



Enterprise Partnership Board

WEDNESDAY, 10TH DECEMBER, 2008 at 14:00 HRS – CHIEF EXECUTIVE'S BOARD ROOM, L5 (N) RIVER PARK HOUSE.

MEMBERS: See membership list below.

AGENDA

1. APOLOGIES AND SUBSTITUTIONS

To receive any apologies for absence.

2. MINUTES (PAGES 1 - 6)

To confirm the minutes of the meeting held on 8 September 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 of 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 13 below).

5. MAIN DISCUSSION ITEM -LAA REFRESH (PAGES 7 - 20)

6. LAA UPDATE (PAGES 21 - 42)

A -Performance Management Highlight Report – Second Quarter 2008/09

B –Enterprise Partnership Risk Register

C -Working Neighbourhoods Fund Consultation

7. AREA BASED GRANT REVIEW (PAGES 43 - 70)

8. ESOL PROVISION IN HARINGEY

A verbal update will be provided.

9. TACKLING WORKLESSNESS UPDATE (PAGES 71 - 76)

10. BUSINESS AND ENTERPRISE UPDATE (PAGES 77 - 82)

11. IMPACT OF THE CREDIT CRUNCH ON THE HARINGEY LABOUR MARKET

This report will be sent to follow.

12. NO ONE WRITTEN OFF: REFORMING WELFARE TO REWARD RESPONSIBILITY (PAGES 83 - 106)

13. NEW ITEMS OF URGENT BUSINESS

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

14. ANY OTHER BUSINESS

To consider any items of AOB.

15. DATES OF FUTURE MEETINGS

The date of the next scheduled meeting is 16 March 2009.

Please note that the calendar for the new Municipal Year is being drafted at present. Once dates have been agreed members of the Board will be notified.

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1st December 2008

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
	Haringey Teaching PCT	1	Leo Atkins
	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	27	

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**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 8 SEPTEMBER 2008**

Present: Dr Ita O'Donovan (Chair), Councillor Kaushika Amin, Leo Atkins, Linda Banton, Yolande Burgess, Sean Burke, Rod Cullen, John Egbo, Gary Ince, Sylvia Long, Sharmila Mitra, Martha Osamor, Naeem Sheikh, Michael Thompson.

In Attendance: Juneed Asad, Xanthe Barker, LaShanta Beaton, Mamy Mwando, Ambrose Quashie, Martin Tucker.

LC58. APOLOGIES AND SUBSTITUTIONS

Apologies for absence were received from the following:

Councillor Pat Egan

Paul Head

-Sharmila Mitra substituted

David Hennings

Isobel Rawlinson

Walter Steel

LC59. MINUTES

RESOLVED:

That, subject to the addition of Martha Osamor to the people listed as being present, the minutes of the meeting held on 11 June 2008 be confirmed as a correct record.

LC60. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC61. URGENT BUSINESS

No items of Urgent Business were raised.

LC62. ENTERPRISE BOARD TERMS OF REFERENCE 2008/09

The Board considered a report setting out its Terms of Reference for 2008/09.

It was noted that amendments had been made to the Terms of Reference to reflect the objectives of the new Local Area Agreement (LAA) and to develop links between the Enterprise Board and the groups beneath it.

RESOLVED:

That the Terms of Reference, as set out, be approved.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 8 SEPTEMBER 2008**

LC63. DISCUSSION ITEM -WELFARE REFORM GREEN PAPER: 'NO ONE WRITTEN OFF: REFORMING WELFARE TO REWARD RESPONSIBILITY

The Board received, for discussion, the recently published Green Paper: 'No One Written Off: Reforming Welfare to Reward Responsibility'.

It was noted that this built on an earlier Green Paper entitled 'In Work, Better Off: Next Steps to Full Employment' and contained proposals that the Government believed would be crucial in achieving the aspiration of an 80 per cent full employment rate.

A presentation was given setting out the key proposals contained within the Green Paper. These included:

- Reducing the number of Incapacity Benefit (IB) Claimants by 1M
- Reforming Job Seekers Allowance (JSA)
- Introducing a new Employment Support Allowance (ESA) that would replace IB for new claimants from October 2008
- Targeting of drug users and new measures to support drug users into work
- Allowing people over sixty to access Work Focussed Interviews
- A pilot for mandating JSA claimants to undergo a skills 'Health Check'
- Simplifying and streamlining the Benefit system

Following the presentation the Board discussed the proposals contained within the Green Paper, the likely implications for the Partnership, and how individual organisations would address these.

Concern was raised at the range of proposals contained within the Green Paper and the pressure this would place upon organisations; particularly those that would need to train their staff to reflect changes to the legislation.

The Chair noted that individual organisations would need to put in place measures to respond to the proposals contained within the Green Paper. Although the consultation process had not yet concluded it was likely that the majority of the proposals contained within the Green Paper would be accepted. Therefore it was important that organisations began to plan how they would respond to this prior to changes to legislation.

The Board discussed the proposed requirement for drug users to declare their addiction in order to obtain further support in gaining employment. In response to concern that this may further marginalise this group, the Board was advised that drug users were already offered a different level of support to other Job Seekers.

In response to concerns that smaller organisations, particularly from the Voluntary and Community Sector, would be placed at a disadvantaged in terms of bidding for contracts, the Chair noted that there was an opportunity for individual organisations to develop new and more collaborative ways of working.

The Board was advised the draft response already made reference to the current economic climate and how this would impact upon the proposals contained within the Green Paper. Reference had also been made to the need for flexibility around working with neighbouring Authorities on regional initiatives.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 8 SEPTEMBER 2008**

The Board discussed the possibility of forming a sub-group to look at how the proposals contained within the report should be addressed and it was agreed that individual organisations should discuss this outside the meeting and bring back proposals to the next meeting of the Board.

Responses to the Green Paper should be sent to Ambrose Quashie by 26 September.

RESOLVED:

- i. That the Green Paper be noted.
- ii. That the comments made by the Board be incorporated within the response to the Green Paper.

LC64. LOCAL AREA AGREEMENT: UPDATE

The Board received a report setting out information in relation to Performance for Quarter 1 (April-June) and the Risk Management Strategy adopted by the HSP on 3 July.

Performance Highlight Report: 1st Quarter (April-June) 2008/09

Included within the report were details of performance during the first quarter and it was noted that there were no areas of under performance during this period. At present there were several instances where targets had not yet been determined. Information would be included within the report for the 2nd Quarter once these had been set.

Good progress had been made against NEET targets with the proportion of young people classified as NEET now at 8.4%, which was lower than the 2008/09 target of 11% and the 2010 Stretch Target of 10.4%.

The Board was advised that a delay in processing invoices had led to a distorted picture of spending against the Haringey Guarantee project. This would be rectified during the 2nd Quarter.

Risk Management Strategy and Framework for the HSP

The Board was advised that the HSP had approved the Risk Management Strategy (appended to the report) and as part of this Risk Registers were being introduced across the HSP and Thematic Boards.

The Risk Management Strategy had been introduced in order to ensure that a uniform approach was adopted across the HSP and Thematic Boards in terms of risk management and identifying risks appropriately.

RESOLVED:

That the Performance Highlight Report and Risk Management Strategy be noted.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 8 SEPTEMBER 2008**

LC65. TACKLING WORKLESSNESS UPDATE

The Board considered a report setting out the progress that had been made against the main programmes aimed at addressing Worklessness in the Borough.

Haringey Guarantee

The Board was provided with an update on the Evaluation of the Haringey Guarantee originally received on 11 June. It was noted that the final Evaluation showed that the overall target had been achieved in terms of the number of people being assisted by the Haringey Guarantee. Targets in relation to the engagement of local businesses and volunteering had also been met.

Concern was raised that there was little emphasis on the role of employers within the Evaluation. It was also noted that there was no reference to some of the largest employer groups within the Borough and it was suggested that this was indicative of either the lack of engagement with these groups, or the lack of knowledge amongst those conducting the survey.

In response to concerns that there was not sufficient engagement with employers outside the Borough, the Board was advised that ways of developing links with employers outside the Borough were currently being considered.

Northumberland Park: Families into Work

The Families into Work project had now been successfully set up and would be formally launched in October 2008.

The Board was advised that the project would aim to work with approximately one hundred families to remove 'barriers' to work. The project would address a broad range of issues affecting families and there would be joint working and involvement from a range of agencies.

In response to a query from Job Centre Plus (JCP) it was agreed that there would be discussion between officers and JCP regarding how they could refer families to this project.

North London Pledge

It was noted that a total of £600K had been allocated to the delivery of the programme during the current financial year. A further £910K had been allocated for 2009/10.

RESOLVED:

- i. That the developments and progress in relation to each of the programmes be noted.
- ii. That the development of a Strategic Partnership on Employer Engagement be approved as part of the Haringey Guarantee.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 8 SEPTEMBER 2008**

LC66. REGENERATION DELIVERY PLAN

The Board received the full Regeneration Strategy Delivery Plan 2008/11.

It was noted that the Regeneration Strategy Delivery Plan 2008/11 had been agreed by the Council's Cabinet on 15 July. Reports updating the Board on progress would be presented at future meetings.

The Vice-Chair noted the need to ensure that the Voluntary and Community Sector was fully engaged in terms of employment proposals.

In response to a query it was noted that Risk Management would be built in via the Boards new Risk Management assessment.

RESOLVED:

That the Regeneration Strategy Delivery Plan 2008/11 be noted.

LC67. NEW ITEMS OF URGENT BUSINESS

No new items of Urgent Business were raised.

LC68. ANY OTHER BUSINESS

The Board was advised that the Council's new Child Poverty Strategy was out for consultation until the end of November. As there were no Board meetings scheduled before the deadline for responses, it had been agreed that the document should be circulated via email.

There was agreement that in light of the new performance scorecard there was no longer a need for the Board to receive the Key Performance Indicators report.

LC69. DATES OF FUTURE MEETINGS

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

- 10 December 2008, 2pm.
- 9 March 2009, 2pm.

The meeting closed at 3.20pm.

Dr Ita O'Donovan

Chair

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haringey strategic partnership

Meeting: Enterprise Board

Date: 10 December 2008

Report Title: Local Area Agreement Refresh

Report of: Karen Galey (Head of Economic Regeneration)

Purpose

To inform the Enterprise Board about the process for agreeing Haringey's refreshed Local Area Agreement.

To get the Enterprise Board's approval to renegotiate the employment related targets in the Local Area Agreement.

Summary

The Local Area Agreement (LAA) refresh presents an opportunity to renegotiate existing National Indicator (NI) targets with the Government Office for London (GoL).

It is proposed that a revised target for NI 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods) to limit the increase in the out of work benefits claim rate to 3.9 percentage points is submitted to GoL.

At the time of writing this report data for NI 171 (New business registration rate) remained unavailable.

It is proposed that a revised target to support 70 long-term Incapacity Benefit (IB) claimants into sustained employment is submitted to GoL.

The Learning and Skills Council (LSC) has submitted baselines and targets (up to 2009/10) for the two local skills indicators.

It is proposed that for the Better Off Calculation (BOC) local indicator, 400 BOCs will be completed for each of the three LAA years.

The final deadline for agreeing the refreshed LAA is **2 March 2009**.

Recommendations

1. That the Enterprise Board notes the timetable for completing the LAA refresh process.
2. That the Enterprise Board agrees the revised targets that will be submitted to GoL.

Financial/Legal Comments

N/A

For more information contact:

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1. Introduction

1.1 Haringey's LAA covering the period 2008/09 to 2010/11 was formally signed off by Government in July despite it being operational from April 2008.

1.2 A number of NIs included in Haringey's LAA were deferred as data to set baselines and three year targets were unavailable; this includes NI 171. There were also a number of local indicators for which baselines and three year targets were not set; these include the two local skills indicators and the BOC indicator.

1.3 The LAA refresh process will require baselines and targets to be set for all the 35 NIs included in Haringey's LAA and the additional local indicators. These targets will be locked down for the three year LAA period and will be the basis upon which performance calculations will be made to determine LAA reward grant.

2. Revising and setting LAA baselines/targets

2.1 The LAA refresh also presents an opportunity to renegotiate existing NI targets. In terms of the NIs that the Enterprise Board are responsible for, a revised target for NI 153 will be submitted.

2.2 The current target for NI 153 is a 4.7 percentage point reduction in the out of work benefits claim rate by 2010/11. The Enterprise Board is asked to approve the submission of a revised target to limit the increase in the out of work benefits claim rate to 3.9 percentage points by 2010/11. This target is based on an assumption that the number of people who are claimant count unemployed in the United Kingdom will increase to 2m by 2010. This was one of four target options derived and a paper setting out the proposed target methodology is appended to this report.

2.3 At the time of writing this report, data for NI 171 remained unavailable although it is expected that data will be available before the end of the year to set a baseline and three year targets.

2.4 The current LAA stretch target to support long-term IB claimants into sustained employment has proved challenging. So far only 12 long-term IB claimants have been supported into sustained employment against a target of 180 to be achieved by March 2010. Remedial action has been implemented, including explicit targets around supporting IB claimants into sustained employment being inserted into the delivery contracts for Haringey Guarantee providers and the introduction of a Condition

Management Programme, delivered by the Teaching Primary Care Trust. However, despite this remedial action, achieving the target will remain a significant challenge, which will become harder considering the current economic climate. For these reasons, the Enterprise Board is asked to approve the submission of a revised target to support 70 long-term IB claimants into sustained employment by March 2010. This figure was derived principally from estimates that it costs, locally, approximately £10k to support a long-term IB claimant into sustained employment.

2.5 For the BOC local indicator the Enterprise Board is asked to approve a target to achieve 400 BOCs for each of the three LAA years.

2.6 The LSC have submitted baselines and targets up to 2009/10 for the two local skills indicators. Targets have not been set for 2010/11 as the LSC will, at this time, have been replaced by the Skills Funding Agency. The baselines and targets are set out below:

Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace

- **Baseline:** qualifications - 150; jobs - 0; qualifications in the workplace – 180.
- **2008/09 target:** qualifications – 350; jobs – 140; qualifications in the workplace – 600.
- **2009/10 target:** qualifications – 420; jobs – 140; qualifications in the workplace – 810.

Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace

- **Baseline:** qualifications - 740; jobs - 0; qualifications in the workplace – 400.
- **2008/09 target:** qualifications – 740; jobs – TBC; qualifications in the workplace – 900.
- **2009/10 target:** qualifications – 740; jobs – TBC; qualifications in the workplace – 1,800.

