the Government wants to experiment with full devolution in terms of letting contracts.

10. Implications for Haringey

10.1 The Green Paper clearly articulates the Government's belief that increased support alongside increased conditionality for benefit claimants is the right way forward to achieve full employment. The proposals in the Green Paper require careful consideration and officers from the Economic Regeneration team will be co-ordinating a response from the Council.

10.2 It is worth taking this opportunity to highlight some of the existing work in Haringey that is supporting many of the groups that are affected by the Green Paper proposals.

10.3 The Haringey Guarantee has helped to support 194 residents into sustained employment since its inception in September 2006. These residents include:

- 45 lone parents (from April 2007)
- 67 long-term Job Seekers Allowance claimants (from April 2007)
- 21 people with a disability or long-term health condition (including Incapacity Benefit claimants)

10.4 The Council's Drug and Alcohol Action team (DAAT), in 2006/07, helped to support the treatment of 1,293 drug and alcohol users. As there is a higher than average number of poly drug users in Haringey it is difficult to assess how many of these people are dependent on opiates and crack cocaine. Data that categorises specific types of drug use and the number of users may prove unreliable as, in many cases, more than one substance is involved. The DAAT team has commissioned the specialist services of Eban to address the issue of opiates and cocaine use and offer support and advice to help people deal with their substance misuse.

Appendix 1: Consultation questions

Question 1: How long should 'work for your benefit' last at different stages in the claim?

Question 2: How could capacity and capability to provide full-time work experience in the community sector be provided and incentivised to produce the best employment outcomes for participants?

Question 3: Is full-time 'work for your benefit' as an alternative to a sanction of loss of benefit for repeated non-compliance with work search requirements an effective option for some jobseekers? How should it be targeted?

Question 4: What penalties do you think would be most effective to deter more people from committing benefit fraud?

Question 5: Do you think it would be appropriate to reduce or withdraw entitlement after a first [benefit fraud] offence? How long should the sanction period be?

Question 6: Do you agree with the proposed approach for identifying problem drug use? How should it be implemented? Do you think that everyone claiming a working-age benefit should be required to make a declaration of whether or not they use certain specified drugs?

Question 7: What elements should an integrated system of drug treatment and employment support include? Do you agree that a rehabilitation plan would help recovering drug users to manage their condition and move towards employment?

Question 8: When is the right time to require ESA claimants to take a skills health check?

Question 9: Should ESA customers be required to attend training in order to gain the identified skills they need to enter work?

Question 10: In view of the need to help lone parents develop the skills they need to find work, are we right to require lone parents to have a skills health check and training as a condition of receiving benefit?

Question 11: Should we pilot extra benefit payments for lone parents in return for training, and if so, when the youngest child is what age?

Question 12: Are there any other circumstances where customers cannot get the skills they need to enter employment under present and planned arrangements?

Question 13: How might we build on the foundations of the current rules so that they do not discourage unemployed people from volunteering as a deliberate back-to-work strategy, while retaining a clear focus on moving off welfare into paid employment?

Question 14: Do you agree that the WCA and WFHRA should be re-focused to increase work-related support?

Question 15: What expectations should there be of people undertaking the personalised support we will now be offering in the Work Related Activity Group [Employment Support Allowance claimants]? Could this include specific job search?

Question 16: How can we make Access to Work more responsive to the needs of claimants with fluctuating conditions – including mental health conditions?

Question 17: What additional flexibilities in the system or forms of support would claimants with multiple and complex problems need to enable them to meet the new work-focused requirements in the Green Paper?

Question 18: What are the key features of an action planning approach that would best support employees and employers to take the steps for the employee to make a swifter return to work?

Question 19: What approach might be suitable to assist partners of benefit claimants who can work into employment?

Question 20: What are the next steps in enabling disabled people, reliably and easily, to access an individual budget if they want one? Should they include legislation to give people a right to ask for a budget or will the other levers the Government has got prove sufficient? What are the safeguards that should be built in? How can this be done?

Question 21: Is a system based on a single overarching benefit the right long-term aspiration? How could a simpler system be structured so as to meet varying needs and responsibilities?

Question 22: Would moving carers currently on IS onto JSA be a suitable way of helping them to access the support available to help combine caring with paid work or preparing for paid work?

Question 23: How might we reform Bereavement Benefit and IIDB to provide better support to help people adjust to their new circumstances while maintaining the work focus of the modern welfare state?

Question 24: Are lump sum payments a good way of meeting people's needs? Do they give people more choice and control? Could we make more use of them?

Question 25: What information would providers need to make the Right to Bid effective? How would the evaluation process need to work to give providers confidence that their ideas would be evaluated fairly and effectively? How do we get the balance right between rewarding those who come up with new ideas and the obligation to tender projects?

Question 26: What would the processes around contributing to commissioning and performance management look like in a range of different partnership areas? How might they best be managed to achieve the desired outcomes?

Question 27: How could a link be made to the radical proposals for the pilots [AME-DEL], which seek to reward providers for outcomes out of the benefit savings they achieve?

Question 28: How effective are current monitoring and evaluation arrangements for City Strategies?



Executive summary

Executive summary

Introduction

1. Our economy depends more than ever before on our people – on them making a contribution, aspiring to reach their full potential and taking responsibility for their skills needs. This matters for the individuals themselves and their families too – people making the most of their talents promotes social mobility and independence. To help achieve this, we need a welfare system that enables people to become the authors of their own lives.
2. In 1997, we inherited a largely inactive welfare state. For the last 11 years, the Government has gone about transforming it into an active one. Eleven years ago, we created the New Deal, which embodied the idea that rights entail responsibilities. In return for extra support, young people were expected to take up jobs and training or see their benefits cut. It was the beginning of the end for the idea that people could sit at home and claim benefits if they were able to work and had the offer of a job.
3. As we saw this approach working – with long-term youth claimant unemployment virtually abolished – we extended it to other groups, such as lone parents and new claimants of Incapacity Benefit (IB). At every stage, we ensured that support and conditions reflected an individual's circumstances and needs. Together with a growing economy, these reforms moved a million people off key out-of-work benefits, including almost halving claimant unemployment. As a result, we are spending over £5 billion less on benefits for unemployed people, releasing resources to substantially increase the amount we spend on helping people back to work and the support we give to the most severely disabled people.
4. Our aim now is to continue this process of reform. Getting the welfare system right is crucial, whatever the state of the labour market. Our motivation is the compelling evidence about the benefits of work for people's well-being and their children's life chances; it is about the need for people to get the skills to progress in an increasingly competitive and globalised society. Our foundation for doing so is a decade of lessons about what works in helping people to move from benefits into employment.
5. Our goal is simple: to make sure that no one is written off. We want to provide support that is tailored to each person's needs and to give everyone the opportunity to develop skills so they can find, and get on in, work. In return, we will require people to make full use of the support from which they could benefit.

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6. Our objective is a social revolution: an 80 per cent employment rate – the highest ever – and reducing social exclusion by improving employment prospects for people facing the greatest disadvantage; ending child poverty, for the first time ever; and equality for disabled people, the next step in the onward march of equal rights. This Green Paper sets out how we intend to make progress towards achieving these goals.

An obligation to work

7. We will enshrine the responsibility to work at the heart of our approach in a simple deal: more support but greater responsibility. We will help people find and retain work through support more personalised to individual need but, in return, those who are able will be expected to take a job if it is available. For those who are capable of working, there will be no right to a life on benefits.
8. This ‘something for something’ approach applies to everyone. However, we recognise that some there will be people with multiple and complex problems who need additional support to meet their responsibilities. This is why we are committed to ensuring that conditionality is personal, appropriate and fair for every individual.
9. The most severely disabled people or others with full-time caring responsibilities would not be required to look for work. We will, however, expect everyone else to take active steps towards employment and to take suitable jobs.
10. As part of this, we believe a lack of skills should no longer mean that people simply remain on benefit. We will take legislative powers to require those who need it to undertake training to help them get into work. We will consult on whether this should include lone parents with children above the age of five and people on incapacity benefits or the Employment and Support Allowance (ESA).
11. The vast majority of unemployed people want to work and nine out of ten people claiming Jobseeker’s Allowance (JSA) leave the benefit within a year. This is thanks, in part, to the high-quality support they receive from Jobcentre Plus, which is focused on a rapid return to work. We have learned what has worked in the New Deal – personal action plans, help with writing a CV and interview preparation, job search and training – and are now applying it to all jobseekers through the Flexible New Deal, our replacement for the previous New Deals.
12. Throughout the course of their claim their responsibilities will increase. The longer people claim benefits, the more they will be expected to do.

13. This system works well for most claimants. But some people could be getting back to work quicker or staying in work for longer. We are, therefore, reforming the system so that the longer someone is on out of work benefits, the more help we offer and the more activity we require of them.
- We are tackling basic skills needs from the outset of unemployment as we reform JSA from 2009 – at the initial interview for benefit, there will be a simple screening of basic skills and where someone has an evident gap, they will be referred to help from the local skills services. We will record this and pursue the claimant's actions to improve their skills as the claim lengthens. We would also like to test the approach of requiring people to deal with their skills needs or risk losing benefit.
 - At three months and then six months, jobseekers will be expected to intensify their job search activity and comply with a challenging back-to-work action plan, including a skills health check and appropriate training.
 - After 12 months on JSA, jobseekers will be transferred to a private, public or voluntary sector provider who will be paid by results. No one who completes 12 months with a provider without moving into work could do so without having undertaken at least four weeks of full-time activity. This is a commitment for both the claimant, to refresh work skills, and for providers. But that is a minimum. If the customer's action plan requires it, the full-time activity can last as long as needed. The only condition is that it should remain relevant, in preparation for the goal of sustained work.
 - For those still on JSA after two years, we will expect even more. This Green Paper sets out our proposal to test full-time work programmes with private and voluntary providers, as well as other approaches such as requiring daily attendance at the Jobcentre Plus office.
14. We also propose introducing legislation to further underpin people's obligations to work, including:
- tougher sanctions for those who fail to take steps to get back into work or refuse to take a job; and
 - a requirement for those identified as having problems with crack cocaine or opiates to taken action to stabilise their drug habit and to take steps towards employment, in return for receiving benefits.

No one written off – more support, more responsibility

15. As now, the system for unemployed people will be the most demanding but we also need to do more to help into work those receiving other benefits into work. Over 2.6 million people – far more than receive JSA – receive incapacity benefits. Most want to work but many have been left abandoned on these benefits for years. Indeed, the way that Incapacity Benefit (IB) was designed actively discouraged people from looking for work. That is why we plan now to reform IB and ensure no one is written off.
16. We have already legislated to replace incapacity benefits with a new benefit – ESA. ESA will be introduced in October 2008. We will now take forward our plans to move existing IB claimants onto ESA. Between 2009 and 2013, all incapacity benefits claimants will be reassessed using a medical assessment called the Work Capability Assessment (WCA).
 - Some will no longer qualify for incapacity benefits and will be able, instead, to claim JSA and receive active back-to-work support through that regime.
 - Those who qualify for ESA will be placed either in what we call the Work Related Activity Group or the Support Group. Those in the Work Related Activity Group will be expected to engage with a personalised programme of back-to-work support; those in the Support Group will be able to participate in this programme on a voluntary basis and will receive a guarantee of a higher basic rate of benefit than on IB.
17. In the light of the evidence that work is generally good for people's well-being, we will review this medical assessment to make sure the right people receive the right benefits and we will, in future, re-assess customers more frequently, giving them extra opportunities to talk to a medical professional about their back-to-work plans.
18. In the past, being on IB could mean being left forever without receiving any help to manage or improve a medical condition so as to prepare for a return to work. In 2003, we piloted Pathways to Work, a ground-breaking programme to provide such support, supporting claimants to better manage their medical condition and a £40 a week Return to Work Credit. The Return to Work Credit will be available for all eligible IB and ESA claimants for 52 weeks after their return to work. Evaluation of Pathways showed that the programme increases the chance of a new customer being in work from 28 per cent to 35 per cent 18 months after the claim was made. Since April 2008, Pathways has been available across the whole country and is mandatory for most new claimants.
19. All existing customers who are placed in the Work Related Activity Group will receive personalised support modelled on our successful Pathways to Work programme. For the first time ever in this country, no one who has the potential to work will be abandoned to a life on benefits. For everyone in this group, we will improve the help they get, for example with counselling for those suffering from depression or pain management for those with musculo-skeletal problems.

20. For the vast majority, ESA will be a temporary benefit, supporting people until they recover from their health problem or are able to adapt to their new circumstances. In return for this support, we will require people to engage with us, working with a personal adviser to draw up a timetabled back-to-work action plan. We will enact powers in the Welfare Reform Act 2007 to require new customers in the Work Related Activity Group to undertake general work-related activity. Customers who do not meet these requirements will have their benefit reduced. We will also extend throughout the first two years of a claim, the period during which new customers are required to engage with us by introducing Work Focused Interviews.
21. We want to ensure everyone can benefit from personalised support. Those with the greatest needs will be in the Support Group in ESA and will be able to volunteer for Pathways. They will also receive a higher basic rate of benefit from October this year – £102.10 a week compared with £86.35. We will also increase funding for our supported employment programmes, which provide help and training for people who have the greatest barriers to work.
22. We are also inviting views on what more we should be expecting of people undertaking the new personalised support on offer in the Work Related Activity Group.
23. We will use private, public and voluntary sector providers to deliver this back-to-work support. They will be able to invest more up front and then be rewarded from the benefit expenditure they save – the model proposed by David Freud in his report to the Department for Work and Pensions, published in March 2007.¹ As he recommended, we will test this approach in five cities and sub-regions, to learn what works before extending it.
24. These measures will complete the reform of IB. They will create a system focused on what people can do rather than what they cannot. Everyone will have the support they need to overcome their health problem and move into sustainable work. In return, we will make it clear that for the vast majority, ESA will be a temporary benefit and people will be expected to take reasonable steps to move into employment.

¹ Freud D, 2007, *Reducing dependency, increasing opportunity: options for the future of welfare to work*, Corporate Document Services

Helping people remain in work

25. Helping people to stay in work when they become disabled or have a period of ill-health is the best way to keep them in touch with work and to reduce the numbers moving onto benefits. Dame Carol Black's report into the health of Britain's working-age population warned that there was insufficient access to support in the early stages of sickness.² She also found that the present sicknote system focuses too much on what people cannot do and can impede recovery and a quicker return to work.
26. She called for an overhaul of the sicknote system and for an improvement in back-to-work support services provided by the National Health Service and the Department for Work and Pensions. We will, therefore, pilot her recommended Fit for Work service, bringing together health and employment support to help people in the early stages of sickness absence. We will also work with doctors and employers to ensure that the sicknote system is focused on helping people to stay in work or make a rapid return to work whenever appropriate.
27. When people become disabled, many could stay in work with greater help – or get back into work subsequently. Our successful Access to Work programme provides this help – with specialised computer equipment or a British Sign Language interpreter, for example. But at the moment, too many people do not find out about this help and are left out. We will double the budget for Access to Work so that we can help many more people to find and retain a job – a step that will move us closer to our aspiration that everyone who is eligible for support through this scheme will receive it.
28. We are also providing financial support to help people who move from benefit to work to stay in work. We have already introduced In-Work Credits, giving eligible lone parents £40 a week (£60 a week in London) throughout their first year in work. In addition, and following on from an extensive evaluation of the Employment Retention and Advancement demonstration project, a package of support to aid retention during the first six months in employment was introduced for lone parents from April 2008. This will offer access to discretionary payments (of up to £300) to manage minor financial emergencies, as well as in-work advisory support from Jobcentre Plus.

Devolving power to personalise support

29. We need to move from the standardised approach for different categories of claimants, to one personalised to the needs of each individual. To achieve that personalisation, we need to devolve power so that our services can be flexible. We, therefore, plan a triple devolution: to our advisers, to our providers and to local communities.

² Black C, 2008, *Working for a healthier tomorrow*, TSO

30. Jobcentre Plus is recognised as one of the best back-to-work agencies in the world. Its staff have unrivalled knowledge of their customers and their needs; and have a superb record of delivering core back-to-work support. We will support Jobcentre Plus in continuing to improve, by giving its advisers greater flexibility to tailor their support to the individual needs of their customers.
31. As we said in *Work Skills*, the Department for Work and Pensions and the Department for Innovation, Universities and Skills (DIUS) have already started bringing together core elements of the employment and skills system.³ Devolving responsibility opens up opportunities to go further, with exciting developments occurring in many of our major urban areas.
32. We will devolve power to our private and voluntary sector providers too. That is why, in December 2006, the Government asked David Freud to examine how we could give a greater role and greater incentive to these providers. This Green Paper sets out how we will implement all of his recommendations, including how providers will be paid by results on the basis of outcomes, out of the benefit savings they achieve. We will experiment with contracts that cover both jobseekers and those on incapacity benefits, to encourage further innovation.
33. We will devolve power to the local level. We will give local partnerships more influence in drawing up contracts for back-to-work services and monitoring their performance. For the most ground-breaking areas, we will go further. Communities will need to prove their leadership and show they are bringing additional resources to the table to experiment with new approaches such as the Fit for Work services or full-time activity programmes. Where they do so, we will give them the power to choose providers and even allocate European funding.
34. Our aim is to make the most effective use of the public, private and voluntary sectors in realising our ambitions. The question is not which sector delivers but who, within any of those sectors, can deliver it best. To that end, we will introduce a new 'Right to Bid' for public, voluntary and private providers that believe they could deliver any part of our services more effectively. By making our services contestable in this way, we will improve the performance of existing providers and open up our system to new and better approaches.

³ Department for Work and Pensions and the Department for Innovation, Universities and Skills, 2008, *Work Skills*, Cm 7415

A right to control for disabled people

35. We want our most significant devolution of power to be to individuals themselves. A commitment to personal responsibility must mean giving power to the individual wherever possible. So we will experiment with allowing claimants to choose their back-to-work provider, while ensuring that this is not used to avoid tough conditions on their job search.
36. We also propose a step forward in the rights of disabled people by introducing a right to request control over the support they get. This would build on the experience of individual budget pilots. Many disabled people have little effective control over the services they rely on for support. Instead, these pilots have given people a budget for support and enabled them to decide how that budget was used.
37. We will consult on how this approach could be extended. In particular, this might include giving disabled people the ability to pool the funding from more of the different types of support they receive. We would aim to give them the right to know the value of the support to which they are entitled and the ability to request that support as an individual budget. The disabled person would need an agreement about the outcomes for which they will use the budget and how they will go about doing it. This approach could empower disabled people to shape support to their own needs or to choose a different provider if they were not getting the help they need.
38. Evidence shows that individual budgets can be successful in improving people's satisfaction with the services they receive. There are big potential benefits if they can also provide better value for money and if we can get this right

Simplifying the benefits system

39. A too-complex benefits system obscures choices and obligations and creates perverse incentives. It is complicated for both our staff and customers and, despite the progress that we have made, it makes it harder to tackle fraud. Simplifying the benefits system can help to direct people towards work and reduce the still significant overpayments caused by fraud and error. For these reasons, we have previously said we are interested in moving to a single system of benefits for people of working age.
40. We want to ensure that the system as a whole fits together properly, meeting specific needs in a timely way. The changes in incapacity benefits proposed in this Green Paper will build on existing plans by taking steps towards aligning benefit rates across incapacity benefits and ESA. We will take a power to abolish Income Support so we can move towards a system based on two benefits – JSA and ESA.