3. LAA refresh timetable

3.1 An overview of the timetable in terms of getting the LAA refresh agreed is presented below:

- **19 January 2009** – 1st draft of refreshed LAA submitted to GoL.
- **16 February 2009** – Negotiations completed with GoL in order to meet report deadlines
- **2 March 2009** – Final refreshed LAA submitted to GoL.

3.2 A more detailed timetable is appended to this report.

Appendix 1: LAA refresh timetable

Work area	Timescale	Date achieved	Lead officers	Comment
Inform thematic lead support officers about the proposed LAA refresh arrangements (subject to GOL confirmation) via HSP co-ordinators groups	September 08	18/9/08	Louisa Aubeeluck	Co-ordinators to identify key areas of risk to re-open negotiations on
Draft list of all targets within current LAA that need finalising, plus identification of targets for potential renegotiation	October 08	10/10/08	Louisa Aubeeluck	Draft list forwarded to performance team for confirmation and comment
Open discussions locally about targets that may need revising, by exception only. Email targets leads and theme leads with the requirements of the refresh and their areas for action over the coming months.	October 08		Louisa Aubeeluck	
Email GOL list of targets we would like to re-open negotiations on and request approval and conformation through GOL leads for go-ahead on these	October 08		Louisa Aubeeluck	
LAA Target leads to set out proposals for 3 year targets for deferred indicators and to set out business case for revising targets to designated national indicators. Target leads to seek target sign off through their directors, appropriate cabinet members and theme board chairs	November December 08		Target leads	
Liaise with GOL on initial proposed targets to be put forward	Ongoing - Dec /Jan 09		Louisa / target leads	
Draft report and present to PMG seeking approval of refreshed LAA to be submitted	January 09		Louisa / Mary Connolly	
Submission to GOL of partnerships revised LAA; detailing any revised year 2 and 3 targets for designated indicators, by	19 th January		Louisa Aubeeluck	

exception only, and; proposed targets for year two and three for the deferred indicator set	2009			
Place survey results submitted to CLG. 2008 results to form baseline for perception indicators	30 th January 2009		Catherine / Richard	
16 attainment targets for academic year 2009 to be submitted to National Strategies	30 th January 2009		Sharon Shoesmith	
Liase with GOL and GOL Theme Leads to agree deferred targets and revision to designated non deferred targets, by exception only	20 th Jan – 28 th Feb 09		Louisa and Target Leads	
Present to PMG/HSP final refreshed LAA for sign off –also need to go through Cabinet and full council reporting structures	Feb/ Mar 09 (dates TBC)		Mary Connolly	
Final submission to GOL of refreshed LAA for sign off	2 nd March 09		Louisa	
Late March GOL submit adopted LAAs to Secretary of State for sign off	31/3/09		GOL	

Appendix 2: NI 153 revised target methodology

Introduction

Included in Haringey's Local Area Agreement (LAA) is a target to reduce the out of work benefits¹ claim rate in the worst performing neighbourhoods by 4.7 percentage points by 2010/11 (National Indicator 153 (NI 153)). The upcoming LAA refresh presents an opportunity to renegotiate this target. This opportunity is timely considering the current turbulence that is engulfing the global economy. There are increasing signs that the destruction left by the credit crunch is now impacting on the real economy with the labour market being a major victim. The figures below set out the story so far:

- For the three months to September 2008, UK ILO (International Labour Organisation)² unemployment hit 1.82 million, the highest level for 11 years and up by 182,000 over the year.
- The UK employment rate currently stands at 74.4 per cent down 0.4 percentage points from the previous quarter and down 0.2 percentage points over the year.
- The UK claimant count (seasonally adjusted) was 980,900 in October 2008, up 36,500 compared to the previous month and up 154,800 over the year. This is the highest the claimant count has been in 7 years.
- In the three months to October 2008 there were 589,000 vacancies in the UK, down by 40,000 over the previous quarter and down 83,000 over the year.
- The Chartered Institute of Personnel and Development has reported that the balance between the number of new employers expecting to increase staff in the next 3 months and those expecting to cut staff fell from +41 a year ago to +2 this autumn.
- In Haringey the claimant count (not seasonally adjusted) was 6,753 in October 2008, up 67 compared to previous month and up 33 over the year. Since May 2008, the claimant count in Haringey has risen by 7.6 per cent (or 479).

The indications are that conditions will continue to deteriorate with many economists forecasting that ILO unemployment could increase to as high as 3m and the number of people who are claimant count unemployed could rise to 2.5m by 2010.

The International Monetary Fund (IMF), European Commission (EC) and the Bank of England (BoE) are all predicting a harsher than expected recession in the UK. More specifically: the IMF estimates that the UK will be the worst hit developed country in 2009 with the economy shrinking by 1.3 per cent in 2009; the EC estimates that the UK will suffer the deepest recession of the mature European Union member states with the economy contracting by 1 per cent and growing by only 0.4 per cent in 2010; and BoE Governor, Mervyn King, recently predicted that the economy will fall back by 2 per cent in the first half of 2009 with growth returning towards the end of the year.

¹ Out of work benefits include Job Seekers Allowance, Incapacity Benefits, Income Support and Pension Credit

² The ILO definition of unemployment captures people who: have looked for work in the last 4 weeks and are available to start work in the next two weeks, and people who are waiting to start a new job after a successful application. As a consequence this a wider measure than the number of people claiming unemployment related benefits.

The recent falls in sterling against the euro (€1.1890 at Wednesday 12 November – an all time low) and dollar (below \$1.50 against recent highs of over \$2) add further credence to the view that the prospects for the UK economy look decidedly gloomy.

Local areas will not be immune from this economic deterioration and it is in light of this that a reduction in Haringey's NI 153 target of a 4.7 percentage point reduction should be sought. This is particularly important considering that Haringey, as a local area, will have little control over national and global economic forces. The sections below set out the model used to estimate a set of revised target options.

The revised target model

The baseline for NI 153 is based on a four quarter average covering the period August 2006 to May 2007, giving a rate of 28.5 per cent³. Subsequent data show that this rate fell to 26.8 per cent over the period August 2007 to May 2008.

Four scenarios have been created based on the number of people who are claimant count unemployed in the UK increasing to 1m, 1.5m, 2m or 2.5m by 2010. To work out how this could impact on Haringey's worst performing neighbourhoods an average share of the four possible national claimant count totals is calculated⁴. This is based on shares observed since May 2008 (i.e. since Haringey's claimant count numbers started to increase). The results of this exercise are set out in the table below:

Table 1: Worst performing neighbourhoods share of UK claimant count, May 2008 to October 2008

Area	Number of claimants						Share of UK claimants						Average share
	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	May-08	Jun-08	Jul-08	Aug-08	Sep-08	Oct-08	
NI 153 SOAs	2,212	2,219	2,259	2,273	2,317	2,365	0.002659	0.002656	0.002593	0.00246	0.002453	0.002437	0.002543
United Kingdom	831,851	835,317	871,288	923,876	944,716	970,279	100	100	100	100	100	100	N/A

The observed average share ratio of 0.002543 is applied to the scenario totals of 1m, 1.5m, 2m and 2.5m, which result in the following:

Table 2: Estimated claimant count numbers in the worst performing neighbourhoods, 2010 (unadjusted)

Number of people claimant count unemployed			
1m	1.5m	2m	2.5m
2,543	3,815	5,086	6,358

However, the claimant count data used in this exercise are based on the monthly data published by the Office for National Statistics (ONS). The data used for measuring NI 153 are based on quarterly benefits data published by the Department for Work and Pensions (DWP). The data sources produce different results mainly because the data is collected on different days in the month. The figures shown in Table 2 therefore have to be adjusted to take account of this

³ It has been announced that pending clarification of the precise methodology used to measure NI 153 data for this indicator has been withdrawn. The data available before withdrawal are being used in this model.

⁴ These figures are based on the non-seasonally adjusted national totals to allow for comparisons with smaller areas. The national figures reported for October 2008 will therefore differ from those reported earlier in this paper

difference. This is done by calculating the average difference between the data observed on an annualised basis between May 2005 and May 2008. The results of this exercise are shown in the table below:

Table 3: Average difference between ONS and DWP claimant count figures, May 2005 to May 2008

	Number of claimants				Difference (%)				Average difference
	May-05	May-06	May-07	May-08	May-05	May-06	May-07	May-08	
ONS figures (monthly)	2,838	3,040	2,583	2,212	5.501859	6.47986	8.529412	0.31746	5.2071
DWP figures (quarterly)	2,690	2,855	2,380	2,205	N/A	N/A	N/A	N/A	

The observed average difference ratio of 5.2071 is then applied to the figures in Table, which gives the following:

Table 4: Estimated claimant count numbers in the worst performing neighbourhoods, 2010 (adjusted)

Number of people claimant count unemployed			
1m	1.5m	2m	2.5m
2,411	3,616	4,821	6,027

These figures are only based on people who are claimant count unemployed and doesn't include people assigned to the other key benefit claim groups that are included in the definition of NI 153: Incapacity Benefits, lone parents (claiming Income Support) and others on income related benefits (including Income Support and Pension Credit). However, the most recent data available covering these groups is up to May 2008 (i.e. before the labour market began to contract). Therefore it is assumed that these benefit claim levels will remain stable for the remainder of the LAA period with the estimated increased claimant count numbers added on top.

It is also assumed for the purposes of this model that the working age population will remain stable over the LAA period.

The estimates derived from this model will so far only provide estimates for the period August 2009 to May 2009. To estimate figures for August 2008 to May 2010 the midpoint observations for the differences between the August 2007 to May 2008 and August 2009 to May 2010 data are used. The results of this exercise are shown in the table below:

Table 5: Estimated out of work benefit figures up to August 2009 to May 2010

	August 2007 to May 2008	1m claimants		1.5m claimants		2m claimants		2.5m claimants	
		August 2008 to May 2009	August 2009 to May 2010	August 2008 to May 2009	August 2009 to May 2010	August 2008 to May 2009	August 2009 to May 2010	August 2008 to May 2009	August 2009 to May 2010
IB, IS & PC	30,515	30,515	30,515	30,515	30,515	30,515	30,515	30,515	30,515
JSA (adjusted)	8,945	9,295	9,644	11,705	14,464	14,115	19,284	16,527	24,108
TOTAL	39,460	39,810	40,159	42,220	44,979	44,630	49,799	47,042	54,623
Population	146,980	146,980	146,980	146,980	146,980	146,980	146,980	146,980	146,980
Claim rate	26.8	27.1	27.3	28.7	30.6	30.4	33.9	32.0	37.2

The final step is to estimate benefit claim rates for August 2010 to May 2011. Two estimation methods are used: linear trend analysis and average trend analysis. To ensure that these analyses are as robust as possible historical data from the period August 2001 to May 2002 are used. The results of this exercise are presented in the tables below⁵:

Table 6: Estimates out of work benefits claim rates (linear trend)

	August 2001 to May 2002	August 2002 to May 2003	August 2003 to May 2004	August 2004 to May 2005	August 2005 to May 2006	August 2006 to May 2007	August 2007 to May 2008	August 2008 to May 2009	August 2009 to May 2010	August 2010 to May 2011
1m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	27.1	27.3	26.4
1.5m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	28.7	30.6	28.5
2m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	30.4	33.9	30.5
2.5m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	32.0	37.2	32.6

Table 7: Estimates out of work benefits claim rates (average trend)

	August 2001 to May 2002	August 2002 to May 2003	August 2003 to May 2004	August 2004 to May 2005	August 2005 to May 2006	August 2006 to May 2007	August 2007 to May 2008	August 2008 to May 2009	August 2009 to May 2010	August 2010 to May 2011
1m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	27.1	27.3	26.9
1.5m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	28.7	30.6	30.6
2m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	30.4	33.9	34.3
2.5m claimants	30.6	29.9	29.4	29.4	29.5	28.5	26.8	32.0	37.2	37.9

To finalise the four target options the averages of the trend analyses were calculated, set out in the table below:

Table 8: Target reductions scenarios

	Linear trend			Average trend			Estimated target
	Baseline	2010/11	Difference	Baseline	2010/11	Difference	
1m claimants	28.50	26.42	-2.08	28.50	26.90	-1.60	-1.8
1.5m claimants	28.50	28.47	-0.03	28.50	30.60	2.10	1.0
2m claimants	28.50	30.52	2.02	28.50	34.30	5.80	3.9
2.5m claimants	28.50	32.57	4.07	28.50	37.90	9.40	6.7

From this model the four target options are:

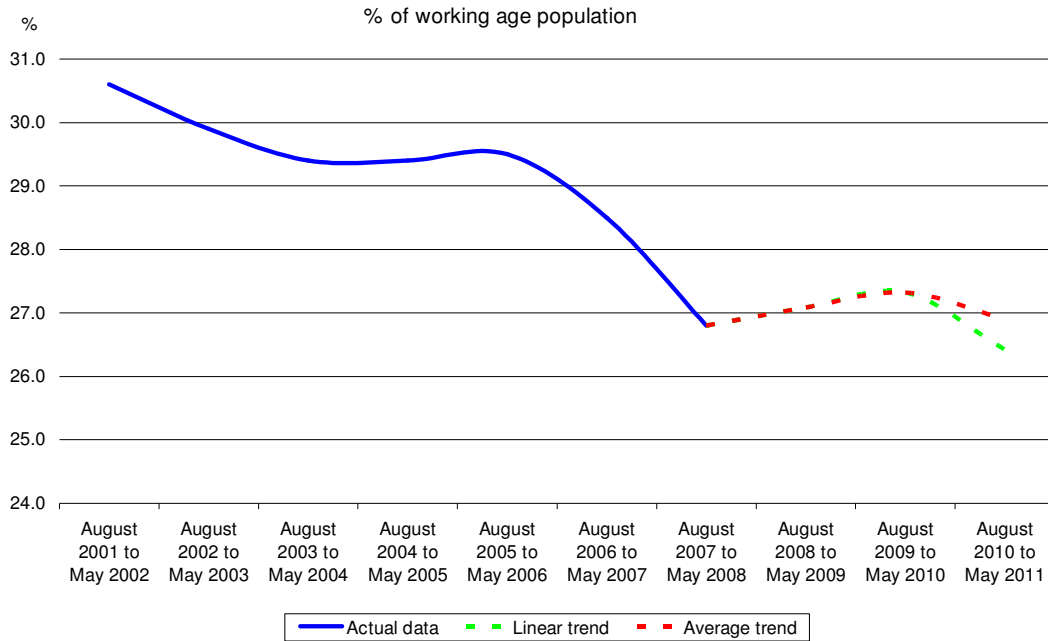
1. **Option 1 (based on 1m people being claimant count unemployed by 2010)** – reducing the out work benefits claim rate by 1.8 percentage points
2. **Option 2 (based on 1.5m people being claimant count unemployed by 2010)** – limiting the increase in the out of work benefits claim rate to no more than 1.0 percentage points.
3. **Option 3 – (based on 2m people being claimant count unemployed by 2010)** – limiting the increase in the out of work benefits claim rate to no more than 3.9 percentage points.
4. **Option 4 – (based on 2.5m people being claimant count unemployed by 2010)** – limiting the increase in the out of work benefits claim rate to 6.7 percentage points

⁵ Data up to August 2003 to May 2004 will differ from those reported on Floor Targets Interactive (FTI). This is because the data on FTI are based on unrevised experimental Super Output Area population estimates published by ONS. The data reported in this paper account for the revisions made to the population estimates.

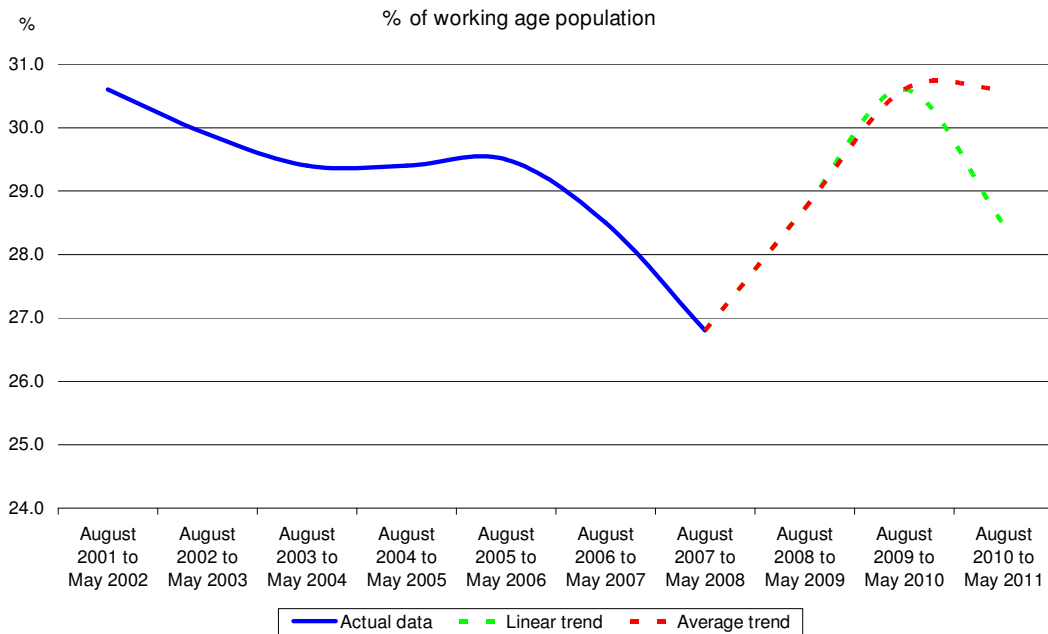
Recommendation

Based on the gloomy prospects for the UK economy, outlined earlier in this paper, it is not unrealistic to assume that claimant count unemployment will rise above 1.5m, which means that options 1 and 2 should probably be discounted. The case for a rise in claimant count unemployment to 2.5m is probably not strong enough at present to warrant recommending option 4. It is therefore recommended that option 3 is taken up and a revised target to limit the increase in the out of work benefits to 3.9 percentage points is submitted.

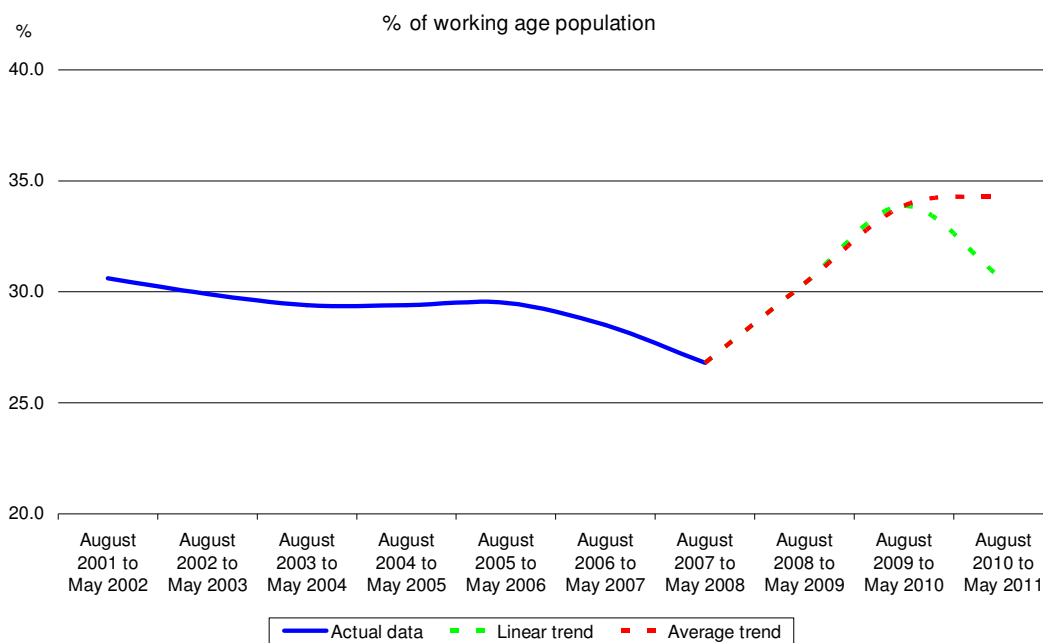
Appendix 2a: Out of work benefits claim rate based on 1m claimant count unemployment



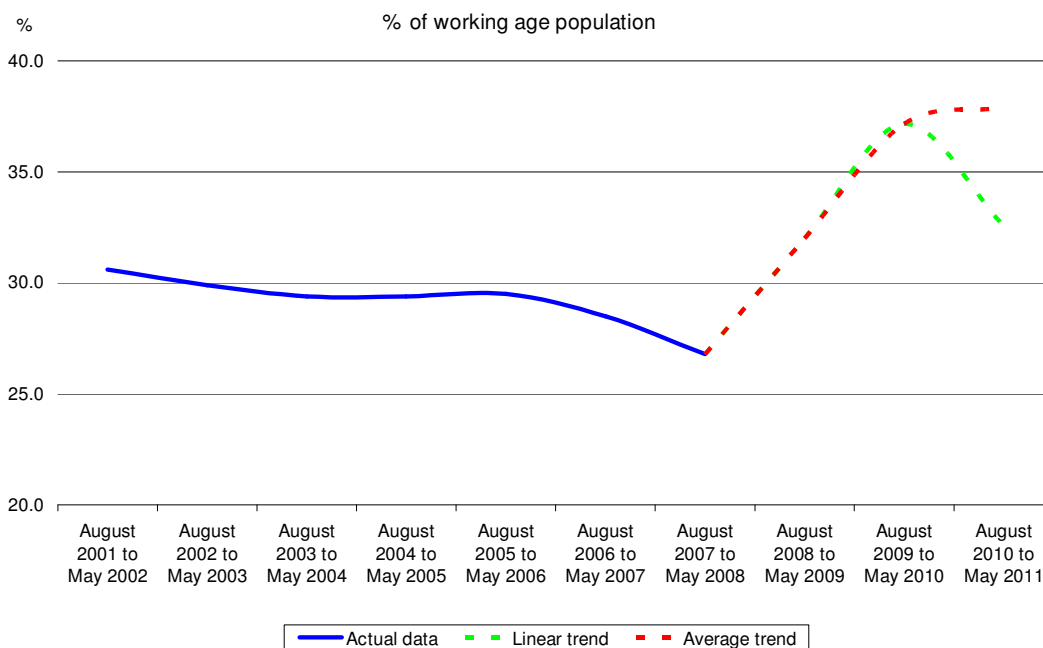
Appendix 2b: Out of work benefits claim rate based on 1.5m claimant count unemployment



Appendix 2c: Out of work benefits claim rate based on 2m claimant count unemployment

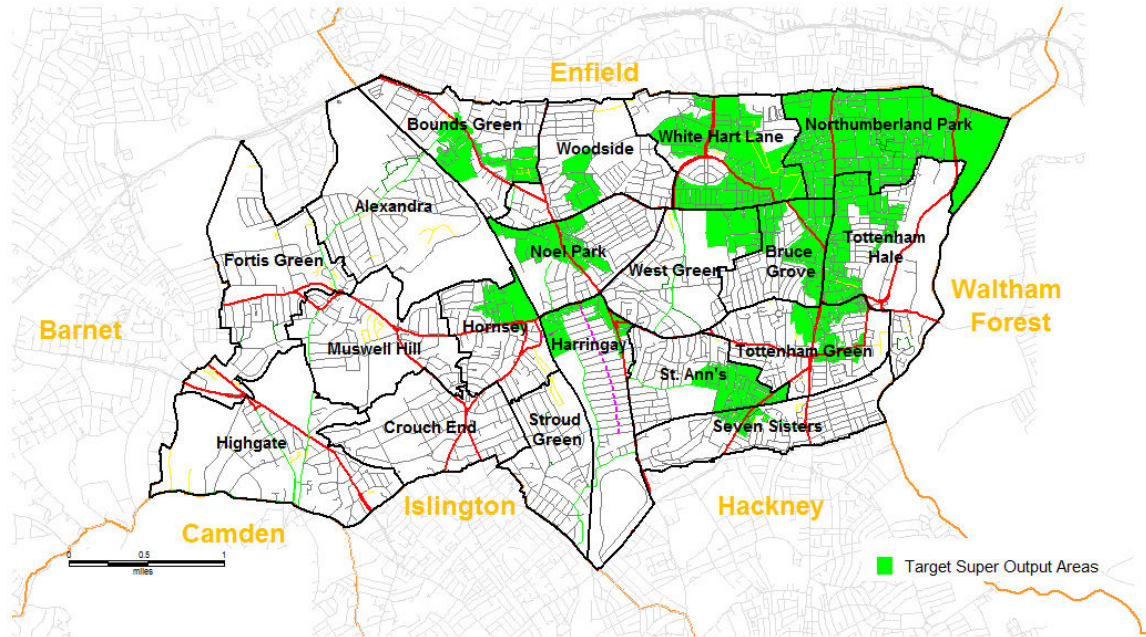


Appendix 2d: Out of work benefits claim rate based on 2.5m claimant count unemployment



Appendix 2e: Haringey's worst performing neighbourhoods

National Indicator 153 Target Super Output Areas



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Meeting: Enterprise Partnership Board

Date: 10 December 2008

Report Title: Performance Management Highlight Report – Second Quarter 2008/09

Report of: Karen Galey – Head of Economic Regeneration

<p>Purpose</p> <p>To update the Enterprise Board on the key enterprise related LAA performance highlights from the second quarter of 2008/09.</p>
<p>Summary</p> <p>The key performance highlights are in relation to NEETs and the Job Seekers Allowance component of the stretch target to support 230 people from the 12 most deprived wards into sustained employment.</p> <p>Performance in relation to the Incapacity Benefit stretch target remains a concern. An attempt to renegotiate this target will be made as part of the LAA refresh.</p>
<p>Legal/Financial Implications</p> <p>N/A.</p>
<p>Recommendations</p> <p>That the Enterprise Board notes this report.</p>
<p>For more information contact:</p> <p>Name: Ambrose Quashie Title: Employment & Skills Policy Officer Tel: 020 8489 6914 Email address: ambrose.quashie@haringey.gov.uk</p>

1. Introduction

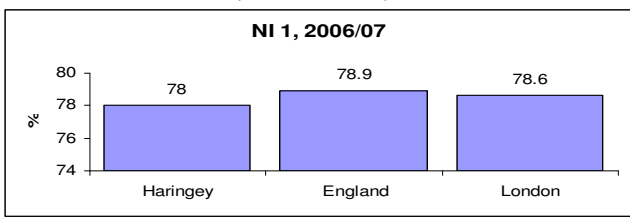
- 1.1 This report provides highlight information in relation to the indicators included in the Enterprise Theme Board's performance scorecard. The scorecard contains all the relevant indicators included in Haringey's Local Area Agreement (LAA) (National Indicators (NIs), stretch targets and local indicators).
- 1.2 Data for NI 171 (New business registration rate), at the time of writing this report, remain unavailable. It is expected that data will be available in time for the LAA refresh (a report on the LAA refresh is included in the agenda pack for this meeting).
- 1.3 Due to methodological issues, data for NI 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods) have been withdrawn pending these issues being resolved. The data for Haringey, which were available before withdrawal have been included in the scorecard, for information. The data show that between August 2006 to May 2007 and August 2007 to May 2008 the out of work benefits claim rate in Haringey's worst performing neighbourhoods fell from 28.5 per cent to 26.8 per cent.
- 1.4 In terms of the LAA local indicators, the Learning and Skills Council has submitted draft targets in anticipation of the LAA refresh.
- 1.5 The key highlights from this quarter's scorecard are performance in relation to NI 117 (16 to 18 years olds not in education, employment or training (NEETs)) and the stretch target related to the number of people from the worst twelve worst helped into sustained work.
- 1.6 The proportion of NEETs in Haringey is currently 9.5 per cent. Although this is higher than the figure reported in quarter 1 of 8.4 per cent, current performance remains below the 2008/09 target of 11.0 per cent and the 2010 stretch target level of 10.4 per cent.
- 1.7 In quarters 1 and 2, 29 people from the 12 target wards were supported into sustained employment. The 60 per cent threshold, in terms of the Job Seekers Allowance component, upon which reward grant is payable has already been met.

2. Exception commentary

- 2.1 Performance in relation to the Incapacity Benefit (IB) stretch target remains a concern with 3 sustained jobs reported in quarters 1 and 2. Since April 2007, 12 long-term IB claimants have been supported into sustained employment against a target of 180. To turn this around, explicit targets around supporting IB claimants into work have been included in the contracts issued to Haringey Guarantee providers. A Condition Management Programme, managed by the Teaching Primary Care Trust, has been introduced, which is available to appropriate Haringey Guarantee participants. Also, the number of outreach facilities has been increased with outreach events being held jointly with Job Centre Plus.