Conclusion: ending child poverty

41. These reforms will help those who have been written off for too many years. They will ensure the right people are receiving the right benefit and that everyone will get the personalised support they need – drawing on the expertise and innovation of the public, private and voluntary sectors. We will transform support for disabled people – by ensuring that everyone can access help to get back to work and giving people far greater control over the support they receive.
42. In return, people will be required to engage with this support and take reasonable steps to prepare for, and then move into, work. For those who have been unemployed for a long period or who are thought to be playing the system, we will test strong measures – including full-time work in return for benefits. There should be no choice between working and a life on benefits. If people can work and there are opportunities available to them, they will be expected to do so.
43. All our proposals are driven by a core belief – using the power of a responsive State to increase people's life chances, opportunities and capabilities. Nowhere is this more clearly demonstrated than our goal to eradicate child poverty by 2020. Our goal in reforming welfare is to switch spending from propping up failure to investing in the future. Over the coming months we will work with stakeholders on the shared vision for 2020 and the steps we must all take to reach our ultimate ambition of a society free from child poverty – where all children enjoy a good childhood and no one's life chances are limited by their background.
44. To contribute to this mission, the proposals in this Green Paper will support many more parents into employment – the best and most sustainable route out of poverty. It introduces a full disregard for child maintenance payments, supported by the requirement for both parents to be registered on the birth certificate, except where this would not be in the best interests of their child.
45. Over the last 11 years we have been turning the welfare state from being essentially passive to profoundly active. The reforms in this Green Paper complete that transformation, to create a system that promotes a work culture rather than a welfare culture, rewards responsibility and ensures that no one is left behind. It will be delivered by a network of public, private and voluntary service providers, focused on the individual needs of the customer where the rights to benefit are matched with personal responsibilities.



haringey strategic partnership

Meeting: Enterprise Board

Date: 8 September 2008

Report title: Information Report -Performance Management
Highlight Report: 1st Quarter (April to June) 2008/09

Report of: David Hennings – Assistant Director (Economic
Regeneration)

Summary:

This report provides highlight information in relation to the indicators included in the Enterprise Theme Board's Performance Scorecard. The Scorecard contains all the relevant indicators included in Haringey's Local Area Agreement (National Indicators (NI's), Stretch Targets and Local Indicators) as well as other relevant NI's that are part of the national basket of 198.

For many of the NI's included in the Scorecard only baseline data is currently available; for other NI's no data is available at present as the indicators are still in development.

In terms of the LAA local indicators, the Learning and Skills Council is still developing the baselines and targets around the two skills indicators.

Nevertheless, the key highlight from this Quarter's Scorecard is performance in relation to NI 117: 16 to 18 years olds not in education, employment or training (NEETs). The proportion of NEETs in Haringey is currently (at May 2008) 8.4 per cent, which is below the 2008/09 target of 11.0 per cent and the 2010 stretch target level of 10.4 per cent.

There is no underperformance to report for this Quarter.

Financial/Legal Comments:

N/A.

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Quarterly Performance Review - 2008/09 Q1						
07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
Enterprise						
<i>Top Quartile</i>	NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods				LAA
	<i>Target</i>	27.6%				Lead
	<i>Comment</i>	Quarterly data are not yet available from the DWP to assess progress from the baseline				
	29.1%					
<i>Top Quartile</i>	NI 171	New business registration rate				LAA
	<i>Target</i>	TBD				Lead
	<i>Comment</i>	Data for this indicator will not be available until at least October 2008				
	N/A					
<i>Top Quartile</i>		Number of registered Haringey Guarantee participants with a completed better off calculation				LAA local
	<i>Target</i>	400				
	<i>Comment</i>	Data for this indicator will be available from quarter 2				
	N/A					
<i>Top Quartile</i>		Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace				LAA local
	<i>Target</i>	TBD				Lead
	<i>Comment</i>	Discussions within the LSC are still ongoing in regards to measurements and targets				
	N/A					
<i>Top Quartile</i>		Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace				LAA local
	<i>Target</i>	TBD				Lead
	<i>Comment</i>	Discussions within the LSC are still ongoing in regards to measurements and targets				
	N/A					

	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
	<i>Top Quartile</i>		Number of people from the worst twelve wards helped into sustained work				LAA stretch
		<i>Target</i>	73				Lead
		<i>Comment</i>	As sustained work is based on 13 weeks retention this information will not be available until quarter 2				
	112						
	<i>Top Quartile</i>		Number of people on incapacity benefit for more than six months helped into sustained employment				LAA stretch
		<i>Target</i>	85				Lead
		<i>Comment</i>	As sustained work is based on 13 weeks retention this information will not be available until quarter 2				
	10						
	<i>Top Quartile</i>	NI 79	Achievement of a Level 2 qualification by the age of 19				Cross Cutting
		<i>Target</i>	68.0%				
		<i>Comment</i>	This is an annual dataset so quarterly data are unavailable				
	66.0%						
	<i>Top Quartile</i>	NI 116	Proportion of children in poverty				Cross Cutting
		<i>Target</i>	34.5%				
		<i>Comment</i>	This is an annual dataset so quarterly data are unavailable				
	36.6% (provisional)						
	<i>Top Quartile</i>	NI 117	16 to 18 year olds who are not in education, training or employment (NEET)				Cross Cutting
		<i>Target</i>	11.0%				
		<i>Comment</i>	Green				↑
	10.4%		8.4%				
	<i>Top Quartile</i>	NI 118	Take up of formal childcare by low-income working families				Not LAA
		<i>Target</i>	N/A				
		<i>Comment</i>	Data for this indicator are not available at present				
	N/A						
	<i>Top Quartile</i>	NI 144	Offenders under probation supervision in employment at the end of their order or licence				Not LAA
		<i>Target</i>	N/A				
		<i>Comment</i>	This is an annual dataset so quarterly data are unavailable				
	33% (2006/07)						
	<i>Top Quartile</i>	NI 146	Adults with learning disabilities in employment				Not LAA
		<i>Target</i>	19.0%				
		<i>Comment</i>	This is an annual dataset so quarterly data are unavailable				

	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
	18.0%						

	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
Top Quartile		NI 148	Care leavers in employment, education or training				Not LAA
		Target	75.0%				
		Comment	This is an annual dataset so quarterly data are unavailable				
	68.0%						
Top Quartile		NI 150	Adults in contact with secondary mental health services in employment				Not LAA
		Target	N/A				
		Comment	Data for this indicator has been delayed until 2009/10				
	N/A						
Top Quartile		NI 151	Overall employment rate				Not LAA
		Target	69.3%				
		Comment	It is too soon to assess whether this performance is a blip or part of a wider trend				↓
	68.5%		Amber				Amber
			67.4%				67.4%
Top Quartile		NI 152	Working age people on out of work benefits				Not LAA
		Target	17.4%				
		Comment	Quarterly data are not yet available from the DWP to assess progress from the baseline				
	18.1%						
Top Quartile		NI 161	Learners achieving a Level 1 qualification in literacy				Not LAA
		Target	N/A				
		Comment	Data for this indicator are unavailable at present				
	N/A						
Top Quartile		NI 162	Learners achieving an Entry Level 3 qualification in numeracy				Not LAA
		Target	N/A				
		Comment	Data for this indicator are not available at present				
	N/A						
Top Quartile		NI 163	Working age population qualified to at least Level 2 or higher				Not LAA
		Target	76.0%				
		Comment					
	70.2% (2006)						
Top Quartile		NI 164	Working age population qualified to at least Level 3 or higher				Not LAA
		Target	TBD				
		Comment					
	55.5% (2006)						

	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
<i>Top Quartile</i>	NI 165	Working age population qualified to at least Level 4 or higher					Not LAA
	<i>Target</i>	TBD					
	<i>Comment</i>						
	42.4% (2006)						
<i>Top Quartile</i>	NI 166	Average earnings of employees in the area					Not LAA
	<i>Target</i>	TBD					
	<i>Comment</i>						
	£486.90 (2006/07)						
<i>Top Quartile</i>	NI 170	Previously developed land that has been vacant or derelict for more than 5 years					Not LAA
	<i>Target</i>	TBD					
	<i>Comment</i>						
	0.3% (2006)						
<i>Top Quartile</i>	NI 172	VAT registered businesses in the area showing growth					Not LAA
	<i>Target</i>	N/A					
	<i>Comment</i>	Data for this indicator will not be available until at least October 2008					
	N/A						
<i>Top Quartile</i>	NI 173	People falling out of work and on to incapacity benefits					Not LAA
	<i>Target</i>	N/A					
	<i>Comment</i>	Data for this indicator are not available at present					
	N/A						
<i>Top Quartile</i>	NI 174	Skills gaps in the current workforce reported by employers					Not LAA
	<i>Target</i>	N/A					
	<i>Comment</i>	Awaiting updated data to set baseline					
	N/A						
<i>Top Quartile</i>	NI 176	Working age people with access to employment by public transport (and other specified modes)					Not LAA
	<i>Target</i>	N/A					
	<i>Comment</i>	Data for this indicator are not available at present					
	N/A						
<i>Top Quartile</i>	NI 183	Impact of local authority regulatory services on the fair trading environment					Not LAA
	<i>Target</i>	N/A					
	<i>Comment</i>	Data for this indicator are unavailable at present					
	N/A						

FOR INFORMATION –ORIGINALLY CONSIDERED BY HSP ON 3 JULY 2008



Meeting: Haringey Strategic Partnership
Date: 3 July 2008
Report Title: Risk Management Strategy and Framework for the HSP
Report of: Anne Woods, Head of Audit and Risk Management

Purpose:

To propose a risk management strategy and framework to allow the HSP to identify and manage its key risks in a cost-effective and uniform manner.

To provide a draft risk register template for the PMG and Theme Boards for review and approval.

Summary:

The HSP is a key delivery agent in ensuring that the Local Area Agreement (LAA) is achieved across the Haringey boundaries. In order to ensure that the HSP can achieve the outcomes specified in the LAA, the risks which might prevent a successful conclusion need to be identified, managed and monitored.

In order to ensure that a uniform approach is adopted across the HSP Theme Boards, it is recommended that the HSP adopt a risk management strategy which will enable it to manage the identified risks appropriately.

This report and appendices set out the draft risk management strategy and proposed framework (Appendix A) which will be in operation across the PMG and HSP Theme Boards.

This report also provides a template for the risk registers to be implemented across the PMG and Theme Boards (Appendix B)

Recommendations:

That the HSP approves the Risk Management Strategy and the actions proposed to develop and embed the risk management process across the Haringey Strategic Partnership.

That the HSP approves the proposed format for the risk registers to be implemented across the PMG and the HSP Theme Boards (Appendix B).

That the HSP formally adopt the Risk Management Strategy (Appendix A).

Lead Officer(s): Anne Woods – Head of Audit & Risk Management Mary Connolly, HSP Manager

Background

All organisations need to ensure that they have systems and processes in place to assist them in achieving their objectives and outcomes. The identification of risks which might prevent the organisation from achieving its objectives is an important element in the running of any business: ensuring that threats to corporate objectives and service delivery are minimised; and that business opportunities are exploited to maximise resources or revenue.

Risk management is seen as an increasingly important factor by various external assessment processes, including the Comprehensive Performance Assessment. Risk management is included within the annual 'Use of Resources' assessment and specific reference is made to partnership working. The CPA is being replaced in 2009 with the Comprehensive Area Assessment (CAA), which places partnership working at the heart of its assessment and evaluation processes. The Haringey Strategic Partnership therefore needs to demonstrate that it has an effective management and monitoring process at all levels.

The Audit Commission identified a number of improvement opportunities in their CPA 2007: Use of Resources Judgement. In relation to risk management and partnerships that: *'Ensure that arrangements to identify and manage risks relating to significant partnerships are operating and embedded'*.

As the CAA is introduced, the management of risks across partnerships will be subject to increasing scrutiny and the HSP needs to be able to demonstrate that it has effective arrangements in place. It is therefore essential that the HSP takes appropriate action to ensure that risk management is implemented effectively and that the HSP can demonstrate compliance with the higher level CPA and CAA Use of Resources elements.

Strategy and Framework

The proposed risk management strategy is attached to this report as Appendix A. The aim of the strategy is to explain what risk is, the level of risk that is considered to be acceptable and the risk management framework the HSP will use to identify, assess and manage risks.

The strategy sets out how risk management will be developed across the HSP in order to meet the challenges, legislation, and the CPA and other assessment processes facing the HSP. The framework includes amendments to the monitoring and reporting of risks, with the proposals describing a formal sign off process for Theme Boards and the Performance Management Group. The framework also specifies that risk registers should be implemented across the PMG and Theme Boards and a template for these is contained at Appendix B.

Training on developing and implementing risk management and risk registers will be provided to all Theme Boards and the PMG by Haringey Council's Internal Audit Service. The monitoring and updating of individual risk registers is an ongoing process and the PMG and Theme Boards will need to ensure that this is done on a regular basis to ensure that emerging risks are identified and managed appropriately.

All Theme Board risk registers reflect the agreed LAA targets, which form the basis of the key risks, but also include a number of areas which may impact on the Theme Boards' ability to deliver its outcomes. The PMG risk register contains those LAA targets which cannot be

allocated to individual Theme Boards. In addition, the PMG has overall responsibility for a number of key risk areas which are included in the PMG risk register.

Implications and next steps

Setting up the risk registers is only one element within the risk management framework. The Risk Management Strategy sets out how all the various processes involving risk should be managed. This approach demonstrates how each of the formal business planning and management functions should consider risk on a uniform and planned basis across the HSP. The implementation of the strategy should ensure that all key business risks are reviewed at regular and defined intervals and the HSP will be able to demonstrate a co-ordinated and effective approach.

Implementing this risk management strategy will demonstrate that Theme Boards 'own' their business risks and the process is embedded. It will also assist in achieving improved ratings within the CPA Use of Resources process.

However, it is important that the various formal documents are used properly, reviewed and kept up to date on a regular basis. Internal Audit will continue to provide support to the HSP to ensure that risk registers are kept up to date. Support from the Performance and Policy Division will also be available to the HSP to ensure that performance management risks are managed.

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**Haringey Strategic Partnership
Risk Management Strategy
Version 1.0
May 2008**

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1. BACKGROUND

- 1.1 It is recognised that all partnerships face a range of risks which may affect the achievement of their objectives. Risk management is therefore an essential part of securing the 'health' of any partnership. Risk management is an important element in the running of any business: ensuring that threats to corporate objectives and service delivery are minimised; and that business opportunities are exploited to maximise resources or revenue.
- 1.2 Risk management is part of the overall arrangements for securing effective corporate governance. Corporate governance can be described as the systems which public sector partnerships use to direct and control their operations and relate to their communities.
- 1.3 Good corporate governance can provide the partnership's various communities, and other organisations, with confidence that it maintains the highest possible standards in delivering services. It is impossible for any partnership to achieve effective corporate governance arrangements without an effective risk management framework.
- 1.4 The public sector partnership also has to take account of various external requirements and inspection regimes, which include issues relating to corporate governance or risk management. The Accounts and Audit Regulations 2006 require local authorities to review, at least once a year, the systems they have in place to control and manage the services they provide. From 2007/08, local authorities must also publish an annual governance statement (AGS), which represents the end results of its annual review, with its financial statements. The AGS must include partnership working as part of the review.
- 1.5 The Comprehensive Performance Assessment (CPA) was introduced in order to evaluate local authorities' performance over a number of areas. Risk management is included within the annual 'Use of Resources' assessment and specific reference is made to partnership working. The CPA is being replaced in 2009 with the Comprehensive Area Assessment (CAA), which places partnership working at the heart of its assessment and evaluation processes.
- 1.6 Everyone within the Haringey Strategic Partnership has a role to play in managing risk. In order to put this in context and provide an explanation of how the various statutory and local requirements should be met, this strategy has been developed.

2 INTRODUCTION

- 2.1 This strategy provides an overview of the Haringey Strategic Partnership's (HSP) risk management position and what it needs to do to move towards achieving the highest ratings in the relevant CPA (and from 2009, the CAA) assessments. It clarifies the various roles, responsibilities and governance structures within the HSP.
- 2.2 The HSP, via statutory requirements and corporately set objectives, must balance the demands of service users and tax payers; involve communities in service provision; deliver, commission and regulate services; and enter into strategic and local partnerships, often involving complex funding arrangements.
- 2.3 Balancing all of these, sometimes conflicting, objectives means that the HSP needs a framework which ensures that a pro-active approach is taken and risks are considered before decisions are taken by the appropriate body or Theme Board.
- 2.4 The aim of this strategy is to ensure that risks are identified at the right time to enable good decisions to be made, including:
- reducing the impact and/or number of risks which could prevent the HSP achieving its objectives; and
 - ensuring that the HSP takes advantage of opportunities to improve its performance.
- 2.5 Risk management can make a difference and enhance the performance of the HSP by:
- Identifying and preventing the bad things from happening; and
 - Ensuring that all the good things we want to do actually happen.
- 2.6 The aim of this strategy is to ensure that everyone responsible for managing and taking decisions is aware not only of the key risk management functions, but also their responsibilities in relation to them.
- 2.7 From the Performance Management Group's (PMG) and Theme Boards' perspectives, the emphasis should be to achieve their objectives and deliver their outcomes. Risk management should be used to facilitate this in the most effective way possible. By using a systematic approach, managers will ensure that they consider all the options available to them, and be in a better position to anticipate and respond to changing social, environmental and legislative requirements.

3 WHAT IS RISK?

- 3.1 For a public sector partnership as the HSP, risk can be defined as:
Anything that poses a threat to the achievement of our objectives, programmes or service delivery to the residents, businesses and communities of Haringey.
- 3.2 Risks can come from inside or outside the HSP, and may include financial loss or gain, physical damage to people or buildings, client dissatisfaction, unfavourable publicity, failure of equipment, or fraud. Failing to take advantage of opportunities may also have risks for the HSP, for example not bidding for funding, or not publicising successes.
- 3.3 Taking advantage of new opportunities, for example working with the a wider range of partner organisations to deliver services, can also mean the HSP has to deal with different types of risks. However, not taking advantage of these opportunities may leave the HSP facing bigger risks in the future.
- 3.4 Therefore, some risks should not necessarily always be avoided. However, this should not mean the HSP takes poorly thought through decisions which may cause losses of confidence, finance, or reputation. If risks are identified and managed effectively, they can allow the HSP to take opportunities for improving services.
- 3.5 Risks can be classified according to how they may affect the HSP as it aims to deliver its outcomes:
- **Strategic risks** - risks which may affect the HSP's ability to achieve its outcomes.
 - **Reputational risks** - risks that may undermine the confidence that the HSP's partners, customers, staff and the public have in it, e.g. adverse media publicity.
 - **Operational risks** – risks which may prevent the HSP delivering its core services, e.g. lack of staff, damage to buildings, equipment failure.
 - **Financial risks** – risks which may cause a breakdown in the HSP's financial systems e.g. fraud.