Quarterly Performance Review - 2008/09					Quarter 2	
07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
Enterprise						
	NI 153	Working age people claiming out of work benefits in the worst performing neighbourhoods				LAA
	<i>Target</i>	TBC				Lead
	<i>Comment</i>	Data for NI 153 has been withdrawn pending clarification of the precise methodology. The data available before withdrawal showed: Year to May 2007 (baseline): 28.5% Year to August 2007: 28.1% Year to November 2007: 27.5% Year to February 2008: 27.1% Year to May 2008: 26.8%				
	NI 171	New business registration rate				LAA
	<i>Target</i>	TBC				Lead
	<i>Comment</i>	Data for this indicator remain unavailable				
<i>Local</i>		Number of registered Haringey Guarantee participants with a completed better off calculation				LAA local
	<i>Target</i>	400				Lead
	<i>Comment</i>	Haringey Guarantee providers have been trained on how to use the better off calculation software and we expect performance to significantly improve in quarters 3 and 4.				
		Amber	Amber			Amber
N/A		0	0			0
<i>Local</i>		Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace				LAA local
	<i>Target</i>	Qualifications - 350 Jobs - 140 Qualifications in the workplace - 600				Lead
	<i>Comment</i>					
Q - 150						
J - 0						
Q - 180						
<i>Local</i>		Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace				LAA local
	<i>Target</i>	Qualifications - 740 Jobs - TBC Qualifications in the workplace - 900				Lead
	<i>Comment</i>					
Q - 740						
J - 0						
Q - 400						

	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
	<i>Stretch</i>	Number of people from the worst twelve wards helped into sustained work					LAA stretch
	<i>Target</i>	74 (40 JSA and 34 Lone Parents)					Lead
		The 7 sustained job outputs achieved in quarter 2 are broken down as: 6 long-term JSA claimants; and 1 lone parents. We are on course to achieve this stretch target and the 60% threshold upon which reward grant is payable has already been achieved in relation to the JSA component of the target.					
	<i>Comment</i>	We expect these figures to substantially increase in quarters 3 and 4 as participants are supported through their action plans addressing their barriers to work.					
			Green	Green			Green
			22	7			29
	<i>Stretch</i>	Number of people on incapacity benefit for more than six months helped into sustained employment					LAA stretch
	<i>Target</i>	85					Lead
		Achieving this stretch target remains a significant challenge and we will be seeking to renegotiate this target as part of the LAA refresh.					
	<i>Comment</i>	It is also worth noting that other London boroughs such as Islington and Bromley are also struggling with similar targets and are unlikely to meet them.					
			Red	Red			Red
			2	1			3
	<i>Stretch</i>	NI 79 Achievement of a Level 2 qualification by the age of 19					LAA Cross
	<i>Target</i>	68%					Cutting
		Annual collection. Data collected from number of different sources and published in DSL statistical first release in February.					
	<i>Comment</i>						
	66.0%						
	<i>Stretch</i>	NI 116 Proportion of children in poverty					LAA Cross
	<i>Target</i>	34.5%					Cutting
		New indicator monitored annually					
	<i>Comment</i>						
	36.4% (06/07 provisional)						
	<i>Stretch</i>	NI 117 16 to 18 year olds who are not in education, training or employment (NET)					LAA Cross
	<i>Target</i>	11%					Cutting
	<i>Comment</i>						
	10.4%		Green	Green			Green
			8.4%	9.5%			9.5%
	<i>Stretch</i>	NI 1 % of people who believe people from different backgrounds get on well together in their local area					LAA Cross
	<i>Target</i>	81%					cutting
		This will be measured by the Place Survey in September 2008, with the results expected in January 2009					
	<i>Comment</i>						
	78.0%						



	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress															
		<p>NI 4 % of people who feel that they can influence decisions in</p> <p><i>Target</i> 43%</p> <p><i>Comment</i> This will be measured by the Place Survey in September 2008 with the results expected in January 2009</p>					LAA Cross cutting															
		<table border="1"> <caption>NI 4, 2006/07</caption> <thead> <tr> <th>Area</th> <th>%</th> </tr> </thead> <tbody> <tr> <td>Haringey</td> <td>41</td> </tr> <tr> <td>England</td> <td>31.8</td> </tr> <tr> <td>London</td> <td>39.5</td> </tr> </tbody> </table>	Area	%	Haringey	41	England	31.8	London	39.5												
Area	%																					
Haringey	41																					
England	31.8																					
London	39.5																					
	41.0%																					
		<p>NI 6 Participation in regular volunteering</p> <p><i>Target</i> This will be measured by the Place Survey but the target and baseline deferred until 2009, when a statistically significant improvement will be agreed as part of year 1 refresh</p> <p><i>Comment</i> The citizenship survey has been released with national level statistics. Below are the headline figures for the volunteering question</p>					LAA Cross cutting															
		<table border="1"> <caption>Participation in volunteering - England</caption> <thead> <tr> <th>Year</th> <th>All adults (%)</th> <th>Group at risk of social exclusion (%)</th> </tr> </thead> <tbody> <tr> <td>2001</td> <td>47</td> <td>41</td> </tr> <tr> <td>2003</td> <td>50</td> <td>44</td> </tr> <tr> <td>2005</td> <td>50</td> <td>43</td> </tr> <tr> <td>Apr - Dec 2007</td> <td>47</td> <td>41</td> </tr> </tbody> </table>	Year	All adults (%)	Group at risk of social exclusion (%)	2001	47	41	2003	50	44	2005	50	43	Apr - Dec 2007	47	41					
Year	All adults (%)	Group at risk of social exclusion (%)																				
2001	47	41																				
2003	50	44																				
2005	50	43																				
Apr - Dec 2007	47	41																				
		<p>NI 7 Environment for a thriving third sector</p> <p><i>Target</i> Baseline not available, to be set with targets as part of year 1 refresh</p> <p><i>Comment</i></p>					LAA Cross cutting															
		<p>NI 140 Fair treatment by local services</p> <p><i>Target</i> 71%</p> <p><i>Comment</i> Measured by the Place Survey in September 2008, with the results expected in January 2009</p>					LAA Cross cutting															
	70.0%																					

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Meeting: Enterprise Board

Date: 10 December 2008

Report Title: Enterprise Board Risk Register

Report of: Karen Galey – Head of Economic Regeneration

Purpose

The present the Enterprise Board Risk Register.

Summary

The Haringey Strategic Partnership (HSP), at its meeting on 3 July 2008, formally approved a Risk Management Strategy. This strategy requires each HSP Theme Board and the Performance Management Group (PMG) to produce a Risk Register, which identifies the key risks and remedial actions associated with delivering the LAA targets they lead on (National Indicators and Stretch Targets).

The Risk Register will also cover generic risks including membership, data and information management, governance and non-delivery of outcomes.

The Enterprise Board Risk Register is appended to this report.

Recommendations

1. That the Enterprise Board agrees the Risk Register.
2. That the Enterprise Board agrees to update the Risk Register on a six monthly basis.

Financial/Legal Comments

N/A

For more information contact:

Name: Ambrose Quashie
 Title: Employment & Skills Policy Officer
 Tel: 020 8489 6914
 Email address: Ambrose.Quashie@haringey.gov.uk

Introduction

The HSP, at its meeting on 3 July 2008, formally approved a Risk Management Strategy. This strategy requires each HSP Theme Board and the PMG to produce a Risk Register, which identifies the key risks and controls associated with delivering the LAA targets they lead on (National Indicators and Stretch Targets).

The Risk Register also covers generic risks including membership, data and information management, governance and non-delivery of outcomes.

The purpose of the Risk Register is to ensure that the HSP Theme Board and the PMG are aware and take ownership of the risks associated with delivering the LAA outcomes.

It is important that the Risk Register is kept up to date so that the Enterprise Board continues to be aware of and own the risks associated with delivering its LAA outcomes. To achieve this it is recommended that the risk register is updated on a six monthly basis.

The Enterprise Board Risk Register is appended to this report.

Appendices

Risk Register referred to above.

Appendix 1: Enterprise Board risk register

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

- i. NI153 – Working age people claiming out of work benefits in the worst performing neighbourhoods
- ii. NI 171 – New business registration rate
- iii. Stretch (1) – Number of people from the worst twelve wards supported into sustained work
- iv. Stretch (2) – Number of people on Incapacity Benefit for more than 6 months supported into sustained employment

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.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
Lack of continuity of membership across the theme board							
EP1	<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: Enterprise Board Chair</p>	M	L	<ul style="list-style-type: none"> • Agreed recruitment procedures for Theme Board membership • Enterprise Board membership reviewed on an annual basis • 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: Enterprise Board Co-ordinator</p>	L	L	<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 Enterprise Board meetings
Data Quality and/or Information management arrangements							
EP2	<ul style="list-style-type: none"> • Data are not robust and/or timely enough to effectively monitor and manage performance 	H	L	<ul style="list-style-type: none"> • Effective quality monitoring of internal performance data e.g. Haringey Guarantee employment outcomes • Lobby central Government for improvements to external data 	M	L	<ul style="list-style-type: none"> • Review of existing data collection and monitoring processes

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	Risk Owner: Head of Economic Regeneration			e.g. employment and business start ups Control Owner: Head of Economic Regeneration			and action plan to fill gaps
Governance arrangements							
EP3	<ul style="list-style-type: none"> Lack of strategic direction impacts on the ability to deliver on outcomes/targets Lack of continuity of membership impacts on the ability to deliver on outcomes/targets Risk Owner: Enterprise Board Chair	H	L	<ul style="list-style-type: none"> Terms of Reference are reviewed on an annual basis Positions of Chair and Vice Chair are reviewed on an annual basis Enterprise Board membership is reviewed on an annual basis Control Owner: Enterprise Board Co-ordinator	M	L	<ul style="list-style-type: none"> Action plan to address identified gaps to be drawn up
Non-delivery of outcomes; allocation of resources, commissioning, spend, linkages to other theme boards/cross-cutting work not identified							
EP4	<ul style="list-style-type: none"> LAA outcomes are not delivered Delivery projects do not meet spend profile Enterprise Board 	H	L	<ul style="list-style-type: none"> Delivery partners are regularly monitored on outcome and financial performance. Performance and progress reports are received at every Enterprise Board meeting. 	H	L	<ul style="list-style-type: none"> Action plan to address identified gaps to be drawn up Evaluating

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	<p>membership is not wide enough to ensure linkages to other theme boards/cross cutting work</p> <p>Risk Owner: Head of Economic Regeneration</p>			<ul style="list-style-type: none"> Enterprise Board membership is reviewed on an annual basis Enterprise Board representative attends the HSP Co-ordinators meetings. <p>Control Owner: Head of Economic Regeneration</p>			the role of delivery partners where appropriate
Working age people claiming out of work benefits in the worst performing neighbourhoods							
NI 153	<ul style="list-style-type: none"> The economy continues to deteriorate resulting in benefit claim rates increasing rather than decreasing Increased financial costs incurred (e.g. Housing Benefit) due to rising number of people claiming unemployment related benefits Delivery partners do not achieve specified outcome targets 	H	M	<ul style="list-style-type: none"> Delivery partners are regularly monitored on outcome and financial performance. Performance and progress reports are received at every Enterprise Board meeting. Increasing the role of the Haringey Guarantee to support people who have recently become unemployed. Increasing the support offer to businesses through the Employer Zone and Single Business Account. Improving employer 	H	M	<ul style="list-style-type: none"> Conduct further research into the impact of the current economic climate on Haringey. Evaluating the role of Haringey Guarantee delivery partners where appropriate.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	Risk Owner: Regeneration Manager (Employment & Skills) and External Relations Manager (JCP)			<p>engagement, through initiatives such as the Employer Zone and Local Employment Partnerships to widen the employment opportunities available to Haringey Guarantee residents</p> <ul style="list-style-type: none"> • Holding information sessions and events to support people to maximise their incomes • Placing Haringey Guarantee advisers in local Job Centre Plus offices. <p>Control Owner: Regeneration Manager (Employment & Skills) and External Relations Manager (JCP)</p>			
New business registration rate							
NI 171	<ul style="list-style-type: none"> • The economy continues to deteriorate making it more difficult for businesses to generate the turnover £67k to become VAT registered automatically. 	M	M	<ul style="list-style-type: none"> • Promote the benefits of voluntary registration through our ABG funded programme. • Identify new markets that are viable during an economic downturn and focus business 	M	L	<ul style="list-style-type: none"> • Evaluating the role and performance of delivery partners in business

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	<p>Or inhibiting the number of start-up businesses in the borough.</p> <p>Risk Owner: Business and Enterprise Manager</p>			<p>start-up programmes in those areas.</p> <p>Control Owner: Business and Enterprise Manager</p>			<p>support and advice provided within the borough.</p>
Number of people from the worst twelve wards supported into sustained work							
Stretch (1)	<ul style="list-style-type: none"> The economy continues to deteriorate making it more difficult to engage with long-term Job Seekers Allowance claimants and lone parents Delivery partners do not achieve specified outcome targets <p>Risk Owner: Regeneration Manager (Employment Skills)</p>	H	L	<ul style="list-style-type: none"> Delivery partners are regularly monitored on outcome and financial performance. Performance and progress reports are received at every Enterprise Board meeting. Increasing the outreach facilities from which the Haringey Guarantee operates. Improving employer engagement, through initiatives such as the Employer Zone to widen the employment opportunities available to Haringey Guarantee residents 	H	L	<ul style="list-style-type: none"> Evaluating the role of Haringey Guarantee delivery partners where appropriate.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
				Control Owner: Regeneration Manager (Employment & Skills)			
Number of people on Incapacity Benefit for more than six months supported into sustained employment							
Stretch (2)	<ul style="list-style-type: none"> Current performance in relation to this stretch target continues to be weak The economy continues to deteriorate making it more difficult to engage with long-term Incapacity Benefit claimants <p>Risk Owner: Regeneration Manager (Employment & Skills)</p>	H	L	<ul style="list-style-type: none"> Increasing the outreach facilities from which the Haringey Guarantee operates. Delivery partners are regularly monitored on outcome and financial performance. Performance and progress reports are received at every Enterprise Board meeting. Improving employer engagement, through initiatives such as the Employer Zone to widen the employment opportunities available to Haringey Guarantee residents Revising contractual arrangements with Haringey Guarantee providers to ensure that they are targeted to support Incapacity Benefit 	H	L	<ul style="list-style-type: none"> Evaluating the role of delivery partners where appropriate.

<i>Ref</i>	Risk Identified	<i>Inherent Risk</i>		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
				claimants <ul style="list-style-type: none"> • Seeking to renegotiate this stretch target with central government Control Owner: Regeneration Manager (Employment & Skills)			

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

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Meeting: Enterprise Board

Date: 10 December 2008

Report Title: Working Neighbourhoods Fund Consultation

Report of: Karen Galey (Head of Economic Regeneration)

Purpose

To inform the Enterprise Board about the current consultation on the allocation of the Working Neighbourhoods Fund.

Summary

Communities and Local Government (CLG) published a consultation document, 'The Working Neighbourhoods Fund (WNF) 2009-11: Revising the Third Criterion,' on 5 November about revising the criteria for allocating the Working Neighbourhoods Fund for 2009-2011.

The proposed revisions to the allocation criteria would result in Haringey receiving a small increase in its WNF allocation of £86,390 for 2009-2011, based on the figures in the consultation document.

The deadline for responding to the consultation is **9 January 2009**.

Recommendations

1. That the Enterprise Board notes this report.
2. That the Enterprise Board agrees that Haringey should support the revised methodology proposal.

Financial/Legal Comments

N/A

For more information contact:

Name: Ambrose Quashie
 Title: Employment & Skills Policy Officer
 Tel: 020 8489 6914
 Email address: Ambrose.Quashie@haringey.gov.uk

1. Introduction

1.1 Communities and Local Government (CLG) published a consultation document, 'The Working Neighbourhoods Fund (WNF) 2009-11: Revising the Third Criterion,' on 5 November about revising the criteria for allocating the Working Neighbourhoods Fund between 2009-2011. The deadline for responding to the consultation is **9 January 2009**.

2. Current allocation criteria

2.1 The current WNF allocation criteria is set out below:

- A Local Authority (LA) with 20 per cent or more of their Lower Layer Super Output Areas (LSOAs) in the most deprived 10 per cent of LSOAs nationally on the employment domain of the Index of Multiple Deprivation (IMD 2007).
- A LA with 20 per cent or more of their LSOAs in the most deprived 10 per cent of LSOAs nationally on the overall IMD 2007.
- A LA that is ranked among the 40 areas with the highest combined benefit/non-employment rate.

2.2 A LA that meets at least one of these criteria would be eligible for WNF. Haringey met all three of these criteria.

2.3 LAs that were eligible for the 2007/08 round of Neighbourhood Renewal Fund (NRF) but not for WNF would receive: 60% of their 2007/08 NRF allocation in 2008/09; 40% of their 2008/09 WNF allocation in 2009/10; and no funding in 2010/11.

3. Revising the allocation criteria

3.1 The proposals in the consultation centre on the third allocation criterion and in particular, the benefits component. The benefits included in this component are Job Seekers Allowance, Incapacity Benefit and lone parents claiming Income Support. The original benefit claim rates were calculated using 2001 Census population figures.

3.2 When the benefit claim rates were originally calculated the population figures excluded people living in communal establishments. When the rates were recalculated to take into account the communal establishment population this resulted in two LAs, Camden and Westminster, becoming ineligible for WNF and therefore only eligible for transitional payments from 2008-2010. This process also resulted in Waltham Forest becoming an eligible authority. Under the Government's proposed revised allocation criteria, Camden and Westminster would receive 60 per cent of the 2008/09 WNF allocation in 2009/10 and 40 per cent of their 2009/10 WNF allocation in 2010/11.

3.3 In an attempt to make the third allocation criterion more equitable the Government is proposing the following:

- Updating the benefit claimant data so that data for February 2007 to November 2007 are used.
- Updating the employment data (from the Annual Population Survey) so that data for January 2007 to December 2007 are used.
- Replacing the 2001 Census population data with data from the 2007 mid-year population estimates.
- Raising the cut off point from 40 to 50 LAs. Keeping the cut off point at 40 would result in 59 LAs being eligible for WNF, while a cut off point of 50 would leave 65 LAs eligible for WNF.
- Retaining the 50:50 weighting attached to the benefits and employment data.

3.4 The Government has identified at least two LAs (Brent and West Somerset) as being adversely affected by these changes. It is proposed that these LAs are treated in the same way as Camden and Westminster so that they receive 60 per cent of their 2008/09 WNF allocation in 2009/10 and 40 per cent of their 2009/10 WNF allocation in 2010/11. The special transitional arrangements that the Government is proposing will not affect the overall WNF grant which is available in 2009/10 and 2010/11

3.5 For this consultation, views are sought on, but not restricted to, the following issues:

1. Revising the third criterion using the updated benefits, employment and population data.
2. Extending the cut-off point for eligibility from 40 to 50 LAs

4. Implications for Haringey

4.1 The financial implications for Haringey as a result of these proposals are set out below:

Original WNF 2009/10 allocation: £7,821,441
Revised WNF 2009/10 allocation: £7,844,413
Difference: £22,972

Original WNF 2010/11 allocation: £8,059,054
Revised WNF 2010/11 allocation: £8,122,472
Difference: £63,418

Total difference: £86,390

4.2 So, it can be seen that Haringey would benefit from a slight increase in its WNF allocations for 2009/10 and 2010/11. Therefore it would probably be advisable to support the revised methodology as any counter proposals could have a negative impact.

4.3 Under the revised methodology Haringey would continue to meet all three of the allocation criteria.

4.4 The revised methodology would result in Enfield becoming eligible for WNF and with Waltham Forest also now an eligible WNF authority this could create opportunities to strengthen existing partnership interventions such as the North London Pledge.



Meeting: Enterprise Partnership Board

Date: 10 December 2008

Report Title: Area Based Grant Review

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

Purpose

To inform the Board of the recent ABG Review and its recommendations and to begin consideration of the commissioning of the Enterprise Board's ABG allocation in 2009/10 and 2010/11.

Summary

A review of the Area Based Grant was carried out over July and August 2008

The review has recommended that as the ABG is allocated to local authorities on a 3 year basis this stability should be extended to thematic boards and that theme boards will receive two year allocations of ABG from April 2009.

Theme Boards should commission programmes of activities and interventions to support delivery and achievement of partnership priorities and LAA outcomes and national indicators. Further theme boards also hold the responsibility for de-commissioning programmes of activity and interventions where performance is poor and projects are not delivering against outcomes.

The Enterprise Board should now commence the process of commissioning the Enterprise ABG Programme for 2008/09 including the decommissioning of any current underperforming projects.

The indicative ABG allocation for Enterprise is £1.6million in 2009/10 and £1.463 in 2010/11. In 2008/09 the allocation is £1.2million.

Legal/Financial Implications

N/A

Recommendations

1. That the Board note the contents of the HSP Chair's Letter and the ABG Review Report
2. That the Board now commence the process of commissioning the

Enterprise ABG Programme for 2009/10 and 2010/11 including the decommissioning of any current underperforming projects through either:

- convening special meeting(s) of the Board to consider the development and agreement of an Enterprise Commissioning Prospectus and Plan or;
 - establish a Commissioning Sub-Group of the Board to meet and agree the Enterprise Commissioning Prospectus and Plan reporting back to a full meeting of the Board
3. That as a first step in this process the Board agree headline programme of activity and interventions relating to LAA outcomes namely:
- Tackling Worklessness including the Haringey Guarantee and Families into Work and;
 - Business Support and Enterprise

For more information contact:

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Background

In November 2007 the Department for Communities and Local Government detailed the arrangements for the new Area Based Grant as part of the publication 'Development of the New LAA Framework' Operational Guidance.

The ABG is a non-ring fenced revenue grant, which local authorities are free to use "as they see fit to support the delivery of local, regional and national priorities in their areas, including the achievement of LAA target". As of April 2008, the ABG was allocated on a three-year basis to maximise stability and certainty. The allocations for years two and three are indicative and may be subject to change.

The allocation to Haringey Council for the next three year period is £22.24m 2008/09, £23.537m 2009/10 and £23.343m 2010/11. The Haringey Strategic Partnership agreed the allocations to the Thematic Boards for 2008/09 based on a steady state pending a review at six months.

The allocation to the Enterprise Theme Board in 2008/09 was £1.2m. Indicative allocations for Enterprise is £1.6million in 2009/10 and £1.463 in 2010/11.

A review of the Area Based Grant was carried out over July and August 2008

The review has recommended that as the ABG is allocated to local authorities on a 3 year basis this stability should be extended to thematic boards and that theme boards will receive two year allocations of ABG from April 2009.

Theme Boards should commission programmes of activities and interventions to support delivery and achievement of partnership priorities and LAA outcomes and national indicators. Further theme boards also hold the responsibility for de-commissioning programmes of activity and interventions where performance is poor and projects are not delivering against outcomes.

Enterprise Commissioning Prospectus and Plan

The Board need to consider how to take forward the recommendations of the ABG Review around commissioning and decommissioning programmes of activity and interventions which support delivery and achievement of partnership priorities and LAA outcomes and national indicators.

Haringey Council and the HSP are reviewing current commissioning and procurement activities with a view to moving towards more strategic commissioning.

In light of this the Board need to consider current activities and future needs in a strategic commissioning perspective.

Current ABG programmes of activity are:

- (a) Haringey Guarantee
- (b) Families into Work
- (c) Business Support and Enterprise

Each of these programmes are rated GREEN – The Haringey Guarantee had an AMBER rating at the end of Quarter 1 but this has now been remedied.

LAA outcomes which these contribute to are:

- i. NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods
- ii. NI 171 – New business registration rate
- iii. Stretch (1) – Number of people from the worst twelve wards supported into sustained work
- iv. Stretch (2) – Number of people on Incapacity Benefit for more than 6 months supported into sustained employment
Plus local indicators on
- v. Number of registered Haringey Guarantee participants with a completed better off calculation
- vi. Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace
- vii. Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace

Baselines and targets for outcomes ii, vi and vii are yet to be established and Haringey is looking to renegotiate outcomes I and iv as part of the LAA

Refresh. However these will remain the main outcomes and indicators that the Enterprise Board will have responsibility for in performance management.

Indicative ABG allocation for the Enterprise Board should be confirmed by late December/early January and the Enterprise Board need to be prepared to begin the commissioning/decommissioning process early to ensure delivery early in the next municipal year to meet partnership priorities and LAA outcomes and indicators.

It is proposed that the Board require officers from Economic Regeneration to work on a draft Enterprise Board Commissioning Prospectus and Plan outlining the strategic approach to commissioning, strategic approach on tackling worklessness, skills development, business support and enterprise, identifying gaps in provision, examples of good practice and setting out priorities for programmes of activity and interventions with indicative funding allocations. The draft will also include guidelines for partners and external agencies to apply to deliver programmes of activity and interventions and the process whereby commissioning will be determined and approved. (This approach was followed in the original commissioning of the Haringey Guarantee in 2006.)

This draft Enterprise Board Commissioning Prospectus and Plan to be completed by end of January 2009 and considered by the Board in either:

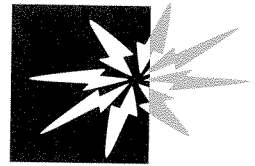
- (a) a special meeting of the Board in February or
- (b) the establishment of Enterprise Board ABG Commissioning Group who will meet to consider the draft and report back to the full Board.

Following approval of the Commissioning Prospectus and Plan the programmes of activity and interventions for 2009/10 and 2010/2011 are commissioned in March/April 2009.

Appendices

Appendix 1: Letter from Leader of the Council and Chair HSP to Theme Board Chairs

Appendix 2: Area Based Grant Review Report



14 November 2008

Dear Theme Board Chairs

Theme Board Performance Management and the Area Based Grant

As you know a review of the Area Based Grant was carried out over July and August 2008 and I attach a copy of the report. The principal focus of the Review was to provide a greater understanding of how the Area Based Grant is being utilised across the Partnership; informing on whether projects and programmes in receipt of funding are delivering against the priority outcomes agreed by the Partnership within the 2008/09-2010/11 Local Area Agreement.

The report has now been considered by the HSP's Performance Management Group and the recommendations agreed for the way forward have also been ratified by the Haringey Strategic Partnership at its meeting on 04 November 2008. The main recommendations are:

- As the Area Based Grant is allocated to local authorities on a three year basis, it is recommended that this stability is extended to thematic boards. As such I am confirming that theme boards will receive two year allocations of ABG, subject to final confirmation from government of Haringey's allocation of ABG for years 2009/10 and 2010/11. Chairs will be informed of their indicative allocations for 2009/10 and 2010/11 in due course.
- Theme boards are responsible for managing and delivering against partnership priorities within their remit including Local Area Agreement outcomes and national indicators. To support this there is the expectation that theme boards commission programmes of activity and interventions to support delivery and achievement of the priorities. Theme board are responsible for overseeing the performance management of all activities financed through allocations of ABG, tacking remedial action as required where performance is as risk. In addition to commissioning, theme boards also hold the responsibility for de-commissioning programmes of activity and interventions, where projects are not deemed to be delivering against outcomes and performance management is poor and remains poor despite remedial actions implemented.

- In March 2008 all projects received confirmation of funding for one year only (April 2008 until March 2009), subject to satisfactory review. It will be up to theme boards to decommission or approve project funding from April 2009 onwards.
- There should be a clear link between Area Based Grant funded activity and the delivery of local area agreement outcomes and national priorities. Theme boards must performance manage their allocation of the ABG, ensuring that project activity is reported and considered quarterly with the theme board score cards on outcomes. Theme boards must consider what remedial action if any should be taken against amber and red RAG rated projects to bring performance up. Theme boards are accountable to the HSP for delivery and achievement of outcomes; as such any remedial action that the board deems necessary to implement against underperforming projects or outcomes should be reported to the HSP within the cycle of reporting. I therefore look forward to receiving from you within your quarterly report any action to be taken relating to projects that were overall RED or Amber rated within the ABG review.
- For future years thematic boards are asked to streamline the overall number of projects into programmes of specific partnership priorities or outcomes. This will help reduce the burden of reporting and minimise duplication.
- The PMG has agreed to continue to review the ABG activity yearly, in addition to the quarterly performance monitoring to be undertaken by theme boards.

I would like to take this opportunity to thank you and the officers for participating in the Area Based Grant Review. I look forward to continued progress being made, and successful partnership working to improve the life chances of all our residents.

Yours sincerely



Councillor George Meehan
Leader of the Council
Chair of the Haringey Strategic Partnership



Meeting: Haringey Strategic Partnership

Date: 4 November 2008

Report Title: Area Based Grant Review

Report of: Sharon Kemp
Assistant Chief Executive Policy, Performance,
Partnerships & Communication

1. PURPOSE

- 1.1 To present the findings of the Area Based Grant (ABG) review.
- 1.2 To make recommendations for improving the management and monitoring of activity funded through the ABG.