4 WHAT IS AN ACCEPTABLE RISK?

- 4.1 As a general principle, the HSP will seek to eliminate and control all those risks which:
- have a high potential for incidents to occur;
 - would have a substantial adverse financial impact;
 - would cause loss of public confidence in the HSP and/or its partner organisations; or
 - may stop the HSP from carrying out statutory functions or achieving its strategic objectives.
- 4.2 The HSP recognises that it is impossible to eliminate all risks, especially those which it has no control over e.g. changes to legislation, climate and weather influences, or external power failure.
- 4.3 The HSP will always try to reduce or eliminate risks wherever possible, but it needs to strike the right balance between how much it costs to manage or eliminate risks and taking no action. For example, the costs of eliminating risks in a system may be more than the amount of money the HSP may lose if the system were to fail. In these circumstances, the HSP would want to ensure that there were sensible precautions taken to manage the risks, but that these were balanced against what it would cost if the system were to break down.
- 4.4 Systems that the HSP puts in place should therefore be flexible enough to encourage innovation and imaginative use of its limited resources, subject to any legal requirements, in order to deliver better services to its stakeholders.
- 4.5 All projects and programmes of change carry with them some risk of failure. The willingness to take advantage of opportunities or new innovation, in a managed way, is a sign of an ambitious partnership. It is important that risks associated with opportunities and innovation are identified and effectively managed, to ensure that the strategic objectives of the HSP are achieved.

5 WHAT IS RISK MANAGEMENT?

- 5.1 There is no such thing as a risk-free environment, but many risks can be avoided, reduced or eliminated through good risk management. Good risk management also takes advantage of opportunities while analysing and dealing with risks.
- 5.2 Risk management is something that managers do every day as part of their normal work, although it may not always be written down, and managers may not use a formal procedure to make their final decision. Risk management can be explained as a tool for managers to use so that they are able to identify, evaluate and manage both risks and opportunities in a logical and consistent way.
- 5.3 Good risk management is forward looking and helps to improve business decisions and manage performance. It is not only about avoiding or minimising losses, but also about dealing positively with opportunities.
- 5.4 In addition to fulfilling statutory requirements, it should be recognised that there are many benefits to making sure that risk management is considered and applied across the HSP, including:
- Allowing managers to focus on the issues that really matter;
 - Spending less management time on operational issues;
 - Fewer surprises;
 - Managers are focused on doing the right things, in the right way;
 - Better chance of achieving business objectives;
 - Better chance that new developments can be delivered on time, in accordance with the planned programme and within budget; and
 - More informed risk taking and decision making.
- 5.5 Risk management should be considered as a continuous process, which evolves as the HSP gains more understanding of the risks and opportunities facing it and how to manage these effectively.
- 5.6 Risk management consists of a number of elements, which should be considered and applied regularly during the course of the year, as part of the HSP's cycle of performance management and improvement processes:
- Understanding the HSP's objectives;
 - Identifying and assessing the risks facing it;
 - Assessing the actions in place to manage the risks;
 - Taking action to improve, monitor and learn from experiences.

6 WHO IS RESPONSIBLE FOR RISK MANAGEMENT?

- 6.1 The PMG has overall responsibility for co-ordinating the risk management strategy within the HSP. Theme Boards are responsible for managing risks associated with delivering their LAA targets. They are therefore responsible for identifying, assessing and managing the risks associated with planning, delivering and monitoring each of their services/outcomes.
- 6.2 The PMG is responsible for approving the HSP's risk management strategy and for ensuring that this is reviewed and updated on a regular basis. The PMG is also responsible for reviewing and approving the corporate risk register on a regular basis.

7 RISK MANAGEMENT – THE FRAMEWORK

- 7.1 The HSP's vision is that all significant risks which may prevent it from achieving its agreed outcomes and all appropriate opportunities are identified, assessed and cost effectively managed, as part of the whole HSP performance management process.
- 7.2 The key objectives of the framework are to ensure that the HSP has a consistent approach and basis for measuring, controlling, monitoring, follow-up and reporting of risk that is based on what the HSP, not any individual, judges to be acceptable levels of risk.
- 7.3 The framework demonstrates how the management of risk is embedded in the various business processes across the council, including business planning, financial planning, performance management and project management.

8 HOW ARE RISKS REVIEWED AND REPORTED?

- 8.1 The HSP has various means of measuring and recording risks. The reporting of each of these areas, together with the links between each process, is set out below.
- 8.2 Risk registers are subject to regular review and update, at least quarterly, by Theme Boards and the PMG. The timing for review should coincide with and form part of the annual planning process. As a minimum, risks should be formally considered twice a year. Key risks are escalated from Theme Board registers to the corporate register where the realisation of the risk may impact on the ability to achieve the HSP's LAA targets.
- 8.3 Performance management information, including statutory and local performance indicators, is provided on a regular basis to the PMG.
- 8.4 Haringey Council has to produce an annual governance statement (AGS) every year, which is an assessment of the systems in place to control and manage the services they provide, including an assessment of its key partnerships.
- 8.5 This risk management strategy and framework will provide assurance to the HSP that risks are being properly managed.

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The completion of risk registers

1. Identification of risks

- 1.1 Risk registers should allow Theme Boards and the PMG to identify and manage those risks which are the most important in making sure that the HSP delivers its required outcomes effectively.
- 1.2 The first stage of the process is to identify the risks (including opportunities) facing the Theme Board and PMG. In line with the CIPFA/SOLACE guidance, the Haringey Strategic Partnership's risk management framework is linked to its targets. These targets are the 35 identified within the LAA, excluding local indicators and statutory performance measures which will be monitored elsewhere.
- 1.3 The HSP has a corporate risk register, managed by the PMG, which identifies the most significant risks facing it. Each Theme Board has its own risk register which identifies the key high level targets agreed within the LAA.

2. Assessment of risks

- 2.1 When all the relevant risks have been identified, a scoring system is used to determine which are the key risks to the Theme Board and PMG/HSP. Risks are scored using two factors:
 - **Likelihood.** An assessment is made of how likely the risk is to occur in practice; and
 - **Impact.** An assessment is made on if the risk did occur, what would be the impact on the Theme Board or PMG/HSP.
- 2.2 Theme Board members decide on the likelihood and impact of each of the risks identified for their Theme Board, as they are in the best position to be able to assess the likelihood and impact of each of the risks.
- 2.3 In order to ensure a consistent approach across the HSP, specific criteria have been agreed for the likelihood and impact scores. The Impact and Likelihood Scales are attached at Appendix A1, which also provides further detail on when the relevant Risk and Control owners should take action, or further action, to manage risks effectively and consistently.
- 2.4 The impact and likelihood of individual risks may change over time, therefore it is important to review the assessments which have been made on a regular basis.

3. Risk before and after controls

- 3.1 Each risk is assessed for impact and likelihood before considering what controls are in place to manage it. The resulting score is called the 'Inherent Risk Score'. Theme Board members will then identify what controls are already in place to manage each of the risks and then assess how effective they think the identified controls are (also known as risk management or mitigation strategies). After this has been done, the risk score is generally reduced and the resultant figure is the 'Residual Risk Score'.
- 3.2 The control in place should either reduce the likelihood that a risk will occur, or the impact if it were it to occur. If the score after controls, the residual risk, is still at an unacceptably high level, additional actions may be required in order to reduce the risk level further.

The completion of risk registers

3.3 The HSP's objective is to make sure that the most cost-effective controls are in place for each risk, and that Risk and Control Owners have considered the cost against the benefit of the control. This may mean that certain risks have a high residual score because the cost of reducing the risk may be higher than the potential cost, if the risk actually happens.

3.4 The completed risk registers therefore contain the following:

- service delivery objectives/outcomes;
- key risks and which officer is responsible for managing those risks;
- inherent risk scores;
- controls in place to manage the risks, and who is responsible for those controls;
- residual risk scores; and
- any further actions required, and who is responsible.

4. Assurances on the effectiveness of key controls

4.1 The HSP wants to ensure that the controls which Control Owners say are in place to manage the key risks, are both in place and working effectively. Haringey Council's internal audit service will include resources in their annual programme of work to test the key controls specified within the risk registers, based on the level of risk involved.

5. Monitoring of risks

5.1 Setting up the risk registers is only one part of the risk management process. In order to achieve real benefits from implementing risk management, it is important that the risk registers are reviewed and kept up to date on a regular basis.

5.2 The PMG will review and update the corporate risk register on a regular basis. The update may take the form of new risks, changes to or additional controls, and changes to risk scores. Key triggers for significant changes to risk registers will be new or changing regulations, implementation of new projects or LAA targets, high staff turnover, changes in the external environment, and Internal Audit reviews.

5.3 Using the framework, a consistent methodology for measuring and scoring risks is applied throughout the Council. What is an acceptable level of risk for the Council, and what managers need to do to deal appropriately with risks at various levels, is detailed at Appendix A1.

The completion of risk registers

Appendix A1

Impact and Likelihood Scales

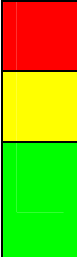
To be used as a guide in assessing risk ratings:

Descriptor	Impact Guide	Likelihood Guide
LOW	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
MEDIUM	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
HIGH	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months

The completion of risk registers

Measuring what is an acceptable risk

Impact	H I G H	Amber	Red	Red
	M E D I U M	Green	Amber	Red
	L O W	Green	Green	Amber
		LOW	MEDIUM	HIGH
		Likelihood		



Red
Amber
Green

Risk Rating	Value	Action required
Low/Low	Up to £10k	Acceptable level of risk. No further action is required to reduce risks, but risk and control owners should ensure that the relevant controls are operating effectively. N.B. Risk and control owners should review the controls for low risk areas carefully, to ensure there are not too many controls in place.
Low/Medium	£10k - £300k	Implementation of additional controls is required. The costs and benefits of additional controls should be considered. The relevant Theme Board may then agree that no further action should be taken. This decision must be recorded on the risk register.
Medium/High	£300k – £1m	Implementation of additional controls is required. If the impact of the risk is considered significant and/or the likelihood of the risk happening is thought to be high, the Theme Board must review them and agree the approach to manage them. If the Theme Board does not want to introduce any more controls, they must seek approval from the PMG. Any agreement from the PMG must be minuted and recorded on the risk register.

HSP – PMG Theme Board Risk Register 2008-09

Performance Management Group (PMG) – Significant Risks

This document sets out the HSP Performance Management Group key risks, as per our agreed approach. The risks are based partly upon the LAA targets, which have been included below for information.

- i. NI1 - % of people who believe people from different backgrounds get on well together in their local area
- ii. NI4 - % of people who feel that they can influence decisions in their locality
- iii. NI6 - Participation in regular volunteering
- iv. NI140 - Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

Key to the Risk Register:

Ref: Details the reference number (usually the National Indicator) for the risk.

Risk Identified: Details the risk identified by the PMG or Theme Board.

Inherent Risk: Is assessed by Impact (I) and Likelihood (L). The Inherent risk is the impact of the risk occurring, and how likely it is to occur, without any mitigating actions in place to address the risk. The Impact and Likelihood of the risks are scored from Low to High according to the schedule in Appendix 1 of this report. The rankings can be tied into the overall HSP risk framework.

Controls: The actions and processes which are currently in place to manage the risk identified.

Residual Risk: Is assessed on the same rankings as Inherent Risk. The Residual Risk is the impact and likelihood of the risk occurring with the current controls in place.

Further Action: Where there is outstanding residual risk, further actions have been identified by the Theme Board to reduce the exposure of the Theme Board to the risk. A separate action plan, including a timetable for implementation of the further actions, will be produced where appropriate.

HSP – PMG Theme Board Risk Register 2008-09

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
Lack of continuity of membership across theme boards							
PMG1	<p>Lack of continuity of membership impacts on the ability to deliver on outcomes/targets:</p> <ul style="list-style-type: none"> • High turnover of members • Inability to recruit and/or retain right members • Non-attendance of members at meetings • Lack of continuity and/or succession planning <p>Risk Owner:</p>			<ul style="list-style-type: none"> • Agreed recruitment procedures for Theme Board membership • Responsibility for filling posts identified • Training & Development for Theme Board members • Reporting processes to highlight and identify vacancies and/or non-attendance <p>Control Owner:</p>			<ul style="list-style-type: none"> • Action plan to address identified gaps to be drawn up • To be included as a regular agenda item at PMG meetings
Data Quality and/or Information management arrangements							
PMG2							
Governance arrangements							
PMG3							
Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages across the theme boards/cross-cutting work							
PMG4							

HSP – PMG Theme Board Risk Register 2008-09

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	% of people who believe people from different backgrounds get on well together in their local area						
NI1							
	% of people who feel that they can influence decisions in their locality						
NI4							
	Participation in regular volunteering						
NI6							
	Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly						
NI140							

HSP – PMG Theme Board Risk Register 2008-09

Appendix A1

Impact and Likelihood Scales

To be used as a guide in assessing risk ratings:

Descriptor	Impact Guide	Likelihood Guide
LOW	No or limited impact. Financial loss up to £10,000, or no impact outside single objective or no adverse publicity	Up to 10% likely to occur in next 12 months
MEDIUM	Financial loss up to £300,000, or impact on many other processes, or local adverse publicity, or regulatory sanctions (such as intervention, public interest reports)	Up to 40% likely to occur in next 12 months
HIGH	Financial loss up to £1 million, or major impact at strategic level, or closure/transfer of business	Up to 90% likely to occur in next 12 months



Meeting: Enterprise Board

Date: 8 September 2008

Report title: Tackling Worklessness Update

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

Summary:

This report provides an update on progress in the main programmes tackling Worklessness in the Borough:

- The Haringey Guarantee
- Families into Work
- North London Pledge
- Development of Strategic Partnership on Employer Engagement as part of the Haringey Guarantee

Recommendations:

1. That the Board note the developments and progress in each of the programmes.
2. That the Board agree the development of a Strategic Partnership on Employer Engagement as part of the Haringey Guarantee.

Financial/Legal Comments:

N/A.

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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. This is an amended evaluation from that sent to Board members in June and reflects accurate performance figures for the pilot phase of the Guarantee to March 2008.

Performance on the Guarantee to end March 2008 is:

Registrations	1391
Students on Enhanced Courses	417
Work Placements	161
Jobs	248
Women jobs	120
BME jobs	218
Disabled people into jobs	21
Retentions	169
Qualifications	244

The Final Evaluation shows that the target for the overall numbers of beneficiaries has been achieved, and that the targets for demographic sub-groups that are most disadvantaged in the jobs market (including people of BME origin, women and single parents) have all been met. However, the crucial point to record is that the targets for participants achieving part time, full time and sustained employment have all been met, and the latter point is a particularly significant achievement given that participants had previously been out of work for long periods of time.

The targets relating to the successful engagement of local businesses and other organisations were also met, and this is important, as the programme could not operate without their active support and involvement. Similarly the targets for volunteering (an important outputs area in the run up to the 2012 Olympics) have all been exceeded.

The Haringey Guarantee has continued delivery in this municipal year with targets of 250 jobs, 55 work placements and 180 young people supported through enhanced vocational courses.

A new **Strategic Partnership on Employer Engagement** is being developed in the borough the main Train2Gain consortia in the borough led by CoNEL and KIS Training. The Partnership would better link the Haringey Guarantee with Train2Gain provision and with the development of Local Employment Partnerships. The partnership will deliver **Employer Engagement** through an Employer Sales Team/Employer Call Centre which would conduct initial contacts with employers undertaking initial brokerage, skills analysis and deliver bespoke training packages to workless residents based on employers identified needs. This would deliver cohort(s) of trained people who could be matched with employer vacancies. A **Job Brokerage** service would prepare candidates for identified vacancies and support them into employment. **In-work Support/Post-Employment Mentoring** would involve the Train2Gain providers delivering workforce development training to employers and would be an integral part of an enhanced offer to employers accessing the Employer Engagement and Job Brokerage elements of the Strategic Partnership approach. **Short Courses and Training** meeting major recruitment drives by national employers sourced by JCP National Sales Team contracting with Haringey Council through the Haringey Guarantee as a signatory to the Local Employment Partnership. These courses would be delivered by quality training providers in the borough who could respond rapidly to short timescales to meet employers' needs. **Improved Local Recruitment** by delivering a series of short training courses to local major employers – the Council, PCT etc – on targeting local residents, tackling barriers to employment for local residents, how to engage local residents etc – and training on working in particular settings for local workless residents – what it means and what is involved in working for a local authority, PCT, large employer and how to access and successfully apply for such jobs. Development of meaningful **Local Employment Partnerships** through linking and joining up the JCP led Local Employment Partnerships with the Haringey Guarantee and North London Pledge. Haringey Council will lead on these with JCP to secure agreement that the Guarantee and Pledge are recognised

as the local and sub-regional delivery of a national initiative the Local Employment Partnership.

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. **A team of 4 is being 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 project is about co-ordination and partnership working and family support, rather than the provision of additional services.

Progress to date:

- Delivery Plan agreed by Steering Group on 30 April and Enterprise Board in June 2008.
- Office established at Northumberland Park Resource Centre July 2008 with office opening September 2008.
- Families into Work Manager appointed June 2008 – taking up position 1 September 2008. Family Support Officers appointed on August 2008 taking up posts late September 2008.
- First families engaged in September 2008 with action plans agreed by families and services in October 2008. (26 parents of students at NPCS undertook ESOL/Basic Skills and Employability Skills training with 15 going on work placement. The new team will further engage with these families in September getting the project off to a steady start.)
- Community engagement/information events in September/October 2008
- FIW/Services meetings – September/October 2008

- Formal launch of project in October 2008.
- Added value projects (childcare, skills training etc.) identified and commissioned in October/November 2008

A meeting of the Executive Group will be scheduled for September/October 2008 with the Steering Group meeting in September 2008.

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.

Contracts for delivery of Employment Support outputs leading to jobs and skills outputs which will be shared by three boroughs and delivered through their existing programmes have been issued – in Haringey this will be through the Haringey Guarantee partnership. In Haringey in 2008/09 57 Employment Support interventions leading to a minimum of 23 jobs will be delivered with 110 Employment Support interventions and 57 jobs in 2009/10. Similar outputs are to be delivered in Enfield and Waltham Forest.

A single Skills Offer contract has been agreed across the ULV delivering 300 Basic Skills, 200 Other Skills and 75 Level 2 Skills over the lifetime of the programme. This will be delivered from sites in each of the 3 boroughs. This skills offer commenced delivery in August 2008.

In-work support will be delivered as a single approach across the ULV linked to Train2Gain.

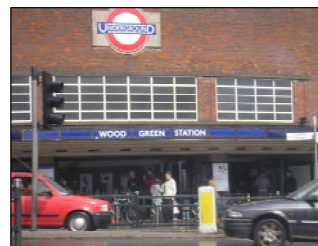
A Condition Management Programme supporting IB claimants into work across the ULV led by Haringey TPCT commenced delivery in August 2008.

Financial Implications

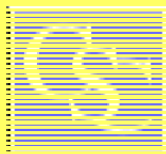
All of the programmes are funded through grants – Area Based grant and LDA funding – and do not have financial or resource implications.

Final Evaluation of the pilot phase of the Haringey Guarantee

May 2008



**A evaluation prepared for the
London Borough of Haringey**



**CSC REGENERATION &
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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.

HARINGEY GUARANTEE: LIFETIME OUTPUT FIGURES									
INDICATOR	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	189	203	14	229	242	13
B4: Individuals in sustainable employment (> 13 weeks)	25	13	-12	129	156	27	154	169	15
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	335	244	-91
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 target for the overall numbers of beneficiaries has been achieved, and that the targets for demographic sub-groups that are most disadvantaged in the jobs market (including people of BME origin, women and single parents) have all been met. However, the crucial point to record in this section is that the targets for participants achieving part time, full time and sustained employment have all been met, and the latter point is a particularly significant achievement given that participants had previously been out of work for long periods of time.

The targets relating to the successful engagement of local businesses and other organisations were also met, and this is important, as the programme could not operate without their active support and involvement. Similarly the targets for volunteering (an important outputs area in the run up to the 2012 Olympics) have all been exceeded.

The table on the preceding page 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 previously been assisted by existing mainstream programmes, it is reasonable to assume that their achievements are down to the direct involvement of this programme, and all concerned are to be congratulated for that.

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:

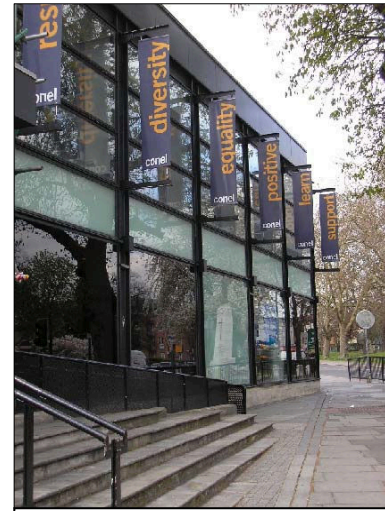
HARINGEY GUARANTEE: COMPARISONS OF OUT-TURN FIGURES WITH MID-TERM REVIEW						
INDICATOR	Total All Years			Figures in interim report		
	Target	Actual	Variance	Target	Actual	Variance
INFORMATION, ADVICE AND GUIDANCE						
A1: Total number of beneficiaries	1368	1391	101.7	941	1028	109.2
A2: BME individuals 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	229	242	105.7	106	149	140.6
B4: Individuals in sustainable employment (> 13 weeks)	154	169	109.7	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+)	335	244	72.8	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.



The College of North London (CoNEL)

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:

- Targets relating to the number of participants accessing full and part time jobs have been met, as has the number of people who have retained their jobs for more than 13 weeks
- 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
- The successful participants had not previously found work with the help of mainstream service agencies, so their success can be directly attributed to the work of this programme

- 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:

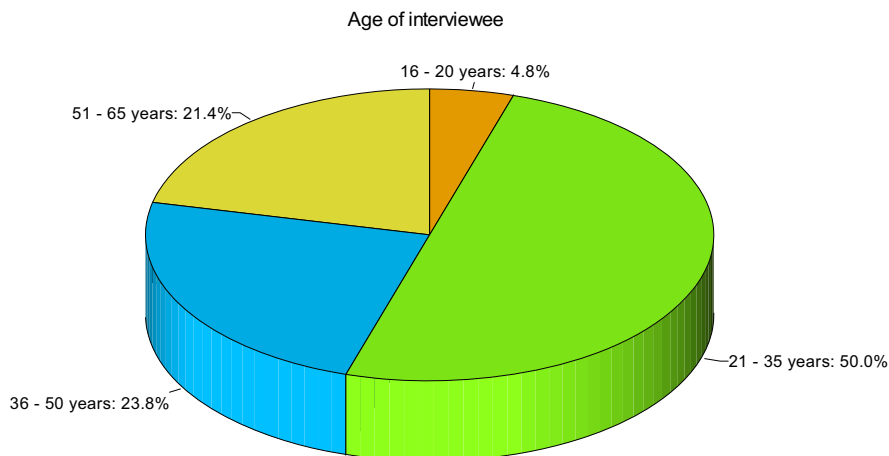
- i. Demographic details
- ii. Views of the projects
- iii. Impact on employment prospects
- iv. Key points and recommendations

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

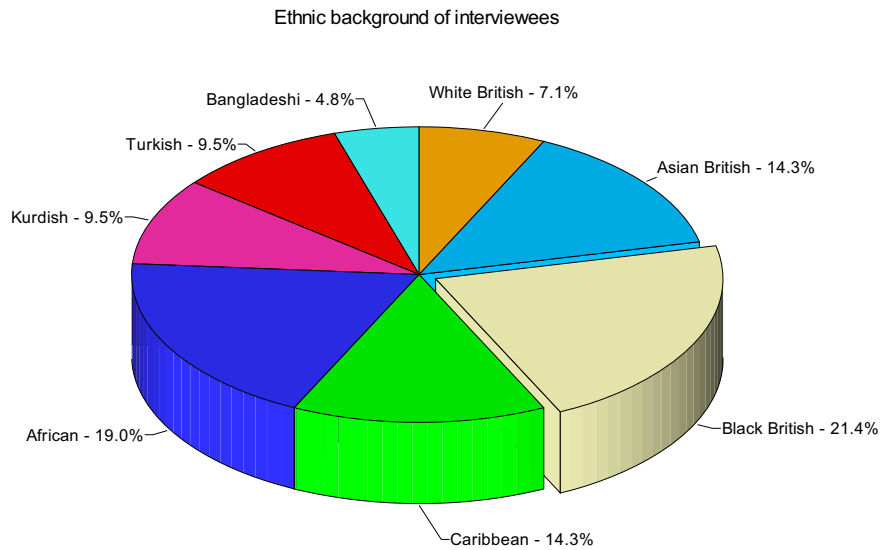
In response to a question about their age, it emerged that 17 respondents were male and 25 were female, this shows that there was a broadly representative selection of respondents. The group were then asked to say which age group was most appropriate to them, and their replies are shown in the graph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

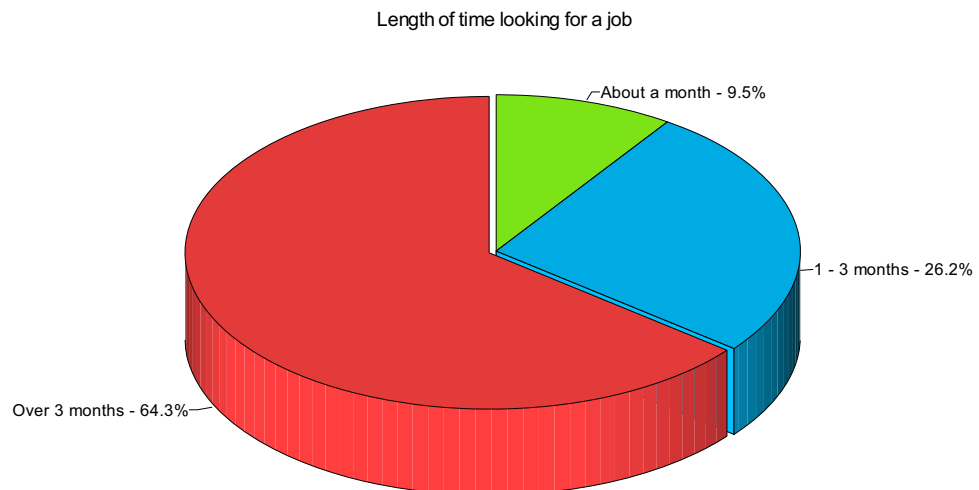
Haringey has one of the most cosmopolitan resident populations in London, and some of the more recent arrivals to the Borough are among the most disadvantaged in the market place. The ethnic background of the survey group is revealed in the graph below.



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.



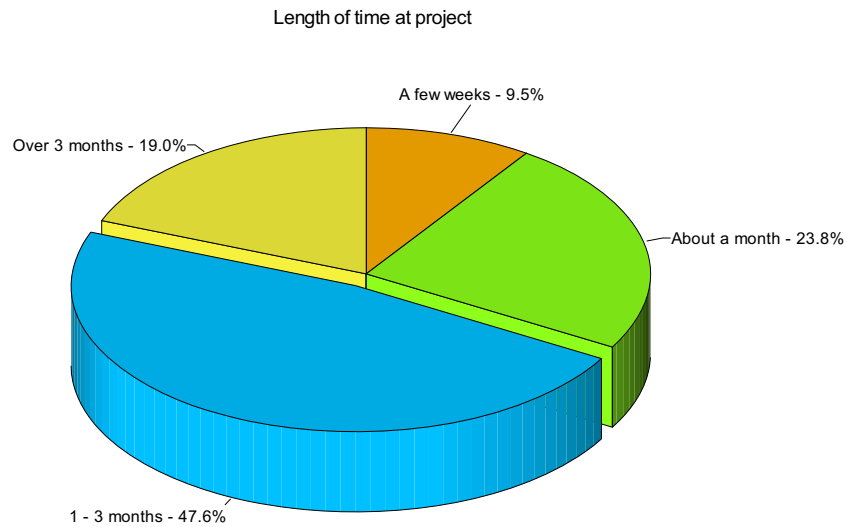
The largest section of this survey group (64%) have been looking for work for over three months, which demonstrates that the projects are successfully targeting their resources on those who are finding it most difficult to find work.

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

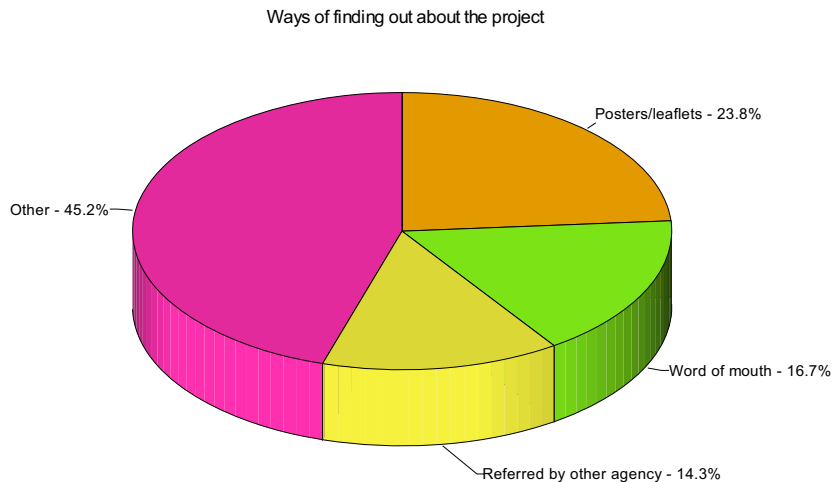
The first question asked how long they had been attending the project where they were interviewed, and their replies are summarised below:



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

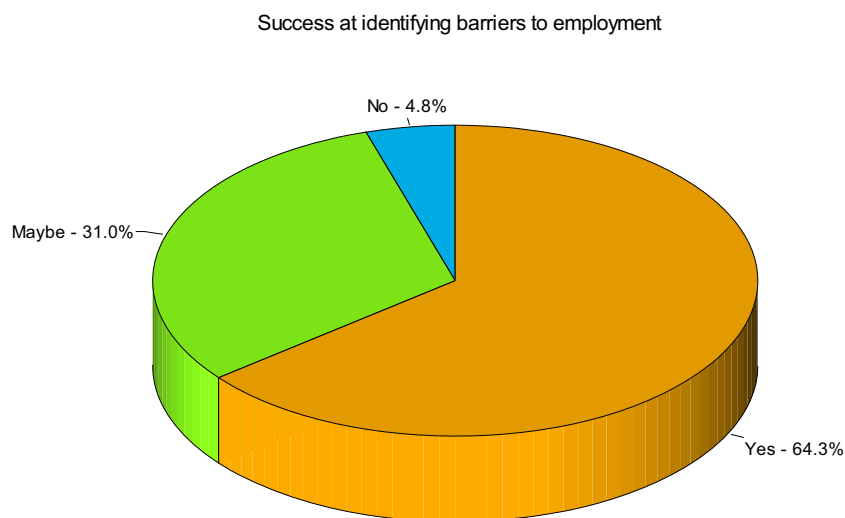
This suggests that there is a reasonable amount of cross-referrals taking place, but that there is scope to expand this practice in future. This issue is addressed in greater depth in Section 4, where we suggest ways of making the process easier to manage.

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

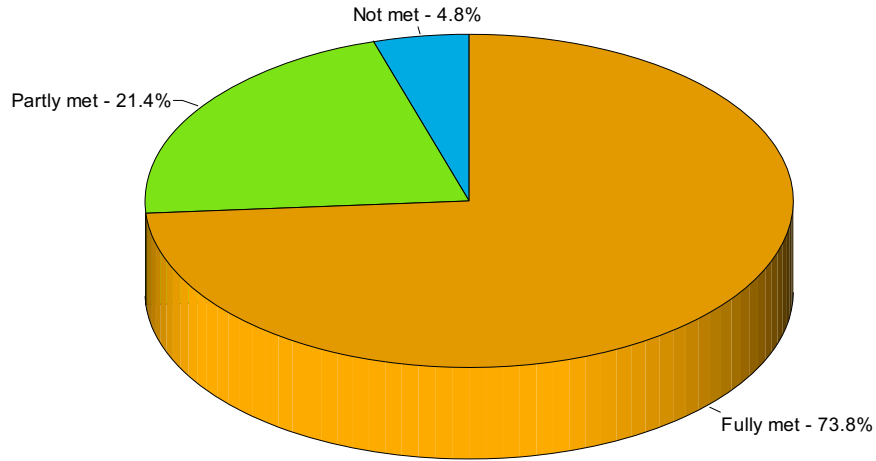
The survey group were first asked to consider whether the project had based the support that they receive is appropriately addressing the issues have been preventing them from gaining employment. Their replies are summarised in the table below:



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:

Progress in Overcoming Barriers to Employment

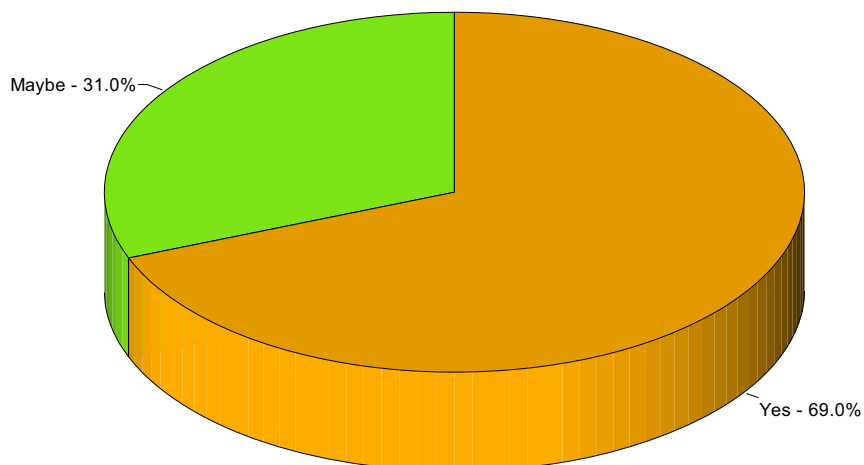


This is a very positive response, in that nearly 74% have said that their needs were being fully met by the project, and another 21% said that their needs were being partly met. This is not only a very positive reply, which will be of great satisfaction to the project managers, but it is also a substantial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

Do you think the project will help you get a job

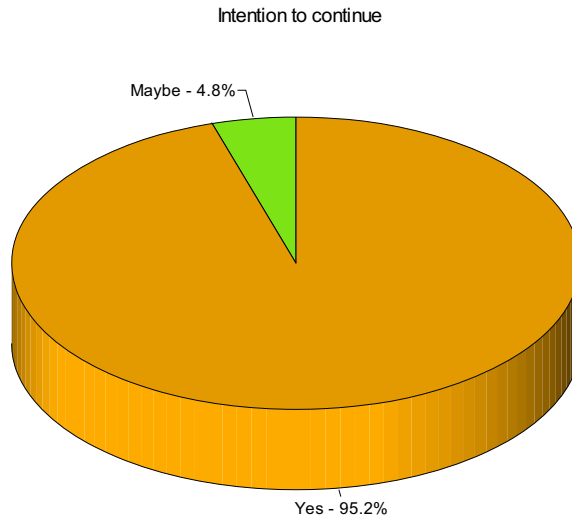


In a very positive response, 69% of the survey group said that they thought the project would eventually help them achieve their objective, and the remainder thought that it may help them. None of the survey group replied in the negative to this question, so this will again be of considerable satisfaction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

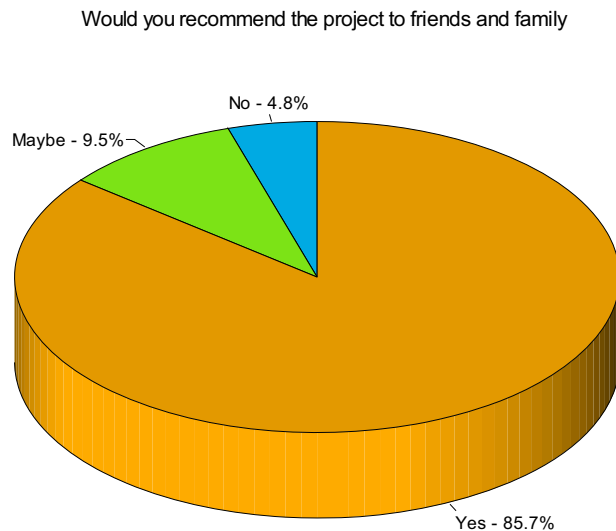
The group were then asked to say whether they thought that they would continue with the programme until they achieved their objective, and their replies are shown below.



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.



KIS Training

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.