2. SUMMARY

- 2.1 A review of ABG activity took place in July / August 2008, as requested by the Performance Management Group (PMG).
- 2.2 144 projects were assessed against agreed criteria. Of these, 116 (81%) received a GREEN overall status, 22 (15%) were assessed as AMBER and 6 (4% as RED).
- 2.3 Appendix 1 shows the detailed outcomes of the review.
- 2.4 A number of recommendations are made in section 3 for improving the management and monitoring of activity funded through the ABG.
- 2.5 The review process has been assessed against Compact criteria and was found to be fair and transparent.
- 2.6 Section 8 summarises the requirements for the financial management and reporting of the area based grant.

3. RECOMMENDATIONS

- 3.1 That clear, measurable objectives and outputs, linked to outcomes, are agreed with the Thematic Boards at project start-up and prior to funding being agreed. The review and assessment process must also be agreed at this time. The Haringey Strategic Partnership (HSP) has already agreed that Thematic Boards have responsibility for financial and performance management.
- 3.2 That there should be a link between ABG funded activity and the delivery of local and national priorities, including the achievement of LAA targets. The HSP may consider mapping all activity, regardless of funding sources, contributing to a particular outcome as part of a future Commissioning Framework. This will enable a holistic view of activities across all partner organisations and will provide opportunities for improved planning, reduction of duplication and achievement of value for money.
- 3.3 That consideration is given to rationalising the number of projects within the ABG i.e. where projects have common objectives these could be grouped and reported as a single programme. For example, projects BP14 and BP-15 (Vulnerable Communities Programme and Working with Education & Voluntary Sectors). As with the previous recommendation, this will provide opportunities for improved planning, reduction of duplication and achievement of value for money.
- 3.4 That the discipline of regular monitoring and reporting, against agreed objectives and spend for each project is embedded across all ABG funded activity as set out in the agreed performance management framework for the HSP.
- 3.5 That principles of project and programme management based on national best practice is applied to the management of ABG activity.
- 3.6 From April 2008 the government allocated the ABG on a three-year basis to maximise stability and certainty. It is recommended that this arrangement is extended to the HSP theme boards' ABG funded activity, subject to meeting the requirements of an annual review.
- 3.7 That from 2009/10 a fund is created within the ABG allocation, to manage unforeseen risks and underperformance against the delivery of outcomes.
- 3.8 That consideration is given to aligning ABG funding allocation with existing business planning across partner organisations. This will enable improved planning and alignment of resources. Appendix 2 shows a proposed timetable.
- 3.9 That the PMG provides the outcome of this review to the Thematic Boards and for them to take action to ensure that activity funded through their allocated grant will deliver against the agreed outcomes. Remedial action taken will need to be detailed in the quarterly thematic performance report.

4. BACKGROUND INFORMATION

- 4.1 In November 2007 the Department for Communities and Local Government detailed the arrangements for the new Area Based Grant as part of the publication 'Development of the New LAA Framework' Operational Guidance. Further guidance was published in February 2008.
- 4.2 The ABG is a non-ring fenced revenue grant, which local authorities are free to use "as they see fit to support the delivery of local, regional and national priorities in their areas, including the achievement of LAA target". As of April 2008, the ABG was allocated on a three-year basis to maximise stability and certainty. The allocations for years two and three are indicative and may be subject to change.
- 4.3 Haringey Council took the decision in the spirit of partnership to share the information on expenditure covered within the ABG and to maximise its usage against the Local Area Agreement outcomes.
- 4.4 The allocation to Haringey Council for the next three year period is £22.24m 2008/09, £23.537m 2009/10 and £23.343m 2010/11. The Haringey Strategic Partnership agreed the allocations to the Thematic Boards for 2008/09 based on a steady state pending a review at six months.
- 4.5 A number of specific grants have been moved into the ABG, which is the sum of all the specific grants from 2008/09 – 2010/11. The specific grants are shown in Appendix 1. This is a transitional measure and ABG guidance states that there is no expectation that funding is used to support the objectives of the former specific grants. However, for some of these grants, such as preserved rights, there are long-term commitments that are linked to statutory duties that the service must continue to deliver. Additional funding streams may be included over the three year period, where Government Departments wish to make extra money available to authorities to address new policy concerns.

5. REVIEW PROCESS

- 5.1 The review process was conducted over a period of six weeks starting in the week of 21 July 2008. A review team drawn from across the council, including Partnerships, Policy and Performance, the Voluntary Sector Team and Supporting People, was setup to undertake this review. All projects funded under the Area Based Grant were required to participate in the review as a condition of their funding agreement.
- 5.2 The review took the opportunity to test the ABG review process against the new Compact Assessment Framework. The voluntary sector was invited to provide independent scrutiny to the process.
- 5.3 Checks were built into the review process at different stages to ensure fairness and consistency of assessment and to give project managers the opportunity to clarify or provide further information where needed.

5.4 The key stages in the process were:

- A letter sent out to all project managers, setting out the review requirements and providing the review form template to be returned within 2 weeks.
- A second letter sent out the following week, confirming the review process and the assessment criteria. This was followed up with a phone call, to check receipt and understanding of the requirements.
- Projects assessed by a member of the review team. Potential conflicts of interests were considered and mitigated when assigning reviewers.
- Projects assessed by a second reviewer, prior to the initial assessment being collectively agreed by the team.
- Project managers given the opportunity to provide clarification or additional information, where required. This was predominantly done through review meetings, but where small clarifications were required a phone call was deemed sufficient.
- The final assessment, as set out in this report, was collectively agreed by the review team.

5.5 During the review process it became necessary to modify the use of traffic lights to enable a more accurate assessment. Where delivery of outputs was unclear, an AMBER traffic light was applied. The review team found that actual expenditure at activity level was not always available on SAP. It was therefore felt to be more appropriate to use spend reported on the review form. If variances were no more than £1,000 a GREEN status was applied.

6. THE REVIEW FINDINGS

General comments

6.1 The review highlighted the wide-ranging, partnership working that contributes to the delivery of improved outcomes for Haringey's residents.

6.2 The majority of the review forms were completed within tight timescales and project managers were available to provide additional information where required.

6.3 144 projects were assessed against agreed criteria. Of these, 116 (81%) received a GREEN overall status, 22 (15%) were assessed as AMBER and 6 (4% as RED).

6.4 Whilst 121 (84%) of projects received a GREEN assessment for progress against their objectives / outcomes / outputs, a significant number of the projects did not have profiled, measurable outputs. Many of the review forms were weak in detailing achievement against stated outputs.

6.5 A number of projects were in place before the introduction of the new National Indicators and the new LAA. As a result the link between activity and LAA outcome targets is not explicitly made. This was recognised when the allocations to the Thematic Boards were agreed, with 2008/09 being a transitional year.

6.6 The team found that knowledge of the project was not embedded, which meant that there were difficulties in accessing information if project managers were not available. In some cases there were discrepancies between named and actual project managers.

6.7 The size of projects varied from £1,200 to £2.3m. A number of the projects contribute to the same objectives and are managed by the same teams. Consideration should be given to combining these projects in a meaningful way to ensure clarity against delivery, improved value for money and reduction in duplication. For example, projects BP14 and BP-15 (Vulnerable Communities Programme and Working with Education & Voluntary Sectors) could be combined.

6.8 The review highlighted the need for a change in culture to one where the added value delivered through the ABG funded activity is clearly evidenced and reported. This will enable all partners to have the confidence that each project contributes to the agreed outcomes.

Findings by thematic board

6.9 Below is a summary of the assessment by thematic board. Appendix 1 provides the detailed assessment for each project.

Thematic Board	Amount (£m) *	No of projects	GREEN	AMBER	RED
Safer Communities	2.066	19	15	4	
Better Places	1.944	17	15	2	
Integrated Housing	0.200	2	2		
Enterprise	1.200	3	2	1	
Children & Young People	9.894	44	37	6	1
Wellbeing	5.143	49	37	9	4
Neighbourhoods & Capacity	1.793	9	8		1
Total	22.240	144	116	22	6

* This amount excludes carry forwards, which are shown in Appendix 1.

Projects that have been assessed as RED overall are:

Children & Young People Thematic Board

CY-11 4YP and Family Planning Nurse (£64,250)

The aim of this project is to fund a specialist nurse to provide additional clinical support to a service specifically for young people at the sexual health clinic at St. Anne's Hospital.

This project has been assessed as RED overall due to the difficulties in recruiting a specialist nurse for a short-term and therefore the project is delayed.

Wellbeing Thematic Board

WB-26 Appropriate Adult Training for B-Tech Award (£15,000)

The aim of this project is to provide training for people aged 18 and over to make welfare representations for juveniles and vulnerable adults detained in police custody.

This project has been assessed as RED overall as the achieved outputs are not meeting the targets, whilst profiled budget is on spend.

WB-27 Approved Social Work Services (Canning Crescent) (£80,800)

WB-29 Social Workers (North Tottenham) (£50,000)

WB-30 Social Workers Running Costs (£34,200)

The purpose of these three projects is to fund social worker posts and to contribute towards running costs.

All three projects have been assessed as RED overall as limited information has been provided on achievement against objectives. This has been agreed with the project manager. Further information has been provided, but this has not altered the RAG assessment.

Neighbourhoods & Capacity Thematic Board

NC-09 Voluntary Sector Development (HAVCO) (£35,000)

The purpose of this project is to provide support and training to 30 third sector organisations. The funding will go towards employing a training and skills development officer.

This project has been assessed as RED overall. This has been agreed with the project manager. No achievement was made against the stated objectives/outcomes/outputs. Full spend against profile has been paid out to HAVCO, but only £1,495 has been spent against overheads.

7. COMPACT ASSESSMENT

- 7.1 The ABG review has been the first to pilot the draft Compact proofing toolkit. The aim was to measure the review against the principles contained within the Compact. This compact assessment supports accountability and transparency of this review.
- 7.2 The Compact proofing of the ABG review process identified key strengths, including fairness, transparency and consistency of the assessment process and regular communication with partners through the HSP and Thematic Boards. The key areas to address are feedback and communicating success which will be strengthened in the next ABG review.
- 7.3 The Compact assessment carried out as part of the ABG Review will be scrutinized by Compact Voice to assess the overall effectiveness of the Compact proofing toolkit.

8. FINANCIAL IMPLICATIONS

- 8.1 The Area Based Grant (ABG): General Guidance 2008 provides guidance to local authorities on the new Area Based Grant, what it is, its relationship to LAA grant, how it will be paid and accounting and reporting requirements.
- 8.2 In Haringey, all ABG is allocated to directorate budgets and is included within individual cash limited budgets and expenditure will be contained within those cash limits.

Accounting and Reporting Requirements

- 8.3 As ABG is a non-ring fenced general grant, the council will not be required to provide any additional information to auditors other than that provided in our statutory accounts.
- 8.4 Financial control will be exercised through normal council procedures for budget management and ABG will be treated as a non specific grant supporting general expenditure. Individual ABG projects will not, therefore, be recorded and monitored through the council's statutory accounts. Utilisation of ABG will be monitored generally through outputs, outcomes and spend.

How the HSP should be monitoring spend

- 8.5 The performance framework agreed by the HSP allows for quarterly monitoring and reporting of performance, activity and spend. Embedding the framework, as well as introducing project management principles, will provide the mechanism for monitoring expenditure against grant allocation.

Carry forward

- 8.6 Given ABG is a non-ring fenced grant, unlike the previous funding streams such the NRF where carry forwards had to be agreed by Government Office, the Council will agree carry forwards at year-end. Therefore, under spend requests

relating to ABG will be considered by the Cabinet under the Council's normal year-end carry forward procedures along with all other revenue and capital balances.

For more information contact:

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Tel: 020 8489 2508

Name: Christel Kirk

Title: Project & Programme Manager

Tel: 020 8489 3373

APPENDICES

Appendix 1 – Detailed findings of the ABG review

Appendix 2 – Linking ABG activity allocation to Business Planning

Appendix 1 - Detailed findings of the ABG review

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
Safer Communities Thematic Board													
SC-01	Community Safety CCTV Management	Develop Safety and Traffic Enforcement CCTV services. Provide management Assisting partners in delivering the CCTV strategy. Provide advice on public area CCTV surveillance and remote enforcement of traffic and parking.	Public Sector	WNF	25,000	6,250	6,000	(250)	✓	A	A	G	Currently behind schedule; recovery evidenced. There is concern with regards to insufficient funding, which the team is attempting to address.
SC-02	Positive Futures	Diversion of young people between 11-19 at risk of exclusion, crime and anti social behaviour, through various sporting, art and personal development activities.	Public Sector	YPSMG	5,000	1,250	1,250	0	✓				REVIEWED AS PART OF POSITIVE FUTURES IN CYPS
SC-03	Tier 4 spot purchasing	Funding towards the cost of commissioning high cost Tier 4 placements for young people and families with severe substance misuse problems.	Public Sector	YPSMG	12,994	0	-	0	*	G	G	G	
SC-04	ASB Grant	Officer is responsible for co-ordinating all strategic work to prevent, reduce and deal with ASB and Hate Crime	Public Sector	SSCF	20,000	6,408	6,408	0	✓	G	G	G	
SC-05	Partnership Boards Annual Delivery Plans	Aligned with Police Basic Command Unit funding to achieve an integrated project resource plan that supports the priorities in Safer for All 2008-2011 Strategy.	Public Sector	WNF	241,300	0	-	0	✓	G	G	G	
SC-06	Safer Communities Provision	Delivers the statutory community safety work in Haringey. Funds the work of crime policy, analysis, research, communications, management and key posts within the YOS.	Public Sector	WNF	464,300	54,785	54,785	0	✓	G	G	G	
SC-07	Senior Practitioner substance misuse	Specialist substance misuse advice and consultation to Social Work and other related staff. Includes co-working on complex childcare cases where substance misuse is a key concern.	Public Sector	YPSMG	47,613	11,903	15,000	3,097	*	A	A	G	Unclear and unquantifiable outputs. Spent more than 25% budget with no spend profile. Spend profile remains outstanding. Noted that agency cost is above ABG grant allowance; have confirmed that overspend will be met by business unit budget.
SC-08	Addressing & Reducing Domestic Violence	Focused on reducing domestic violence and gender abuse in Haringey through initiating actions which target perpetrators, increase public intolerance of DV and prevent DV happening.	Public Sector	WNF	82,400	18,459	15,895	(2,564)	✓	G	G	G	More than 5% underspent; recovery evidenced.
SC-09	Victim Support	Funding to support the core services including emotional and practical support to all victims of crime and bereavement by homicide.	Vol & Comm	WNF	53,000	13,250	13,000	(250)	✓	G	G	G	Recommend amalgamation with Victim Support BME project in CYPS CY-12.