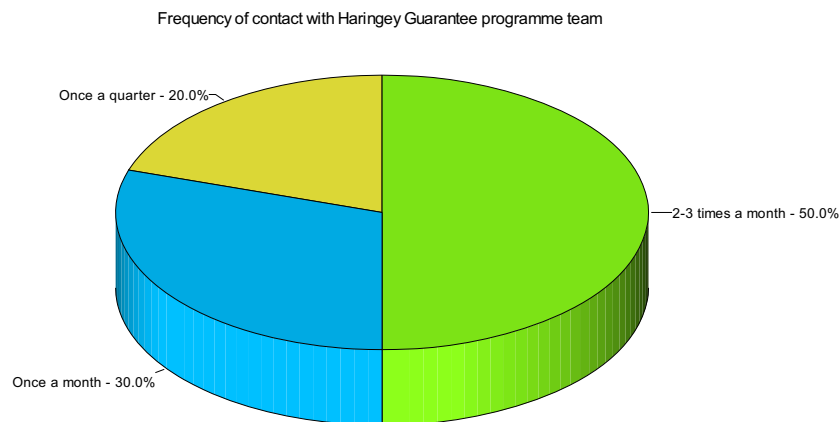
This is a very positive response from the managers, even though the returns are slightly more reserved than in the comparable survey last year. This is explained by the fact that the figures quoted above are from a larger sample (ten projects against five previously) – the more established project managers 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.

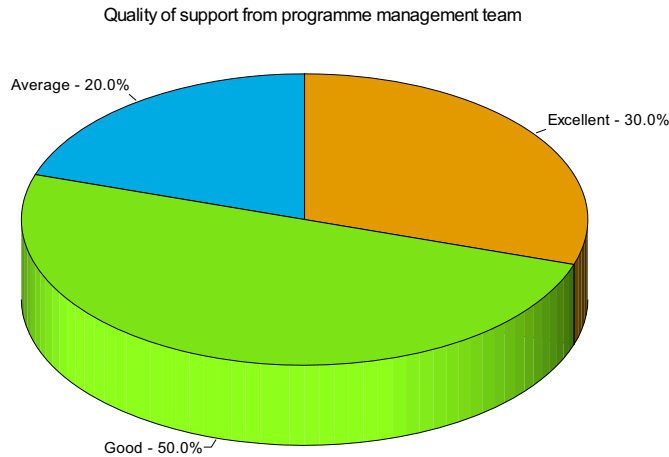


This shows that all managers are in touch with the delivery team at least once a quarter, and that half of them are in contact two or three times a month. This is a good response, and shows that the Council

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.



Job seekers at the Employment Action Network

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.”

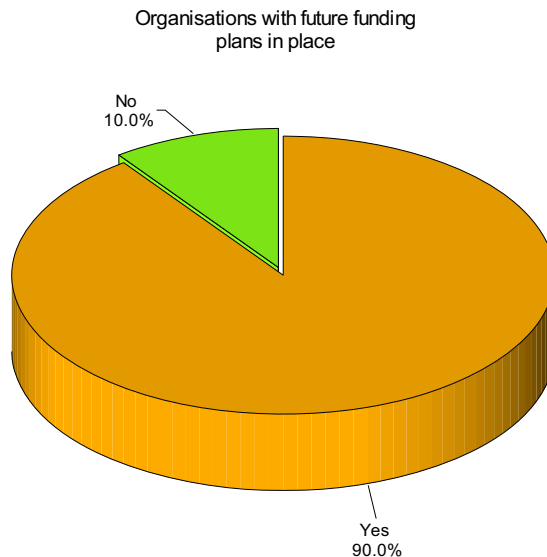
It was also suggested that publicity often takes the form of indiscriminate initiatives, such as flyers and press advertising, and that more strategic projects run with Job Centre Plus, for example, or a greater number of specifically targeted promotional events, might be more effective. In the latter 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:

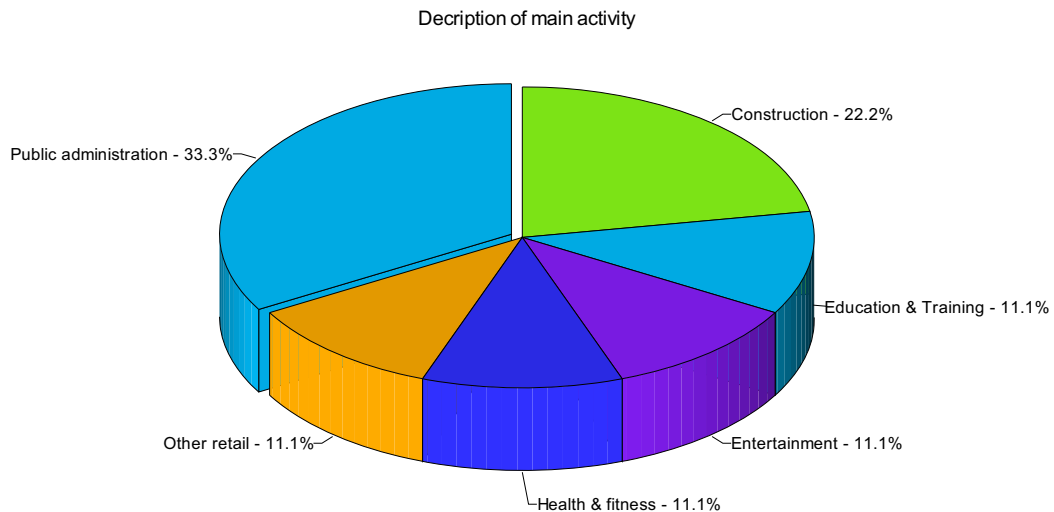
- i. Description of the employers
- ii. Support from the Haringey Guarantee Delivery Team
- iii. Impact of the programme
- iv. Key points and recommendations

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.

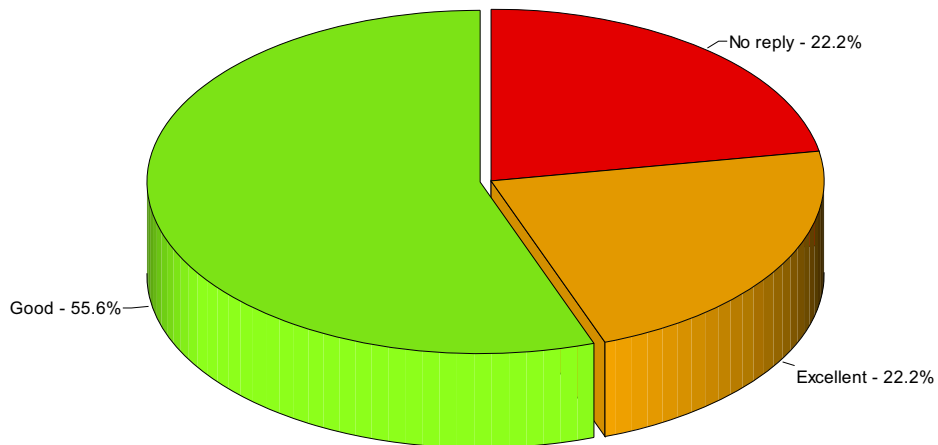
HARINGEY GUARANTEE MEMBERS: NUMBERS OF EMPLOYEES		
NUMBERS OF EMPLOYEES	FULL TIME	PART TIME
0 – 10	1	3
11 – 20	2	3
21 – 50	2	1
51 +	4	2

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



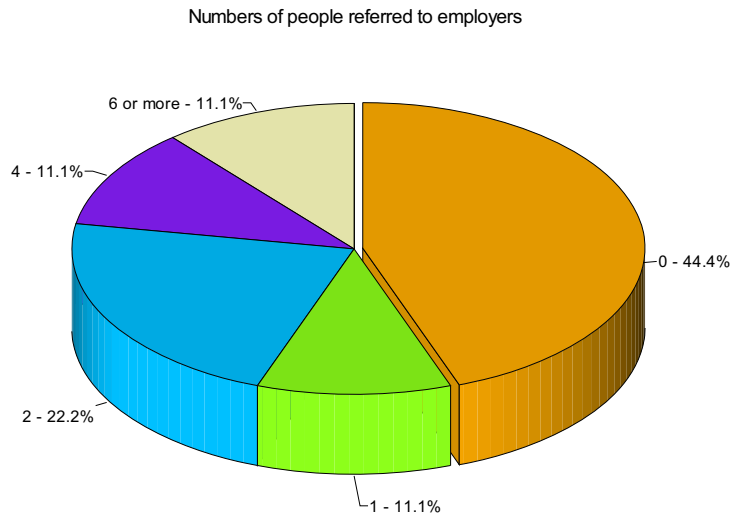
This is a very satisfactory response for the Delivery Team, and complements the views of project managers reported in Section 4 – all of those who expressed an opinion described the service as “good” or “excellent”, and none proposed any negative answers. This slightly improves on the very positive response 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

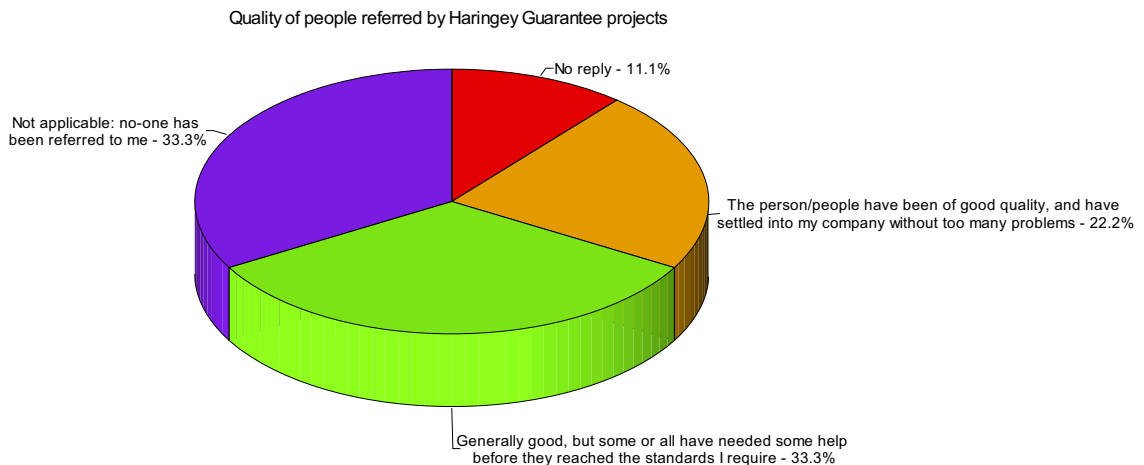
The employers were first asked to say how many people had been referred to them as being “Guarantee Ready”, and their replies are shown below.



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:

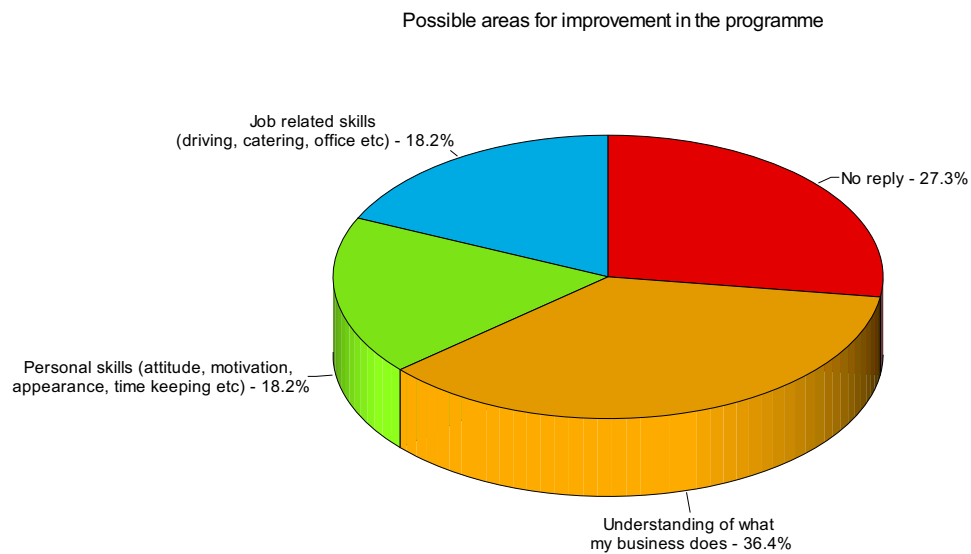
- Three companies said that the individuals had been good, but had needed some help before they settled into the company/organisation properly
- Two said that they people referred to them had settled in without difficulty

- 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:

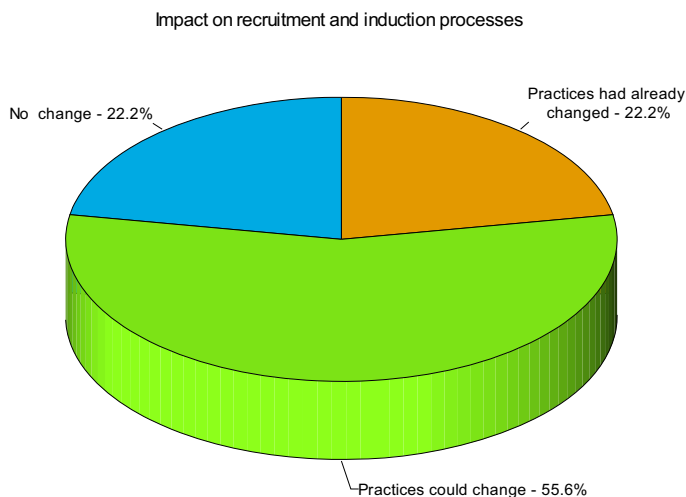


Some suggestions have been made for improving the skills or attitudes of these potential employees, and the most frequently suggested area was that the candidates should be better briefed about the business activities of the organisation concerned. However, these suggestions should be taken as positive 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.

5.4 KEY POINTS AND RECOMMENDATIONS

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

5.4.1 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

5.4.2 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



An advisory seminar organised by EAN

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:

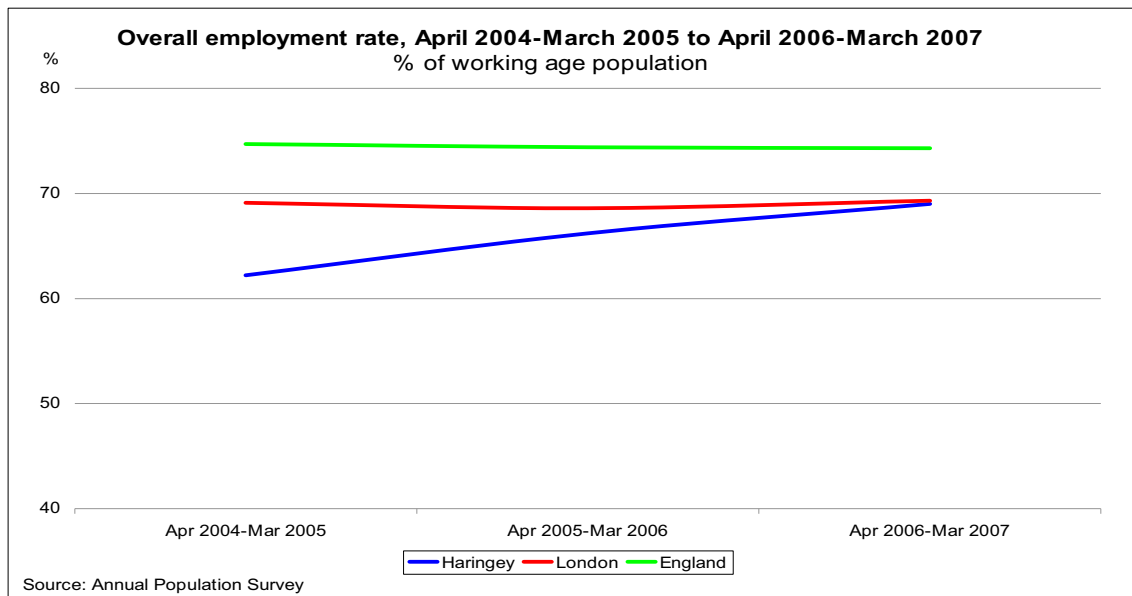
- i. Haringey employment market
- ii. The programme's achievements to date
- iii. Summary of recommendations

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 yet achieved all that it set out to do in terms of output targets, the key aims of helping people into sustainable full and part time employment have been met, and this is a substantial achievement bearing in mind their previous employment history. Just as importantly, this evaluation has 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
- Two thirds of people taken on by an employer in full time employment 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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Regeneration Strategy

Delivery Plan 2008-11

Prepared by Economic Regeneration, Urban Environment
Directorate

Approved by Cabinet, 15/07/08

Haringey Regeneration Strategy

Delivery Plan

Introduction

In February 2008, Haringey Council adopted '*People, Places & Prosperity*', *Haringey's Regeneration Strategy*, setting out the authorities regeneration priorities for the Borough to 2016. The Regeneration Strategy is a principal component in the delivery of the Community Strategy objective 'economic vitality and prosperity shared by all'. The Strategy was developed through consultation and has been endorsed by Haringey Strategic Partnership.

The priorities identified by the strategy are a combination of those over which the Council has direct influence and those with which it has a more indirect relationship. It also brings together work already underway - for example, The Haringey Guarantee - with new areas of activity - for example, working more closely with mainstream Children Services around the regeneration agenda.

In order to ensure priorities are taken forward in a coherent and timely manner, this Delivery Plan has been prepared. This sets out activities in which the Council and its partners will engage in order to deliver necessary changes to the Borough. It also details the way in which our activities will be monitored and evaluated, ensuring that the pace and direction of regeneration in Haringey is satisfactory.

The focus of the Delivery Plan reflects that of the Strategy – with a very clear focus on economic regeneration. The Delivery Plan clearly sets out the activities on which we intend to concentrate and that constitute priorities. As such, this plan contains a number of projects that have already been initiated by Haringey Council, demonstrating a clear commitment to the major regeneration programme necessary to implement social and economic change in the borough. The principle projects include:

- The Haringey Guarantee and the North London Pledge
- Families Into Work
- The transformation of Tottenham from Seven Sisters to Tottenham Hotspur and to Tottenham Hale
- The redevelopment of Wood Green and the Haringey Heartlands site.
- Developing a simple but effective single point of access for business inquiries to the council.
- Supporting Businesses in Key Sectors such as food and drink, retail and the cultural industries.

The Delivery Plan will be a rolling 3-year document and will be reviewed and updated annually. It sets out by theme the key initiatives that will deliver the strategy, a timetable for delivery and includes milestone and outcomes.

The Strategy

The Regeneration Strategy marks a significant step forward in thinking about regeneration in Haringey. Whilst in the past the Council has pursued a wide range of successful projects, it has not always maximised benefit through 'joining' them up. By providing a framework which better ties together activities and gives them clear focus, Haringey is well placed to capitalise on the major opportunities that currently present themselves in the Borough.

The vision for the Regeneration Strategy is to;

Transform the Borough and the way in which it is perceived by creating economic vitality and prosperity for all through exploitation of Haringey's strategic location in a global city, major development site opportunities and by developing the Boroughs 21st century business economy

The three key objectives at the heart of the strategy are;

- **People** - To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.
- **Places** - To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.
- **Prosperity** - To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit.

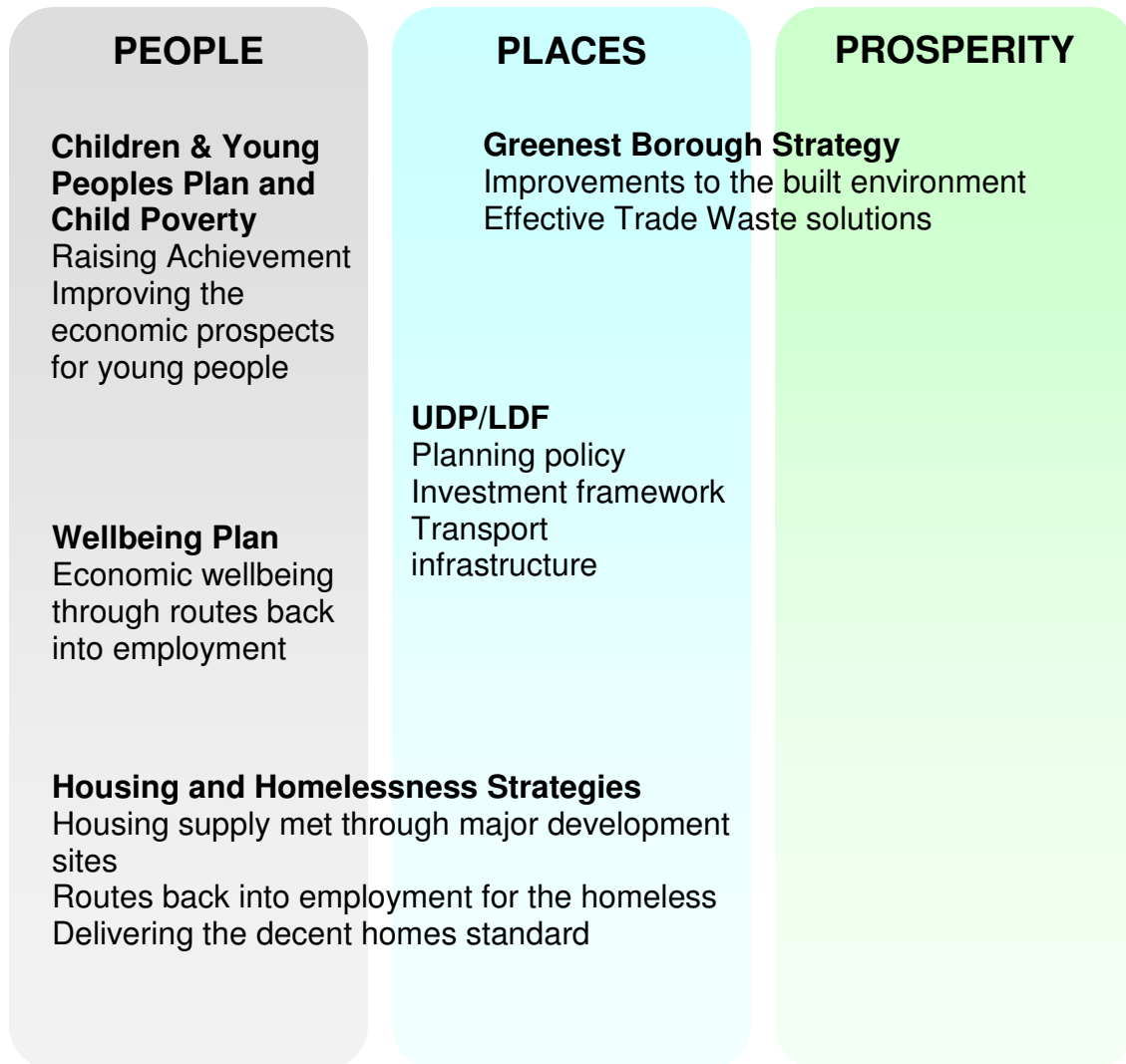
The Wider Strategic Context

Regular monitoring and review of the Strategy will ensure that it continues to complement and is consistent with the London Development Agencies (LDA) priorities for Haringey and the wider London region – in both the London Plan and the Opportunities Area Planning Framework.

We will also continue to work as part of the North London Strategic Alliance and the Upper Lee Valley Partnership to ensure our Strategy and activities complement the vision for the Upper Lee Valley and our sub-regional responsibilities as part of the London-Stansted-Cambridge Growth Corridor.

This Strategy demonstrates substantial linkages with services delivered by the Children and Young People Directorate. Through the Haringey Guarantee and the Families into Work projects we will contribute to both the impending corporate Child Poverty Strategy and the achieving economic wellbeing strand of the Children and Young People's Plan.

Diagram 1 – Linkages between the Regeneration Strategy priorities and other corporate strategic documents



Delivery

Joined-Up Delivery

A primary aim of this Regeneration Strategy is to ensure that the Council achieves the full potential benefits of 'joined up' working between these projects. The *Urban Environment Directorate* was created to provide a more integrated approach to working across environmental, planning and regeneration services. Bringing key services – all of which play a direct role in regeneration – together, will aid both better 'day to day' working and improve strategic linkages. This strategy seeks to extend that beyond Urban Environment to other areas of the Council – such as Children & Young People and Property services – and other key partners within the borough.

Strategic Co-ordination

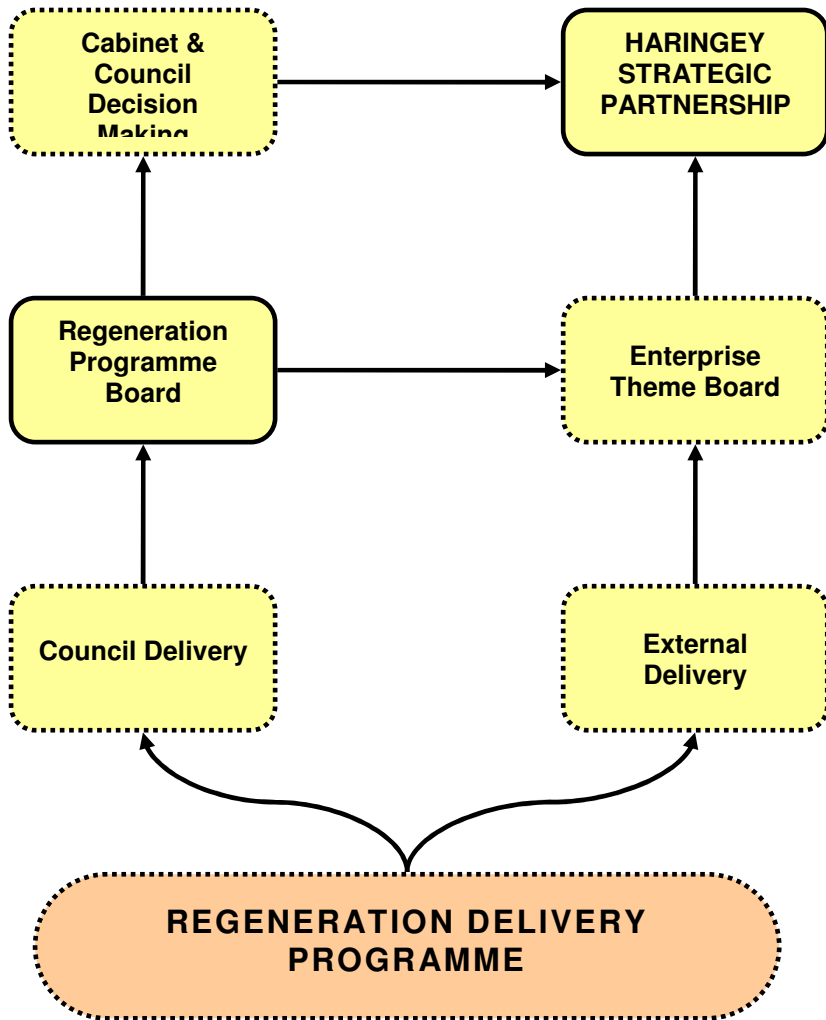
Delivery of the Regeneration Strategy is the responsibility of the Regeneration Programme Board. This will deal with strategic programme delivery issues and receive detailed half-yearly monitoring reports on progress. Annual reports on progress will also be presented to the Council Cabinet.

Regeneration Programme Board will monitor Individual Council led projects and programmes against key milestones. Exception reporting will highlight which projects present greatest risk of non-delivery and trigger ameliorating actions. To support this, evaluation will be embedded across projects to assess the impact of activities. This will be of particular importance where projects are of an innovative and targeted nature (e.g. Haringey Guarantee). It will also help to highlight and learn from our successes. In addition the Enterprise Theme Board, within the Haringey Strategic Partnership, will be a vehicle for engagement with the activities of delivery partners outside of the Council.

The Haringey Strategic Partnership will be the key mechanism for providing strategic co-ordination and input from Partners. The HSP Theme Boards will be asked to take responsibility for overseeing relevant streams of the regeneration programme. The results of the annual evaluation will be fed into a revised version of the Plan.

The development and delivery of the projects and programmes that make up the Delivery Plan will be the responsibility of lead Council Departments or external agencies identified in the Delivery Plan. Progress and updates from project leads will be collated half-yearly by Economic Regeneration. The information will be used to compile progress reports for the relevant HSP Theme Boards.

Diagram 2 – Governance Structure of the Regeneration Strategy Delivery Plan



Monitoring & Evaluation

The Regeneration Strategy sets out to deliver long-term sustainable outcomes. To ensure it does so, it is therefore essential that the impact of the programme of activity is evaluated on a regular basis. This will ensure that the activities being undertaken are of the correct scale and focus and are progressing in a timely manner.

The Council already monitors a broad range of regeneration related indicators. This information will be used to assess the broad impact of the Regeneration Strategy over the long term. The key indicators against which we will assess the progress of the Strategy are;

People

- Number of working age people claiming out of work benefits in the worst performing neighbourhoods
- Number of 16 to 18 year olds who are not in education, employment or training (NEET)
- Number of people from priority neighbourhoods helped into sustained work
- Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks
- Numbers achieving level 2 qualifications by aged 19

Places

- Number of hectares of brownfield land brought back into economic or residential use
- Number of new jobs generated by new developments
- Number of sqm of commercial floorspace created

Prosperity

- VAT registration rate

These indicators align with the priorities and stretch targets set out in the Local Area Agreement.

Schedule of Projects against Strategic Objectives and Priorities

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
1 PEOPLE			
1.1 Creating strong links with Central London and major opportunity areas where significant job growth is projected including Stratford and the Olympic 2012, Brent Cross and Stansted Airport.	Econ Reg	JC+ NLB NLCC LB Enfield LB Waltham Forest Developers	Haringey Guarantee North London Pledge Transforming Tottenham Hale Economic Vision for the Upper Lee Valley
1.2 Position key developments in the Borough to ensure they create jobs for local people	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Upper Lee Valley Section 1.06 Local Labour Agreements
1.3 Reducing worklessness through needs driven, employer-led programmes such as the Haringey Guarantee.	Econ Reg	HG Delivery Partners	Haringey Guarantee North London Pledge
1.4 Focusing skills development on key growth sectors, ensuring that employers have access to the skills they require.	Econ Reg	C&YP LSC HALS KIS Training CONEL	Train to Gain Haringey Guarantee North London Pledge
1.5 Raising educational attainment at school to ensure people have the skills and aptitude for work in an increasingly knowledge based economy.	C&YP		Connexions Children's Centres Special Diplomas
1.6 Targeting of key groups; young people, Incapacity Benefit claimants, users of Council Services and the low skilled.	Econ Reg	C&YP	Children's Centres NDC Triangle Children Families Into Work
1.7 Ensure mainstream services, such as childcare and nursery provision, are clearly focused on the challenge of worklessness.	C&YP		Children's Centres Families Into Work
1.8 Ensure clear, co-ordinated 'packages' of services – benefits advice, childcare, etc - are offered to help people into and to stay in employment	Econ Reg	C&YP JC+	Haringey Guarantee

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
2 PLACES			
2.1 Transforming Tottenham through one of London's biggest place-making schemes. This includes delivery of a new town centre and major waterside residential development at Tottenham Hale, re-vitalising the area around Seven Sisters and maximising gateway opportunities centred on Tottenham Hotspurs FC to the north of the High Rd.	Planning	Econ Reg The Bridge NDC Developers	Transforming Tottenham Hale Tottenham High Road Wards Corner Tottenham Hotspur Heritage Projects The Bridge NDC Masterplan
2.2 Securing the position of Wood Green at the heart of the North London economy by driving forward major mixed use development on the Haringey Heartlands east and west sites. The new development will closely complement Wood Greens existing facilities, creating an urban centre for the 21 st century.	Planning	Econ Reg Developers	Haringey Heartlands Wood Green SPD Myddleton Road
2.3 Transforming the Lee Valley by taking full advantage of its status as one of the major business and housing growth locations for London. Working closely with partners in Enfield and Waltham Forest, our focus will be on delivering of the ambitious North London Strategic Alliance (NLSA) vision for the area.	NLSA	Planning Econ Reg LB Enfield LB Waltham Forest	Economic Vision for the Upper Lee Valley
2.4 Recapturing the Victorian vision for Alexandra Palace as a cultural, leisure and entertainment centre for the benefit of London.	Econ Reg	Planning	Alexandra Palace
2.5 Maximising the potential of cultural landmarks to create a place in which people want to live and work. This will include the redevelopment of Hornsey Town Hall as a centre-piece for the town centre in Crouch End.	Econ Reg	Property Services	Hornsey Town Hall
2.6 Ensuring that those neighbourhoods in Haringey that suffer acute long term poverty and deprivation are linked and integrated with the bold, new developments and the opportunities they offer, to create places in which people want to live and stay.	Econ Reg		Haringey Guarantee Transforming Tottenham Hale Haringey Heartlands Section 1.06 Local Labour Agreements
2.7 Attracting investment from central and regional government for improvements to transport & infrastructure to support the development of sites and ensure transport routes effectively connect people to key job growth locations	Planning	Econ Reg	

OBJECTIVE/ PRIORITY (And Ref No.)	LEAD	SUB-LEAD/ KEY PARTNER	PROJECTS
3 PROSPERITY			
3.1 Unlocking the entrepreneurial talent in our most successful growth sectors. These are; <ul style="list-style-type: none"> • cultural & creative industries • food and drink • production and distribution • professional services • hospitality, leisure & tourism • retail 	Econ Reg	NLB	Supporting Key Sectors - City Growth - Haringey Film Office
3.2 Making full use of the opportunities offered by new developments in the Borough to create business space that better matches the needs of business, in particular our growth sectors.	Econ Reg	Planning	Transforming Tottenham Hale Haringey Heartlands Commercial Property Review
3.3 Provision of good quality, simple to access, business support that businesses want and value.	Econ Reg	NLB NLCC	ULV Business Support Business Engagement Strategy
3.4 Capitalising on Haringey's locational advantages and the exciting new developments in the Borough by marketing a dynamic, changing Haringey in order to generate new investment.	Econ Reg	Planning NLB	Inward Investment
3.5 Delivering high quality Town Centres to ensure they thrive in a changing leisure and retail environment and meet the needs of ever-more demanding consumers.	Econ Reg		Town Centres
3.6 Building on Haringey's young, ethnically diverse community to take full advantage of innovation and global trade opportunities and promote entrepreneurialism	Econ Reg	C&YP NLB Business Link	ULV Business Support Inward Investment
3.7 Make the relationship with the Council an <i>asset</i> for business by improving the quality & responsiveness of Council services. This will help both retain existing businesses and encourage new ones to invest in the Borough.	Econ Reg	Customer Services	Business Engagement Strategy
3.8 Using the enormous procurement and purchasing power of businesses, especially the public sector, to create opportunities for local businesses including social enterprise businesses	Econ Reg	Procurement	Procurement City Growth

FULL REGENERATION STRATEGY DELIVERY PROGRAMME

PEOPLE

To unlock the potential of Haringey residents through increasing skill levels, and raising employment so that they can contribute to and benefit from being part of one of the most successful cities in the world.