Pnr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment	
SC-10	Haringey Police Provision	This project will aim to replicate the approaches developed against personal robbery across the relevant offences under NIs 15 & 16	Public Sector	WNF	315,000	76,746	68,684	(8,062)	✓	G	G	R	More than 5% underspent.	
SC-11	Youth Offending Service - Asylum Worker	Funds casework with asylum seekers / refugees and foreign nationals through a responsive and ethnically sensitive service.	Vol & Comm	WNF	41,500	10,374	12,253	1,879	✓	G	G	G	Up to 5% overspent; recovery evidenced. Case load determined by courts.	
SC-12	DAAT Partnership Support Grant	Co-ordination of national drug and alcohol strategies and the annual treatment plan. Includes commissioning, strategic development, resource management, co-ordination of support services and all statutory communities / availabilities work	Public Sector	SSCF	87,000	21,750	21,750	0	✓	G	G	G		
SC-13	ASBAT	Responds to cases of ASB in private and public sector and to protect the community from the affects of ASB. Delivers on the ASB strategy and the various Government ASB initiatives.	Public Sector	SSCF	229,500	57,375	56,190	(1,185)	✓	G	G	G	Recommend amalgamation with ASBAT Intervention Support (SC-14).	
SC-14	ASBAT Intervention Support	Supports a specialist CCTV Officer and the associated activity.	Public Sector	WNF	55,000	8,692	8,696	4	✓	G	G	G	Recommend amalgamation with ASBAT (SC-13).	
SC-15	Cosmic	Specialist substance misuse support and advice to parents and carers of children with a substance misuse problem, who have or are vulnerable to developing a substance misuse problem or who are affected by substance misuse.	Public Sector	YPSMG	43,588	0	27,999	27,999	✓	A	G	R	More than 5% overspent.	
SC-16	Young Persons Substance Misuse co-ordinator	Post supported will improve the co-ordination and delivery of substance misuse services for vulnerable young people in the borough.	Public Sector	YPSMG	44,547	11,137	25,673	14,536	*	A	G	R	Reported more than 50% of budget spent in first four months.	
SC-17	Substance Misuse Worker - LAC	A senior practitioner (qualified social worker) based within the LCAS service providing specialist input to workers and individual young people.	Public Sector	YPSMG	45,340	11,335	11,220	(115)	*	G	G	G		
SC-18	Preventing Violent Extremism Fund	Promote values of the Muslim faith, challenge extremist ideology and create a wider understanding of Islam across the partnership.	40% Public, 60% Vol & Comm	PVEF	179,000	21,000	10,000	(11,000)	✓	G	G	A	More than 5% underspent; recovery evidenced. Delayed spend as a result of the late notification of funding.	
SC-19	Anti Burglary Support Project (Reduce Acquisitive Crime)	To provide support and practical assistance to elderly who have been the victim of burglary or burglary artifice.	Vol & Comm	WNF	40,000	10,000	10,614	614	✓	G	G	G		
SC-20	Vulnerable Young Persons Worker	Work with vulnerable people in Haringey schools at risk of substance misuse to prevent NEEt's and signpost to treatments where appropriate.	Public Sector	YPSMG	35,000	8,750	8,750	0	✓	G	G	G		
					2,067,082	349,464	374,167	24,703						
					Safer Communities Total									

Pnr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
Better Places Thematic Board													
BP-01	Accessible Transport Programme	Community Transport for older and disabled people. Project includes training and volunteering opportunities for local people.	Vol & Comm	WNF	80,000	19,986	19,986	0	✓	G	G	G	
BP-02	Street Wardens	Support for the Street Wardens Service.	Public Sector	SSCF	139,000	34,749	34,749	0	✓	G	G	G	
BP-03	Finsbury Park Enforcement Officers	Contribution to the enforcement service covering the tr-borough area of Finsbury Park.	Vol & Comm	WNF	30,000	7,500	7,500	0	✓	G	G	G	
BP-04	Green Outreach	Coordinated programme of nature conservation education, recreation and volunteering activities across the borough, in partnership with the BTCV	Vol & Comm	WNF	100,000	20,000	20,000	0	✓	G	G	G	
BP-05	Parks Cleansing	Enhanced Parks and Open Spaces cleaning and hygiene operations during summer months	Public Sector	WNF	150,000	48,500	48,500	0	✓	G	G	G	
BP-06	Tottenham High Road Manager	High Road management through business support and brokerage with key agencies.	Public Sector	WNF	60,000	14,402	14,402	0	✓	A	A	G	Agreed with project manager that evidence against targets / outputs needs to be clarified.
BP-07	Fly Tip Management	Clearance of fly-tips on unregistered land in the borough. Also, provides a co-originated approach for all services involved.	Public Sector	WNF	150,000	16,000	4,914	(11,086)	✓	A	A	R	More than 5% underspent; outputs partially met.
BP-08	Graffiti & Fly-Posting Removal	Provide a graffiti removal service to proactively remove graffiti in response to calls received from residents and Members.	Public Sector	WNF	75,000	24,000	8,148	(15,852)	✓	G	G	G	More than 5% underspent due to late receipt of invoices.
BP-09	Litter Management	Provision of litter bins, cigarette butt bins and dog waste bins.	Public Sector	WNF	135,000	3,000	8,011	5,011	✓	G	G	G	More than 5% overspent; recovery evidenced.
BP-10	Mobile Clean-Up Teams & Street Cleaning	Provide mobile clean up teams to carry out concentrated clean up of litter and detritus that normal sweeping cannot address.	Public Sector	WNF	200,000	51,000	30,040	(20,960)	✓	G	G	R	More than 5% underspent.
BP-11	Saturday Night Collection	To provide 2 vehicles to clear waste from the main roads in the borough on Saturday nights.	Public Sector	WNF	70,000	18,000	12,086	(5,914)	✓	G	G	G	More than 5% underspent; recovery evidenced. Late submission of invoices.
BP-12	Street Washing	Provision of a limited programme of pro-active pavement washing and reactive service to deal with spillages.	Public Sector	WNF	38,500	9,000	6,266	(2,734)	✓	G	G	R	More than 5% underspent.
BP-13	Street Enforcement	Salary costs of 6 Street Enforcement Officers to investigate incidents of environmental crime	Public Sector	WNF	250,000	62,500	62,500	0	✓	G	G	G	
BP-14	Vulnerable Communities Programme	As above.	Public Sector	WNF	50,000	11,550	20,986	9,436	✓	G	G	G	Recommend amalgamation with BP-15. More than 5% overspent; recovery evidenced. Early spend commitments against the programme.

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
BP-15	Working with Education & Voluntary Sectors to increase fitness activities / sports participation among young people	Coordinated programme of sports participation, development and celebratory activity in collaboration with other services and the voluntary sector.	Public Sector	WNF	100,000	35,476	35,476	0	✓	G	G	G	Recommend amalgamation with BP-14.
BP-16	Community Clear-Ups	All eligible households in Haringey are provided with a free collection of up to 15 bulky items once per year.	Public Sector	WNF	80,000	0	-	0	✓	G	G	G	
BP-17	Recycling Projects	Promotion of recycling and waste management services to increase participation in Haringey.	Public Sector	WNF	215,000	53,747	43,828	(9,919)	✓	G	G	R	More than 5% underspent. Lack of clarity around spend breakdown against profile.
Better Haringey Total					1,922,500	429,410	377,392	(52,018)					
Integrated Housing Thematic Board													
IH-01	Tackling Fuel Poverty	Reduce the incidence of fuel poverty in Haringey, thereby ensuring that every resident lives in a warm, comfortable home which they are able to afford to heat.	Public Sector	WNF	51,000	9,519	9,900	381	✓	G	G	G	
IH-02	Improvement & Repairs Programme - HMOs	Management and enforcement of HMO Licensing following The Housing Act 2004.	Public Sector	WNF	171,000	42,750	42,750	0	✓	G	G	G	
Integrated Housing Total					222,000	52,269	52,650	381					
Enterprise Thematic Board													
EN-01	City Growth & Economic Development Support	Programme of interventions that support business growth and development and that equip Haringey residents with the skills, knowledge and support to become successfully self employed.	70% Public, 30% Vol.	WNF	250,000	0	-	0	✓	G	G	G	
EN-02	The Haringey Guarantee	Programme of interventions to engage workless residents from the 12 "worst wards" in Haringey by assessing barriers to sustained employment and agreeing an action plan of support to return to work.	70% Public, 30% Vol.	WNF	631,000	190,000	89,093	(100,907)	✓	A	A	R	Agreed with project manager that evidence against targets / outputs needs to be clarified. More than 5% underspent; lack of clarity around reported spend.
EN-03	Families into Work	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.	Public Sector	WNF	319,000	19,000	15,397	(3,603)	✓	G	G	A	Projected spend for advertising costs and IT software was overestimated. It is likely that the underspent will be allocated to additional work within the scheme.
Enterprise Total					1,200,000	209,000	104,490	(104,510)					
Children and Young People Thematic Board													
CY-01	Exposure C / Fwd fm 2007 / 08			PAYP	18,487	0	-	0	-				CARRY FORWARD - Reviewed as part of current project
CY-02	Positive Futures	Diversion of young people between 11-19 at risk of exclusion, crime and anti social behaviour, through various sporting, art and personal development activities.	Public Sector	WNF	40,527	9,924	11,173	1,249	✓	G	G	G	More than 5% overspent; provision for some activities paid in advance. Recommend amalgamation with CY-04, CY-05, CY-06, CY-07 and CY-08.

Pnr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
CY-03	Primary Team Salary Costs	To support the LA's central costs for the employment of staff leading on the primary strategy, and to contribute towards the administrative costs of supporting the Primary Strategy.	Public Sector	PNSCCA	173,000	43,265	43,263	(2)	✓	G	G	G	
CY-04	Community Cohesion - Youth Inclusion Programme	Diversionary and developmental activities for those aged 13-19 at risk of social exclusion and community crime.	Public Sector	PAYP	111,000	27,490	27,490	0	✓	G	G	G	Recommend amalgamation with CY-02, CY-05, CY-06, CY-07 and CY-08.
CY-05	PAYP - Holiday Programme	Diversionary and developmental activities for those aged 8-19 at risk of social exclusion and community crime.	50% Public, 50% Vol & Comm	PAYP	466,200	123,660	123,660	0	✓	G	G	G	Recommend amalgamation with CY-02, CY-04, CY-06, CY-07 and CY-08.
CY-06	Positive Futures - Diversionary Sporting Activities	Diversion of young people between 11-19 at risk of exclusion, crime and anti social behaviour, through various sporting, art and personal development activities.	Public Sector	PAYP	86,669	16,950	16,950	0	✓	G	G	G	Recommend amalgamation with CY-02, CY-04, CY-05, CY-07 and CY-08.
CY-07	Summer University	A high quality, integrated range of holiday activities for young people that will improve life chances, establish a sense of community and tackle social exclusion.	Public Sector	PAYP	55,500	26,381	32,204	5,823	✓	G	G	G	Up to 5% overspent against total PAYP budget (CY-02, CY-04, CY-05, CY-05, CY-06, CY-07); recovery evidenced. Recommend amalgamation with CY-02, CY-04, CY-05, CY-06 and CY-08.
CY-08	Young Enterprise	To be delivered to young people for 2 years across Haringey. Commencing during the summer 2008, it will deliver business entrepreneur skills to those aged 11-19	Public Sector	PAYP	45,325	0	-	0	✓	G	G	G	Recommend amalgamation with CY-02, CY-04, CY-05, CY-06 and CY-07.
CY-09	Children in Care	Implement the Care Matters - Time for Change white paper 2007 and the Children and Young Person's Bill to improve outcomes for children in care.	Public Sector	CMWP	280,000	0	-	0	✓	G	G	G	
CY-10	Social care workforce reform	Enables Haringey to support appropriate levels of training and qualifications for all children's social care staff.	Public Sector	CSCWR	280,000	5,574	12,518	6,944	✓	G	G	R	More than 5% overspent. Most of the spend will take place in July and October.
CY-11	4YP and Family Planning Nurse	Nurse will be an integral part of the 4YP network of services for young people providing a holistic approach including a clinical support to a service	Public Sector	WNF	64,250	0	3,123	3,123	✓	R	R	R	No project activity, no evidence of recovery due to inability to recruit to short-term contract post in specialist area.
CY-12	Young Persons and Ethnic Minority Dev Project	Service to provide support and advice to young and BME victims of crime.	Vol & Comm	WNF	38,759	0	-	0	✓	A	A	G	Following clarification of work at review meeting, it is still unclear what outreach work is being undertaken to ensure sufficient support to BME communities. Recommend amalgamation with Victim Support BME SC-09.
CY-13	Free Travel	Delivers a function largely already delivered by the Mayor's free travel guarantee to school age children.	Public Sector	ERTFT	3,000	0	-	0	*	G	G	G	
CY-14	Sustainable Travel	Support the Council in complying with the general duty on sustainable travel.	Public Sector	STGD	16,000	0	-	0	✓	G	G	G	
CY-15	Sustainable Travel C / Fwd fm 2007 / 08			STGD	16,500	0	-	0	✓				CARRY FORWARD - Reviewed as part of current project

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
CY-16	Behaviour Improvement Programme	Improve behaviour and attendance, reduce exclusion and involvement in crime and to meet the statutory requirement of providing suitable education for children and young people excluded from school.	Public Sector	SDG	852,200	0	-	0	✓	G	G	G	
CY-17	Behaviour Improvement Programme C / Fwd fm 2007 / 08			SDG	140,823	119,353	119,353	0	✓				CARRY FORWARD - Reviewed as part of current project
CY-18	Extended Schools	Supports the development of the full core offer of extended school activities across Haringey.	45% Public, 55% Vol & Comm	EXSSU	402,000	0	-	0	*	G	G	G	
CY-19	Extended Schools C / Fwd fm 2007 / 08			EXSSU	332,900	4,038	4,038	0	✓				CARRY FORWARD - Reviewed as part of current project
CY-20	Behaviour & Attendance Consultant	Supports schools to improve standards of behaviour and meet attendance targets in order to raise standards of attainment at Key Stage 3 and Key Stage 4 in line with annual targets.	Public Sector	SNSCCA	63,000	15,750	15,750	0	✓	G	G	G	
CY-21	Connexions	Provides information, advice, guidance and access to personal development opportunities. Aims to remove barriers to learning and progression and help young people make a smooth transition to adulthood and working life.	Public Sector	Connexions	2,299,000	446,000	457,142	11,142	✓	A	A	G	Unclear on evidence of how it is meeting its targets / outputs.
CY-22	School Intervention	Provide extra support for schools which are of concern through specific projects or agreed outcomes.	Public Sector	SIG	48,000	0	-	0	✓	G	G	G	
CY-23	School Intervention C / Fwd fm 2007 / 08			SIG	51,800	12,000	12,000	0	✓				CARRY FORWARD - Reviewed as part of current project
CY-24	Children's Fund	Provide more and improved co-ordinated preventive services for children and young people aged 5 to 13 years and for their families / carers, to help break the cycle of poverty.	Public Sector	CF (Inc ontrack)	654,100	50,250	50,012	(238)	✓	G	G	G	
CY-25	Fair access to schools	Post to support parents of children at the point of secondary transfer, providing advice and guidance particularly for vulnerable families.	Public Sector	CA	46,000	11,490	16,878	5,388	✓	A	G	R	More than 5% overspent; ABG allocation for salary cost only. Additional money spent on translated information for parents and laptop with specialist software.
CY-26	Fair access to schools C / Fwd fm 2007 / 08			CA	44,000	0	-	0	-				CARRY FORWARD - Reviewed as part of current project
CY-27	Creating Opportunities for Better Living / Breakfast Clubs	Provision of free breakfast club places to eligible children in 7 primary schools and 1 secondary school.	Public Sector	WNF	114,650	0	-	0	✓	G	G	G	Invoices for last term due in July.
CY-28	City Learning Centre	Provide innovation in ICT for schools in Haringey. Available as a central resource of expertise for schools to use.	Public Sector	SDG	238,000	59,500	59,499	(1)	✓	G	G	G	
CY-29	City Learning Centre C / Fwd fm 2007 / 08			SDG	25,323	25,323	25,323	0	✓				CARRY FORWARD - Reviewed as part of current project