This objective will be achieved through innovation in the way in which we develop and implement projects and by challenging established ways of working that do not deliver long-term sustainable outcomes. To support this evaluation will be embedded across the programme to assess the impact of activities. Emphasis will be placed on initiatives that add value to existing services and which are easily replicated and up-scaled.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Haringey Guarantee	1.1 1.3 1.4 1.8	The Haringey Guarantee is an employment and skills service provided to workless residents, particularly those in the 12 most deprived wards. The aim is to address the barriers to social inclusion and worthwhile, sustained employment faced by different groups in the borough. The service provides a guarantee to residents of a quality support service and, on completion, guaranteed job interviews with partner employers. The Haringey Guarantee also supports employers in the local 'travel-to-work' area by providing job candidates who meet their requirements and are keen to work, and by sourcing tailored skills training for their new and existing staff.	The Haringey Guarantee is a highly visible service in the borough that operates from a number neighbourhood centres and within council services. These include general council services, children's centres, GPs services and schools. A partnership of commissioned specialist organisations provide Information, Advice and Guidance (IAG) underwritten by guidance that ensures quality, and that draws upon existing services and advice providers in the borough. The Guarantee service identifies and addresses barriers to employment through one-to-one support and draws upon provision including skills assessments and training, childcare, work placements, the PCT's Condition Management	<p>March to May 2008</p> <ul style="list-style-type: none"> - The pilot ends and the successes and limitations are assessed. - New SLAs, quality guidance, partnership arrangements, community outreach and marketing agreed with providers. - Employer call centre and employer-led training provision arranged in partnership with the LSC. <p>June 2008</p> <ul style="list-style-type: none"> - LDA/ESF co-financing is used to extend the Haringey Guarantee across the whole of the borough. <p>April 2009</p> <ul style="list-style-type: none"> - Haringey Guarantee evaluation submitted. - Assess whether the Haringey 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>Programmes and support for residents with a criminal conviction. By guaranteeing a quality service, partner employers can be guaranteed quality candidates for their vacancies. In return, employers guarantee each applicant a job interview. Employers are also offered vocational training for potential candidates and for their new and existing staff.</p> <p>The work of the Haringey Guarantee will also support the objectives of the corporate Child Poverty Strategy.</p>	<p>Guarantee brand is recognised by all residents as a service that can support all jobseekers with gaining skills and returning to work</p> <p>March 2011</p> <ul style="list-style-type: none"> - Haringey Guarantee model working in partnership with JCP's Local Employer Partnership and DWP mainstream provision employer agreements. - Employer partnership used to guide universal IAG service to provide employment opportunities for all workless residents and skills development for all residents. 	
North London Pledge	1.1 1.3 1.4	<p>The North London Pledge aims to extend the capacity of the Haringey Guarantee by linking employment & skills provision across the Upper Lee Valley – Haringey, Enfield and Waltham Forest. In particular, resources drawn upon across the 3 boroughs include basic and vocational skills, Condition Management Programmes and Occupational Therapy, and specialist 'in-work support' linked to the LSC's Train to Gain provision.</p>	<p>An agreement of understanding will be made with Enfield Council and Waltham Forest Council with Haringey Council as the lead body. Provision that may be available to residents of all 3 boroughs will be co-ordinated and accessed centrally creating economies of scale for awareness, delivery and a co-ordinated employer engagement approach.</p> <p>The North London Pledge will follow the Haringey Guarantee model.</p>	<p>May – June 2008</p> <ul style="list-style-type: none"> - Agreement of understanding made with Enfield and Waltham Forest - CMP, OT, basic skills provision and employer-led skills provision and IAG commissioned across the 3 boroughs. - Employer Partnership co-ordinated with Haringey Guarantee, JCP's LEP, LSC's Train to Gain and employer partnerships in Enfield to provide guaranteed job interviews and employment opportunities for residents of all 3 boroughs. <p>April 2009 – Evaluation</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
				<p>completed by LDA</p> <p>Follow the milestones from the Haringey Guarantee.</p>	
Families into Work	1.6 1.7	<p>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.</p> <p>Families into Work will be an innovative pilot project focussing on families in a specific neighbourhood which will test out an approach that is replicable and scaleable based on better use and co-ordination of neighbourhood features - schools, children's centres, community resources.</p> <p>Families into Work will be a special project of the Haringey Guarantee - a special family focussed dimension to the Guarantee.</p> <p>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</p>	<p>The Families into Work project was designed as a way to work closely with whole families.</p> <p>Thus the project team would work with families:</p> <ul style="list-style-type: none"> 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 	<p>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.</p> <p>Working Neighbourhoods Fund has been identified to fund the project in 2008/09 and this was confirmed by the Enterprise Board on 5 March 2008.</p> <p>A delivery plan for the project was presented to and agreed by the Steering on 30 April 2008.</p> <p>Milestones</p> <ul style="list-style-type: none"> Recruitment of FiW Manager June 2008 Recruitment of FiW Team June/July 2008 Community Information Meetings June/July 2008 – school, children's centre, NRC Office open July/August First families engaged Sept 08 Agreed action plans Oct 2008 Ongoing engagement of families and action plans for 50 family members March 2009 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>chances of all family members.</p> <p>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.</p> <p>It is proposed that the team work with up to 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.</p> <p>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.</p>	<p>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.</p> <p>The project is about co-ordination and partnership working and family support, rather than the provision of additional services.</p> <p>Participation in the FIW scheme would be voluntary and require the family to be prepared for services to share information about them in order to identify the best package of services for that family's needs.</p>	<p>Evaluation commissioned September 2008-05-22 Evaluation reports December 2008, June 2009, September 2009 March 2010</p> <p>First skills and jobs outcomes March 2009</p> <p>New families engaged and action plans April 2009- March 2010</p>	
Section 1.06 Local Labour Agreements	1.2 2.6	<p>The development of the Tottenham Hale GLS site has allowed the facilitation and development of a model for delivering S106 Local Labour agreements.</p> <p>To oversee the implementation of the local labour agreement an Employment Development Board will be established comprising representatives of</p>	<p>The S106 agreement stipulates that the Developer will draw up a Training and Employment Management Plan which needs to be agreed by the Council. The Plan obliges the Developer to work with the Council's Economic Regeneration service to procure not less than 20% of the total workforce to be local labour and that half of this local workforce should be trainees</p>	<p>Currently a Shadow Employment Development Board comprising a representative from Lee Valley Estates, Barrett Homes and the Council meets regularly – monthly/6 weeks to review progress. The full Board will be established in late 2008/early 2009 when the development reaches a stage when significant numbers of local</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>the Developer and the Council and they will promote and supervise performance of the Training and Employment Plan.</p> <p>Further, the developer will open up tender opportunities for local suppliers and businesses.</p>	<p>working towards accredited qualifications. Additionally the Developer will recruit local people who are qualified to NVQLevel2/3 in construction skills and who undertook their training with a local college.</p>	<p>labour can and will be recruited.</p> <p>This model can be replicated as other developments come on stream..</p>	<p>hours per week or more for at least 13 weeks</p>
Haringey Adult Learning Service (HALS)	1.4	<p>HALS is the main provider of Adult Learning for Haringey Council.</p> <p>The service aims to develop the skills for local people to help them progress in learning or employment.</p>	<p>HALS will deliver day, evening and Saturday accredited and non accredited courses in subjects including Skills for Life (literacy, numeracy & ESOL), Family Learning, ICT, business & finance, languages, health and well-being (inc Counselling). HALS will target priority groups via increasingly using local libraries as venues for learning.</p> <p>HALS will also offer E2E and apprenticeships for young people, in addition to Train to Gain, learndirect and IAG (careers advice) for adults.</p>	<p>Programmes evaluated and planned on a termly basis – promoted via HALS Programme and marketing campaigns.</p> <p>Ofsted re-inspection Autumn 08 / Spring 09</p> <p>New courses/ services to be piloted in libraries each term.</p> <p>New learndirect centre to open at Hornsey Library June 08.</p> <p>Annual enrolment target</p> <ul style="list-style-type: none"> o July 2007/8 - 3750 o July 2008/9 - 3750 o July 2009-11 - TBA with LSC 	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Numbers achieving level 2 qualifications by aged 19</p>
Haringey Connexions Service	1.4	<p>To ensure that we offer the highest quality careers advice, setting young people on the right path the first time – the Connexions service is a key player in delivering the People objective.</p>	<p>Further detail to be provided</p>	<p>Further detail to be provided</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		The core activity of Connexions is to provide advice and guidance to young people aged 13-29 and up to 25. A range of issues are covered including work and learning.			
Apprenticeships & specialist diplomas	1.5	Increasing the number of opportunities for vocational learning and incentivising young people entering employment.	Developing a wide range of vocational diplomas that match the employment opportunities available developing the skills that support our key business sectors.	Information requested from Sean May, 14-19 Development Officer, Children & Young Peoples Service	Number of working age people claiming out of work benefits in the worst performing neighbourhoods Number of 16 to 18 year olds who are not in education, employment or training (NEET)
Raising Achievement of School Age Children	1.5 1.6 1.7	Haringey Council currently operates 10 centres with a further seven to open in 2008, set within a 0-19's joined up strategy aiming to promote children's well-being; improving their educational outcomes, improve their life chances and support parents. Children's centres act as a hub within the community for parents and providers of childcare and early years education, play, family support, early intervention and targeted activities to vulnerable children and parents Services include – full and part time childcare, ante and post natal clinics; health visitor sessions; childminding networks; links with schools and extended wraparound and support services, play and family support activities – aiming to	1. Support parents from poorest families back into work – reduction child and family poverty. 2. Through early education, childcare and play opportunities increase chance of improving educational outcomes. 3. 0-19's strategy will improve child's life chances, connecting services together better, identifying and following vulnerable children through system leading to a reduction in NEETs over time. 4. Improvements to health outcomes through early contact with essential universal health services. 5. Improved support to parents in bringing up their children, outreach to most vulnerable families connecting them into services earlier.	1. Raise profile and understanding of the presence and purpose of children's centre in each neighbourhood. 2. Continue partnership with Jobcentre Plus on supporting parents back into work eg. Jobcentre Plus working in children's centres, doing information and advice sessions; work focused interviews been successful in two centres roll out to other centres in 2008/09; supporting parents into employment; identify barriers to work , address and provide support; continue with job and career fairs in children's centres; inform and promote services offered by Jobcentre Plus and E-Z; advice and information on claiming childcare tax allowances.	Number of working age people claiming out of work benefits in the worst performing neighbourhoods Number of 16 to 18 year olds who are not in education, employment or training (NEET) Numbers achieving level 2 qualifications by aged 19

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		support parents back into and to stay in work; early health and parenting advice. Centres also have links with local training and education providers, Jobcentre Plus and information services for children, young people and their families.	6. Improving prosperity and quality of community life for all.	3. Re-align children centres with schools within the 0-19's strategic framework by April 2009. 4. Identify impact indicators to evidence difference being made to vulnerable children and families including actions to see a reduction in child poverty. 5. Completion of outreach strategy to target access for most vulnerable children, families and communities.	
Train to Gain	1.4	<p>Train to Gain is a Learning and Skills Council scheme designed to encourage businesses and the public sector to offer appropriate training opportunities to their staff in order to build organisational capacity and improve business performance.</p> <p>The LSC deliver this through skills advisers who can help a business identify skills gaps and to find the right training to bridge those gaps. Train to gain is one of the new products identified as part of the Business Support Simplification Process. Local providers include HALS, KIS Training and CONEL.</p>	<p>3 Train to Gain Providers and 2 Consortia delivering in Haringey</p> <p>Train to Gain offers: Skills for Life, NVQ Level 2 and there is provision available for 'Level 3 jumpers' Wage compensation for SMEs who employ between 1-49 employees Help to arrange the sourcing of training and ensure that training is provided to suit the needs of the employer and learner Information and advice for employers and learners including their skills needs</p> <p>Train to Gain providers will work together with the Haringey Guarantee to provide post-employment support and careers development and link in Haringey Guarantee</p>	<p>LSC Level 2 and Level 3 contracts and profiles for the different Delivery Areas for 2008/9 agreed between the LSC and providers – March 2008</p> <p>Consultation with employers and young people to establish what demand there is for different sectors – June 2008</p> <p>All-round and extended consortia to focus on Construction (particularly Fork-lift Truck licences), Hospitality (particularly Football and Sports Coaching), and Health and Beauty – April 2009</p> <p>HALS LSC profile 07/8 & 08/9</p> <p>Future targets / milestones to</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods.</p> <p>Number of people from priority neighbourhoods helped into sustained work</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			<p>employers.</p> <p>Delivery Areas Engineering, health, retail, hospitality, construction, hair & beauty, business, ICT and basic skills.</p> <p>HALS focus for delivering T2G is Skills for Life (Literacy & Numeracy from Entry level) and NVQ in Administration, ICT & Customer Service at Level 2/3. Targeting Haringey Council Services, Public, private and voluntary sector. Training is currently provided at little or no cost to the employer or learner.</p> <p>HALS Provision will be targeted mainly at pre level 2 adults, particularly women returning to the labour market and women under represented in specified sectors.</p>	<p>be agreed through LSC contracting process</p> <p>08/09 targeting of local authority services</p> <ul style="list-style-type: none"> • June 2008 Accreditation for Entry -level learning • June 08 Partnerships with business support organisation and regeneration agencies • July 2008 Programme evaluation • Sept 08 Develop online learning provision through working with HALS learndirect team • Aug 08 Provide staff training for assessors/tutors on use of learndirect system for supporting delivery of SfL & NVQs. 	
Jobcentre Plus programmes	1.1 1.8	<p>Jobcentre Plus provides vocational advice and guidance to job seekers and provide access to information on current local vacancies. Jobcentre Plus works locally in partnership with local authorities and their activities contribute to delivering the Local Area Agreement.</p> <p>JCP is the lead partner for ensuring the successful</p>	<p>Mainstream JCP provision delivering in Haringey is as follows: ND18-24 & 25+ Gateway to Work Mandatory NDPA referrals of JSA claimants for 2 week "soft skills" course towards employability ND18-24 Voluntary Sector Option (VSO) 26 wk programme to gain skills for employment incl. a work</p>	<p>Indicative target for people into work through JCP programmes in 2008/09: 2300</p> <p>Pathways to Work roll-out: April 2008</p>	<p>Number of working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Number of 16 to 18 year olds who are not in education, employment or training (NEET)</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>delivery of the various mainstream employment programmes that make the biggest contribution to tackling worklessness in Haringey: New Deals, Employment Zone and Pathways.</p>	<p>placement with a charity agency ND18-24 FTET Option 26 week programme to gain the skills for employment incl. education (lit & num, ESoL, basic skills) and work exp ND18-24 Environmental Task Force Option (ETF) 26 wk programme to gain skills for employment incl. a work placement with an organisation whose services benefit the environment ND Self-employment Contract Self-employment support ND18-24 & 25+ Mentoring Work first IAG Pre-NDLP Discovery Weeks Mandatory ND25+ JSA claimants 18 mnths+ & voluntary Lone Parents programme - employability skills and IAG NDDP IB Outreach Voluntary work first support Partners Outreach for Ethnic Minorities (POEM) Voluntary work first support to engage non-claimant partners of benefit claimants from BME backgrounds</p>		<p>Number of residents on incapacity benefits for 6 months or more helped into work of 16 hours per week or more for at least 13 weeks</p>

PLACES

To transform Haringey into a place in which more people want to live and invest by using the opportunity of major sites and key locations to create positive change.

This objective will be achieved by bringing forward ambitious, mixed use flagship schemes. These will create attractive sites for new business, drive the growth our key sectors and provide high quality living opportunities and new employment.

Underpinning these bold developments will be an emphasis on sustainability and quality, promotion of mixed and balanced communities, improved diversity of housing opportunity and the need to improve the supply of high-quality office and workspace in the borough.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Transforming Tottenham Hale	2.1 2.6 3.2	The vision for Tottenham Hale is the creation of a thriving urban centre with a vibrant mix of community, commercial, leisure and residential uses, set within a truly public network of streets and spaces of the highest quality. The transformation of Tottenham Hale from a fragmented, traffic-dominated, illegible and unwelcoming environment to a bustling hive of activity, occupying streets, public spaces and buildings of the highest possible quality, along with a high-quality, integrated waterfront will maximise the area's exceptional locational advantages and create a critical mass of reasons for people to visit, with increased opportunities for local and	The Tottenham Hale Masterplan is being taken forward in six stages. The first site – the former GLS depot – has been through planning, among the features of the GLS application are: affordable homes, a landmark building forming a gateway to the site, two new parks and new for pedestrian and cycle routes. The GLS site will also be developed to provide office and retail space, a new primary school, parking, student accommodation and a CHP plant to contribute to the overall environmental sustainability of the development.	2008 – Begin construction of Hale Village (the former GLS depot) 2008 – commence site acquisitions and preparations for Ashley Road, Green Industries and New Urban Centres sites. 2008 – Secure Planning Permission for Wards Corner and received planning application for Hale Wharf, 2009 – Begin alterations to the Gyrotory and bus station, begin construction of Hale Wharf and Wards Corner. 2010 – Work starts on Tottenham Hale Urban Centre and on developments at Ashley	Number of hectares of brownfield land brought back into economic or residential use Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration Number of people from priority neighbourhoods helped into sustained work

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		wider communities.		Road.	
Tottenham High Road Strategy	2.1	Provide a fresh approach in the light of recent regeneration activity, including residential developments and the development activity at Tottenham Hale, Wards Corner and longer term proposals for the Tottenham Hotspur football ground and adjacent land.	Review the strategy originally set in 2002 to take account of success achieved against original report and output targets. Consider the potential impact of new developments in the Tottenham area on the future High Road retail and leisure mix and opportunities and threats that these may cause Review future inward investment needs for the High Road.	June 2008 – Commence review of previous targets and obtain baseline information Agree key headings and strategy directions for a new strategy Determine fit with LDF proposals Determine delivery route – in house or through consultants. Assess public consultation requirements Start on drafting new strategy 2009 – Deliver fresh strategy	VAT registration
Tottenham Town Hall	2.1	Provide new high quality homes with a range of tenures to and to act as an enabling development for refurbishment of the Town Hall	Delivery of a mixed use development on the site behind Tottenham Town Hall. Receipts from housing development to enable refurbishment of the Town Hall	2008 – Agree terms for full planning application with preferred developer.	Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration
Tottenham/Seven Sisters – Wards Corner	2.1	A redeveloped Wards Corner will become the southern gateway to Tottenham. As a gateway development it will demonstrate striking architecture and public realm interventions that announce your arrival in a transformed Tottenham.	Wards Corner will consist of mixed use development on the site, including high end apartments (social housing will be provided through other sites in the Tottenham area) and new retail units that will improve the retail offer around Seven Sisters.	November 2008 – determine planning applications from Grainger Trust and a community proposal to set the framework for development and delivery timetable	Number of new jobs generated by new developments Number of sqm of commercial floorspace created VAT registration
Tottenham Hotspur stadium redevelopment	2.1	Information to be provided by Karen Galey			
Tottenham Partnership Schemes in	2.1	PSICA is an area-base conservation-led regeneration grant scheme (successor to	English Heritage in partnership with Haringey Council make this grant available to owners	Key milestones are:- • Initialise internal processes,	Number of new jobs generated by new developments

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Conservation Areas (PSICA)		<p>Heritage Economic Regeneration Schemes). Haringey has already successfully delivered HERS in Tottenham and Hornsey.</p> <p>The aim of the scheme is to improve run-down commercial areas through building improvements in Conservation Areas.</p>	of individual properties within the defined project areas to carry out historic building repairs and the installation of new shopfronts.	<p>develop brief & liaise with stakeholders</p> <ul style="list-style-type: none"> • Start work on-site. • Project completion 2012 <p>Windsor Parade (Phase 1) was completed in Sept 2007.</p> <p>Phase 2 – 527, 541, 543, 551, & 553 Tottenham High Road (5 properties). Due to start work on-site June 2008. Anticipate completion on-site Nov/Dec 2008.</p> <p>Phase 3 to follow in 2009.</p> <p>THI programme runs until June 2010.</p>	<p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Bruce Grove Townscape Heritage Initiative (THI) : Phase 2	2.1	<p>This HLF funded programme takes an explicitly conservation-led approach to regeneration and is designed to help regain the history and built heritage of Tottenham High Road.</p> <p>THI addresses the under-use of buildings and the erosion of heritage quality in areas of conservation importance, creating a catalyst for regeneration.</p>	HLF in partnership with Haringey Council as lead-partner make this grant available to prescribed blocks of properties approved by HLF in the Bruce Grove within the conservation area to carry out historic building repairs to the external fabric of buildings – e.g. repairing and cleaning brickwork, reinstating lost architectural features, repairing sash windows and the installation of new shopfronts.		<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
The Bridge NDC masterplan	2.1	The Bridge NDC is a 10 year £50 million regeneration programme based in the South Tottenham and Seven Sisters	<u>Spatial planning.</u> Stage One – the preparation of a baseline report Stage Two – the development	<u>Spatial Planning</u> Apr 08 -Appoint spatial planning team May 08 – Devise consultation	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>area. It is a partnership between local residents and key agencies such as: Haringey council, the Primary Care Trust, The Metropolitan Police and Job Centre Plus. The NDC aims are to provide a co-ordinated information point for residents with person focussed services. Safeguard The Bridge NDC's achievements in the future. Sustain partnership working by joining up of services. Make mainstream funding work effectively for the area. Achieve better outcomes in the long-term. This will also allow local people to see a clearer impact. Enable local people to become involved in service planning, delivery and evaluation.</p> <p>To develop and champion a Master Plan to set out policies and proposals which will guide the future physical development of the area. The plan will provide an overarching framework for The Bridge area as well as focussing on specific key sites.</p>	<p>of the Visioning stage of the Masterplan The Masterplan will proceed in 2008/9 with the final three planned stages, namely the production of Framework Options; the Public Consultation stage and the Neighbourhood Plan phase, as stated in the original programme. The Framework Options stage includes design options; the third Neighbourhood Team meeting and a vision and options report. The Public Consultation Stage includes the production of consultation materials; a further Neighbourhood Team meeting; a public consultation event and a summary report. Finally the Neighbourhood Plan involves detailed design work, a final Neighbourhood Team meeting and the provision of a final report and implementation strategy.</p>	<p>/communications/stakeholder strategy (ensuring that the community is at the heart of the process and participating in all stages) Jun 08 – ongoing Consult on spatial plan with community/stakeholders and agree options. Mar 09 – ongoing Develop spatial plan with design criteria for bringing forward development. (The design element may need to be brought forward earlier to facilitate ongoing development). Mar 09 – ongoing Develop implementation plan/vehicle to maximise inward investment. Mar 09 – ongoing Adopt spatial plan as Supplementary Planning Document / Area Action Plan to guide development including design and materials. REMOVE?</p>	<p>floorspace created VAT registration</p>
Haringey Heartlands	2.2 2.6 3.2	Haringey Heartlands development – a substantial mixed use site between the east coast mainline and Wood Green - is important in developing an overall package	Haringey Heartlands is located at the centre of the borough of Haringey. It adjoins Wood Green Town Centre and comprises tracts of underused utilities lands. It has the	Summer 2008 –complete construction of access route through the Heartlands site between Station Road and Hornsey Park Road.	Number of hectares of brownfield land brought back into economic of residential use Number of new jobs generated

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>of urban regeneration.</p> <p>The redevelopment will include high quality housing provision and a new secondary school.</p>	<p>potential to be a 'Heartland' for the borough linking east and west.</p> <p>To the west of the Heartlands site is the redevelopment of the former Hornsey Depot site which will complete the east west link from Wood Green to Hornsey High Street.</p>	<p>2008 – begin site acquisitions and clearance and begin work on new secondary school.</p> <p>2010 – Begin phases 1 and 2 of the housing developments.</p>	<p>by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Wood Green	2.2	<p>Wood Green Town Centre, From Civic Centre to Turnpike Lane, is identified in the London Plan as a major retail offer in London.</p> <p>The Council has developed a Supplementary Planning Document (SPD) which will provide key objectives and strategic guidance for Wood Green Town Centre for the next 25 years.</p> <p>Myddleton Road PSICA is an area-base conservation-led regeneration grant scheme (successor to Heritage Economic Regeneration Schemes).</p>	<p>Phase 1 - Comprehensive initial consultation with key stakeholders and interest groups to form the scoping report and the basis of the draft SPD.</p> <p>Phase 2 – Public consultation on draft SPD and supporting consultation report and sustainability appraisal via the website and a consultation exhibition in Wood Green library for 6 weeks.</p>	<p>June 2008 – commence public consultation on draft SPD and supporting consultation report and sustainability appraisal;</p> <p>July 2008 - Amendments made to SPD following consultation;</p> <p>August 2008 – Approval of SPD by Members;</p> <p>Autumn 2008 - adoption of SPD as statutory planning guidance.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
Alexandra Palace	2.4	<p>The successful regeneration of Alexandra Palace is key to secure its future operation. Paramount is recapturing the Victorian vision of Alexandra palace as a cultural, leisure and entertainment centre for the benefit of London and restore Alexandra Palace as</p>	<p>Secure private sector investment to enable the palace to make full use of its building to deliver a full range of activities. The trust, responsible for the palace, seek to secure a holistic development with a development partner.</p>	<p>This a long term place making project in its initial stages. Subject to the decisions of the trust, the development partner and the Charity Commission a timetable will be developed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>one of London flagship locations.</p> <p>Alexandra Palace can be a catalyst to secure tourism benefits for North London, increase employment opportunities through increased activity and once again become a prestigious venue for Haringey residents to use and enjoy.</p>	<p>Add value to the wider regeneration of Haringey Heartlands and Wood Green by adding to vitality and attractiveness as a location.</p>		
Revitalisation of Hornsey Town Hall	2.5	<p>The redevelopment of Hornsey Town Hall will provide a comprehensive new cultural venue in the heart of Crouch End and also for the borough of Haringey. A number of options are being considered for the old town hall, which includes; community facilities, creative spaces, cafes, retail, performance space and venue and even affordable housing.</p>	<p>The Council has committed to refurbishing the building in conjunction with the Hornsey Town Hall Community Partnership Board.</p> <p>The refurbishment will be funded by the sale of adjoining land for development and will secure the future of a listed building.</p>	<p>2008 – design team appointed and design agreed.</p> <p>2009 – planning consent achieved following a masterplan process.</p> <p>2010 – refurbishment undertaken together with sale of land.</p> <p>2011 – refurbishment completed.</p>	<p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>
ULVP Economic Visioning incorporating Central Leaside	2.3 3.2	<p>Haringey Council is committed to playing a key role in the Upper Lee Valley Partnership (ULVP). The vision of the ULVP is to transform the Upper Lee Valley into 'North London's Waterside', using the natural assets of the waterway and parkland setting to create a vibrant, sustainable and successful place in which people and businesses want to start, stay and grow.</p>	<p>Haringey Council will work as a key member of the Upper Lee Valley Partnership to help develop and communicate the vision for the Upper Lee Valley.</p> <p>We will continue to support efforts to co-ordinate cross borough working to ensure that the vision is delivered in an integrated manner.</p> <p>We will also contribute to</p>	<p>2008-09</p> <p>developing an economic strategy for the ULV</p> <p>continuing transport lobbying for the West Anglia Route improvement</p> <p>a delivery plan for the vision derived from the planning processes of the boroughs and the GLA</p>	<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p> <p>VAT registration</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>Central Leaside is a proposed development site on the Upper Lea Valley at the border of Haringey and Enfield. This site has the potent for substantial new housing and the creation of a new urban pole in North London. Central Leaside will have implications for the future development of transport infrastructure within the borough.</p> <p>The proposed action plan identifies Northumberland Park and North Tottenham as Haringey's opportunity area.</p>	<p>efforts designed to raise the profile of the area and position it as a key legacy outcome of the 2012 Olympic Games.</p> <p>The new vision for the Upper Lee Valley has the potential to lever a minimum of £7 billion of inward investment. There is strong evidence that the three borough partnership, supported by the Mayor is creating positive interest from investors and government. The challenge is to translate this into real, sustainable improvements for the people of the area.</p> <p>Enfield and Haringey Councils are producing an Action Plan for central Leaside recognising the need for a coherent vision for the area. A baseline report and sustainability appraisal have been produced and an options analysis has been produced for consultation.</p>	<p>facilitating production and agreement of the GLA's ULV Opportunity Area Planning Framework (OAPF)</p> <p>co-ordinating development of ERDF proposals which have been successful at the expressions of interest stage</p> <p>developing a vision and strategy for the 'new' Lee Valley Park that will link and complement the Olympic Park in the Lower Lea Valley</p> <p>Development & implementation of a Community Engagement Strategy for the Upper Lee Valley</p>	
Hornsey Depot		Information to be sought from Malcolm Dawes			<p>Number of hectares of brownfield land brought back into economic or residential use</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
					VAT registration
Green Spaces		<p>The Greenest Borough Strategy, 'Going Green', seeks to address the impact of consumerism and urban decay on the environment around us and within the borough.</p>	<p>The first objective of the Greenest Borough Strategy seeks to provide an improved built environment where residents and visitors to the borough are comfortable and secure and where buildings have a low economic impact through sustainable design and materials.</p> <p>Objective 3 of the strategy seeks to increase the quality and quantity of recycling, including trade waste from businesses, but through changing attitudes towards packaging and waster (addressed under Objective 7).</p>	<p>The Greenest Borough Strategy will be adopted mid to late 2008 and will be effective until 2018.</p>	n/a

PROSPERITY

To develop a 21st century business economy that offers opportunities for sustainable employment and enterprise, to help make Haringey a place that people want to work and visit

This objective will be achieved by recognising the needs and aspirations of businesses, investors and consumers. Our programme will provide the necessary support and infrastructure with which businesses can grow and develop within the Borough and offer investors and consumers attractive opportunities to engage with the Haringey economy.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
The Business and Enterprise Strategy	3.3 3.7	<p>A Business and Enterprise Support Strategy for Haringey will ensure that the Council co-ordinates effective business support that will stimulate economic growth, making Haringey a vibrant and prosperous place for its businesses and communities.</p> <p>A principle commitment is to improve the council's face to face engagement with businesses and to cut red tape.</p>	<p>A Business and Enterprise Support Strategy will guide us in increasing business start ups, develop the sustainability of business, increase employment, promote entrepreneurship, encourage inward investment and create new opportunities for business growth.</p> <p>A single business account for Haringey could provide a coherent single point of access for business enquiries to the council.</p>	<p>2008 – A Business and Enterprise Strategy will be produced and an options analysis of the viability of a Single Business Account will be compiled.</p> <p>2009 – 4th Haringey Business Awards?</p>	VAT Registration
Inward investment & marketing	3.4 3.6	<p>The continued development of North London Business as a single access point for inward investment and business retention for North London.</p> <p>North London Business is the inward investment agency for north London. It aims to offer a more attractive service for</p>	<p>North London Business will work to attract inward investment through:</p> <p>Good quality business support.</p> <p>Marketing of North London investment opportunities – in particular Tottenham and Haringey heartlands both in</p>	<p>North London Business is supported by Haringey Council through partnership working and their delivery programme is developed within the NLB structures.</p> <p>Produce the monthly Connect magazine to promote business and business success in north</p>	<p>VAT Registration</p> <p>Number of new jobs generated by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		<p>inward investment and business retention through operating at a three borough level this enables it to be a higher profile body and to speak with more authority than a single borough service can.</p> <p>Capitalising on the boroughs locational advantages and the exciting new developments in the borough by marketing a dynamic changing Haringey in order to generate new investment such as Tottenham Hale and Haringey Heartlands.</p> <p>North London Business will work with the regeneration, planning and economic development teams to enhance the support to inward investors and existing growth businesses</p>	<p>London and internationally.</p> <p>Create Business networking opportunities to promote business co-operation and trading opportunities.</p> <p>Offer a commercial property database for north London for businesses seeking premises.</p> <p>Develop a business voice to inform the plans and programmes of bodies affecting them e.g. Business Link for London, pan London inward investment activity</p> <p>Secure funding for inward investment and business retention activities</p>	<p>London - monthly</p> <p>Launch the north London property alliance in June 2008 and achieve a subscription membership of 100 property professional by December 08</p> <p>Secure the contract for the LDA inward investment contract for the new sub region, this will potentially increase the influence and role of NLB as it will develop central London coverage – currently no later than October 08 but may be revised due by new mayoral priorities</p> <p>Production of North London Annual Review to promote successes in the sub region including Haringey. It will be distributed to 5000 key regional and national influencers- July 08</p> <p>Production of a north London Business directory of 8000 business. This will help business to business services and be available online - November 08</p>	

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
Supporting Key Sectors	3.1 3.8	Business support will be based around key business sectors, including; retail, food and drink and the creative industries. Interventions would aim to create self sustaining peer support structures – driving innovation and productivity within sectors. Haringey City Growth is one model for delivering this.	<p>Haringey City Growth is delivered through five formal clusters; retail, food and drink, creative industries, sport leisure and tourism. Each cluster has a forum of member businesses and consultant who develops and manages projects to develop the businesses. For example, an event for local food producers to meet buyers.</p> <p>North London Business are the delivery agent for City Growth, with the Council represented on the project board.</p>	<p>2008 – 12 month action plan produced for each cluster.</p> <p>2009 – evaluation of the sustainability of each cluster. Funding for City Growth reviewed.</p>	VAT Registration
Haringey Film Office		<p>Filming in the borough puts Haringey on screen, promoting it as place to live and work and generating income from filming fees.</p> <p>The Haringey Film Fund enables local film makers to put their ideas into production. The Film Fund can enable a local film maker to progress to a career in the creative industry.</p>	<p>The Film Office actively markets Haringey as a borough for film locations, improving perceptions of the borough and generating income, both for the council and within the local economy.</p> <p>The Film Office will liaise directly with all the relevant council departments on your behalf. Authorise permissions for on-street filming. Facilitate parking requests. Attend site visits where necessary. Provide useful contacts for relevant agencies including local police. Assist with location scouting in the borough – including maintaining a database of</p>	<p>Start to manage filming in private locations.</p> <p>Expand database of film locations to give more options to potential film crews.</p>	The film office will generate approximately £80,000 per year to support council departments that facilitate filming in the borough such as highways, parks and recreation and for the upkeep of sites such as Finsbury Park and Hornsey Town Hall.

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			council locations, private locations and unit bases.		
Business Support Projects	3.3 3.6	<p>Create, within the tri-borough (ULV) area of, a business support package for growth SMEs.</p> <p>The council will be delivering a programme of WNF funded projects which will support business and increase VAT registrations in the borough.</p> <p>Ensure that the Council's business support activities are ready to comply with the Business Support Simplification Process.</p>	<p>It is intended to initiate a programme of business support that adds value to existing Business London and Supply London Programmes. Focusing on supporting High Growth Businesses, where the public sector already provides support for start up businesses. This support would help businesses in key sectors address issues such as access to export markets, environmental sustainability and procurement.</p>	<p>2008 – Secure funding from LDA Area Programme and ERDF programmes. Start projects by recruiting business mentors and selecting the SME client who will benefit from interventions.</p> <p>2009 –</p> <p>2010 – Conclude projects in March and conduct final monitoring and evaluation for funders.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustainable work</p>
Town Centres	2.1 2.2 3.5	<p>Haringey's town centres range from economic hubs such as Wood Green, a metropolitan centre, to local shopping centres such as Stroud Green.</p> <p>The town centres are important as focal points for communities in Haringey as well as for anchoring economic prosperity.</p>	<p>The corporate approach to town centre management will be reviewed through a new strategy. The viability of Business Improvement Districts will be analysed in Wood Green and other models for other town centres will be identified.</p> <p>We will look at our mainstream services offer is delivered in town centres and how additional or tailored services – such as street scene – can be provided.</p> <p>The Wood Green International Short Film Festival will again be held in 2009, confirming the cultural offer available in Wood</p>	<p>2008 – Town Centres Strategy produced and interim arrangements for town centre management will be put in place.</p> <p>2009 – Develop strong business partnerships in all town centres, especially in Wood Green.</p> <p>2010 – Continue business engagement, stakeholder consultation and identification of business champions.</p>	<p>VAT Registration</p> <p>Number of new jobs created by new developments</p> <p>Number of sqm of commercial floorspace created</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
			Green – raising the profile of Wood Green and better engaging with businesses before and during the event.		
Procurement	3.8	<p>Trade Local data base to be used for procurements under 5k or to gain quotes up to 25K. This is a data base of small local suppliers who have registered an interest in working with the Council. It is not currently utilised across the council</p> <p>Work with Supply London and NLCC to work with local supplies and access procurement training for them to enable them to bid for higher value contracts with Local Authorities.</p>	<p>Ensure access to the Data base is available to all council officers</p> <p>Align the categories to Haringey product categories... Publicise this in the Procurer and update the Procurement manual to show this as the first choice for low value purchases. Advertise this opportunity to our local suppliers</p> <p>Supply London and the NLCC work with North London Business to help them compete for business</p>	<p>2008 Set up system for access to all council officers</p> <p>2008 Update data base to mirror product categories</p> <p>2008 update the Procurement manual.</p> <p>2008 Put an article in the Procurer</p> <p>2008 attend supply London event</p> <p>2009 advertise the opportunity to local business's</p> <p>2009 monitor purchases with local business and measuring annually</p> <p>June 2008 attend winning new business conference at Alexandra Palace to brief potential suppliers on Haringey requirements</p>	VAT Registration
Commercial Property Review	3.2	<p>The review of the commercial portfolio will enable us to improve the business premises offered by the council to better match businesses needs. The review will also look at improving the management arrangements of the portfolio.</p> <p>The review is being overseen by a commercial portfolio review steering group which has membership from property,</p>	<p>The review is currently being undertaken by consultants Drivers Jonas and the outcomes will be reported to members in September. A model is being developed to review performance and to focus on issues such as resource requirements, regeneration opportunities, whether to sell any assets and how to improve the portfolio.</p>		Number of sqm of commercial floorspace created

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?
		forward planning, regeneration, housing and finance.			
The London 2012 Olympics		<p>The Olympic Games will be a showcase for London and during the event and afterwards the legacy will realise the benefits of investment in physical and human resources.</p> <p>For Haringey, there will be an opportunity to take advantage of skills development amongst the 70,000 volunteers – turning those skills to employment. There will also be substantial redevelopment of the lower Lee Valley will have major positive impacts upon the Lee Valley Regional Park – that runs partly through Haringey.</p> <p>A wide range of initiatives are already underway or are in the later stages of development looking at volunteering, jobs and training, and in supporting business and enterprise within the borough.</p>	<p>The borough has already successfully delivered a pre volunteering programme for 105 Haringey residents to help them gain potential volunteering and job opportunities arising through the 2012 Games. The LDA assessed this as the best performing in London.</p> <p>The Personal Best Programme replaced the Pre-Volunteering programme and was rolled out across London from April 2008. 5e delivered the Haringey pilot and are bidding to deliver the new programme. It will support participants to achieve an accredited volunteering qualification and is funded by the LDA and LSC in partnership with Jobcentre Plus and the Mayor of London.</p> <p>Our construction training initiative is working with ODA to deliver construction training and accreditation for companies building the Olympic venues. This work will be expanded this year under the three borough activities funded by the LDA and called the North London Pledge.</p>	<p>A business event to promote opportunities for suppliers is to be held at Alexandra Palace as part of the 2008 Lee Valley Festival and, with support from North London Business, we have worked to relocate successful businesses displaced by the Olympic development.</p>	<p>VAT Registration</p> <p>Number of people from priority neighbourhoods helped into sustained work</p>

Project	Link to objectives and priorities	a) what is the project aiming to do?	b) how is it going to do it?	c) what are the key actions / milestones along the way (2008-11) with which we can plot progress ?	d) which of our outcome targets will the project impact upon?