Pnr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	
CY-30	Excellence in Cities	Raise performance, achieve excellence and transform school education through a targeted programme of support for small groups of schools in areas of deprivation	Public Sector	SDG	213,600	34,000	33,999	(1)	✓	G	G	
CY-31	Excellence in Cities C / Fwd fm 2007 / 08			SDG	60,053	37,230	37,230	0	✓			CARRY FORWARD - Reviewed as part of current project
CY-32	ICT in Schools	To significantly enhance the quality of teaching and learning in schools and to further modernise the way in which schools are run and organised	Public Sector	SDG	151,000	37,780	37,749	(31)	✓	G	G	
CY-33	School Improvement Partners	Provide a structured programme of visits that give a balance of challenge and support to schools. SIPs negotiate annual targets and have provide increased levels of challenge.	Public Sector	SIPS	78,000	12,000	15,000	3,000	✓	G	G	More than 5% overspent. Whilst spend has been agreed with the project manager; a revised spend profile remains outstanding.
CY-34	Secondary Strategy	Part of national drive to raise standards across primary and secondary education and improve children's educational attainment with focus on core subject areas in need of greatest improvement	Public Sector	SNSCCA	149,000	37,256	37,248	(8)	✓	G	G	
CY-35	Healthy Schools	Build capacity within schools to enable them to achieve and maintain Healthy School status.	Public Sector	EHP	72,000	37,000	12,758	(24,242)	✓	G	G	More than 5% underspent. Whilst the original spend profile was confirmed as incorrect by the project manager; a revised spend profile remains outstanding.
CY-36	Healthy Schools C / Fwd fm 2007 / 08			EHP	52,200	7,300	7,300	0	✓			CARRY FORWARD - Reviewed as part of current project
CY-37	CF Ontrack	Work with 8 – 18 year olds to prevent entrance to youth justice system and support to those who have offended and received reprimands to prevent re-offending.	Public Sector	CF (Inc ontrack)	378,900	73,348	73,348	0	✓	G	G	
CY-38	Support to Supplementary and Community Schools	Support and development of SCLS to help the contribute to delivery of "Every Child Matters"	Public Sector	WNF	12,750	0	-	0	✓	G	G	
CY-39	Reparation Project	Support and development of the reparation work delivered through the YOS	Public Sector	WNF	42,750	8,916	9,409	493	✓	G	G	
CY-40	YOS Parenting Worker	Support and development of the parenting support work delivered through the YOS	Public Sector	WNF	42,750	10,150	9,886	(264)	✓	G	G	
CY-41	Youth Offending & Youth Prevention (formerly YISP)	Assessment and support for young people at risk of offending and those who are at the early stages of offending.	Public Sector	WNF	72,750	18,189	10,827	(7,362)	✓	G	R	More than 5% underspent due to resourcing issues.
CY-42	Youth Offending Service	Core support for the multi-disciplinary YOS in Haringey	Public Sector	WNF	292,000	73,600	72,572	(1,028)	✓	G	G	
CY-43	Haringey Shed	Advance and promote inclusion amongst young people in Haringey using music, dance and drama.	Vol & Comm	SDG	73,000	18,250	18,249	(1)	✓	G	G	

Pnr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
CY-44	Child and adolescent mental health services	Provide multi disciplinary services to children and young people with mental health problems and disorders for assessment, treatment and support	Public Sector	CAMHS	895,000	223,750	104,969	(118,781)	*	A	A	R	More than 5% underspent. Two different spend profiles referred to on form which requires clarifying. Unclear on evidence against first quarter targets, but a new IT system has been put in place to address this going forward. Need to only received one review form if this is to remain as one project.
CY-45	Governor Support and Training Unit	Marketing activities to recruit volunteers to become school governors, particularly those from BME backgrounds.	Public Sector	SDG	1,200	1,200	1,220	20	✓	G	G	G	
CY-46	Special Educational Needs	Establishment of the Speech, Language and Communication Service (SLCS) in partnership with Haringey Teaching Primary Care Trust.	Public Sector	SDG	314,000	78,497	78,497	0	✓	G	G	G	
CY-47	Special Educational Needs C/ Fwd 2007 / 08			SDG	27,373	12,111	12,111	0	✓				CARRY FORWARD - Reviewed as part of current project
CY-48	Improving Literacy - now known as Improving Functional Skills (with work related focus)	Targeted intervention to improve literacy skills through English KS3 & KS4	Public Sector	WNF	119,900	29,975	59,704	29,729	✓	G	G	A	More than 5% overspent. Whilst early spend has been agreed, with the project manager, a revised spend profile remains outstanding.
CY-49	14-19 Programme	Provide dedicated advice and guidance to a variety of groups as well as direct employment skills and accreditation	Public Sector	14-19 FFP	76,000	32,000	37,500	5,500	✓	G	G	R	More than 5% overspent.
CY-50	Parental Involvement	Develop parental and community involvement as a key tool for raising achievement with schools.	Public Sector	WNF	139,164	18,344	-	(18,344)	✓	G	G	R	More than 5% underspent.
CY-51	Teenage Pregnancy and Teenage Parents	Focuses on activities that address teenage conceptions, specifically targeting reducing risk taking behaviour and improving advice and information.	Public Sector	TP	170,000	15,501	33,818	18,317	✓	A	A	G	Up to 5% overspent; recovery evidenced. Potential issue around baseline target being used and target not being met.
CY-52	Teenage Pregnancy, Sexual Health & Parental Support	Build on previous years work by targeting young fathers and to support the third children's network.	Public Sector	WNF	102,750	25,688	24,336	(1,352)	✓	A	A	A	Up to 5% underspent. Outputs partially met. Full assessment to be made when data is available.
CY-53	Safeguarding children and young people review	Enable the Council to fulfil statutory duty of reviewing all child death in care cases	Public Sector	CDRP	68,000	0	-	0	✓	G	G	G	
CY-54	School Travel Advisors Salary	Support the development and implementation of School Travel Plans	Public Sector	STAA	23,000	5,751	5,700	(51)	✓	G	G	G	
CY-55	Unallocated			EHP	29,087	0	-	0	-				UNALLOCATED
Children and Young People									10,663,240	1,844,784	1,763,806	(80,978)	
Well Being Thematic Board													
WB-01	Support to Carers	Provision of culturally appropriate support and respite to carers in Haringey	Public Sector	CG	927,200	763,100	267,918	(495,182)	✓	A	G	R	More than 5% underspent; profile is inaccurate and needs to be reviewed. One project review form should be submitted instead of 5.
WB-02	Reaping the Benefits	Outreach project in the SOA wards providing advice / assistance on benefit entitlement and debt.	Vol & Comm	WNF	97,000	23,985	23,040	(945)	✓	G	G	G	

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
WB-03	Physical Disabilities Residential	Contribution to the legacy costs of people placed in residential care.	Public Sector	PRGI	50,876	12,719	12,720	1	*	G	G	G	
WB-04	Accessing Employment Through Individualised Budgets	Provides intensive, individually tailored support for people with learning disabilities into paid work.	Public Sector	WNF	15,500	2,080	3,297	1,217	✓	G	G	R	More than 5% overspent.
WB-05	Cycling Club	Support the running of a cycle club with specially adapted bikes for people with learning disabilities and their supporters.	Public Sector	WNF	9,500	2,100	2,524	424	✓	G	G	G	
WB-06	Welfare to Work for Disabled People	Co-ordinates the Welfare to Work for disabled people strategy and actions ensuring disabled access mainstream employment & skills programmes.	Public Sector	WNF	40,000	12,540	12,540	0	✓	G	G	G	
WB-07	20% of Total Carers Grant Allocation to CYPs	Provide short break services to children and young people with disabilities and their families and to provide support for young carers.	Public Sector	CYPs	231,800	57,800	57,800	0	✓	A	A	R	Outputs not quantified. More than 5% underspent.
WB-08	Home Support Workers & Outreach Street Drinkers	Advice, support and interventions to 'street drinkers' and problem drinkers isolated within their own homes.	Vol & Comm	WNF	78,000	20,072	19,202	(870)	✓	G	G	G	
WB-09	Libraries for Life	The project supports highly accessible libraries in the centre and east of the borough.	Public Sector	WNF	194,500	53,800	42,006	(11,794)	✓	G	G	G	More than 5% underspent; recovery evidenced.
WB-10	The Six8four Centre	Improving the quality of life for people with severe and enduring mental health problems by promoting social inclusion, wellbeing and training with the possibility of a return to college or work.	Public Sector	WNF	78,000	19,500	19,500	0	✓	G	G	G	
WB-11	Health in Mind - Mental Health	Therapeutic network and graduate mental health workers	Public Sector	WNF	73,000	18,252	11,030	(7,222)	✓	G	G	R	More than 5% underspent due to vacancy which will be filled in September.
WB-12	Alexandra Road	Provides emergency 24 hour care to prevent hospital admission and respite care to mental health service users and their carers	Public Sector	MHG	128,200	32,050	32,052	2	*	G	G	G	
WB-13	Clarendon Centre	Service for adults recovering from severe and enduring mental illness receiving a service from secondary mental health services.	Public Sector	MHG	56,601	14,150	14,151	1	*	G	G	G	
WB-14	CSW Assertive Outreach	provide intensive daily support to mental health service users living in their own homes and work to maintain clients living independently and seek to prevent readmission to hospital.	Public Sector	MHG	45,000	11,250	11,250	0	*	A	A	G	Unclear and unquantifiable outputs.
WB-15	Employment & Training	Provision of access to employment, the development of individual employment projects, and training for service users	Public Sector	MHG	89,822	22,456	22,455	(1)	*	G	G	G	
WB-16	Mental Health Residential	Provided by Central Government to replace monies originally provided in relation to individual service users eligible for Preserved Rights.	Public Sector	PRGI	241,939	60,485	60,486	1	*	G	G	G	

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
WB-17	Studio 306	Emerging social firm providing volunteering and potential employment for adults recovering from mental illness.	Public Sector	MHG	26,478	6,620	6,618	(2)	*	A	A	G	Unclear and unquantifiable outputs.
WB-18	Haringey Therapeutic Network	Therapeutic network and graduate mental health workers	Public Sector	WNF	60,000	0	-	0	✓	G	G	G	
WB-19	Assessment & Care - Older People	Support the Council's Safeguarding agenda and is key to the safeguarding partnership.	Public Sector	MHCAG	35,858	8,964	8,964	0	✓	G	G	G	
WB-20	Preserved Rights Grant Income - Older People	Funding transferred from DHSS in 1993 for people who were moved into residential care from long stay institutions	Public Sector	PRGI	293,000	73,248	73,251	3	✓	G	G	G	
WB-21	Black & Minority Ethnic Carers Respite	Delivers monthly support group meeting to carers.	Vol & Comm	WNF	19,500	5,411	5,411	0	✓	G	G	G	
WB-22	Community Income	Provides benefit advice to local people and offers support when applying for relevant benefits	Vol & Comm	WNF	31,500	7,875	7,875	0	✓	G	G	G	
WB-23	Learning Disabilities JT Comm Residential	To finance community care (residential) placements for an established group of clients	Public Sector	PRGI	267,562	66,891	66,900	10	*	A	A	G	Unclear and unquantifiable outputs.
WB-24	Learning Disabilities Residential	To finance community care (residential) placements for an established group of clients.	Public Sector	PRGI	522,373	130,593	130,500	(93)	*	A	A	G	Unclear and unquantifiable outputs.
WB-25	Learning Disability Day Services	Funding to help deliver the Valuing People White Paper 2001	Public Sector	LDDF	236,000	59,000	58,800	(200)	*	G	G	G	
WB-26	Appropriate Adult Training for B-Tech Award	Training for people to make welfare representations for juveniles and vulnerable adults detained in police custody.	Vol & Comm	WNF	15,000	5,685	5,694	9	✓	R	R	G	Have recruited 16 people against a target of 40, however profiled budget is on spend.
WB-27	Approved Social Work Services (Canning Crescent)	Approved Social Worker (ASW) posts within the community mental health service.	Public Sector	MHG	80,800	20,200	24,600	4,400	*	R	R	R	Lack of clarity on actual spend. Limited information provided on achievement against objectives. This has been agreed with the project manager. Budget remains RED as highest quoted spend is greater than 25%.
WB-28	CSW Assertive Outreach	Provides intensive daily support to mental health service users living in their own homes and works to maintain clients living independently and seeks to prevent readmission to hospital.	Public Sector	MHG	49,000	12,250	11,250	(1,000)	*	G	G	G	
WB-29	Social Workers (North Tottenham)	Funds a Social Worker post within the community mental health service and contribution to team running cost.	Public Sector	MHG	50,000	12,500	1,200	(11,300)	*	R	R	R	Lack of clarity on actual spend. Limited information provided on achievement against objectives. This has been agreed with the project manager. Budget remains RED as highest quoted spend is greater than 25%.

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
WB-30	Social Workers Running Costs	Funds running costs to enable social Worker posts within the community mental health service to carry out duties effectively.	Public Sector	MHG	34,200	8,550	9,000	450	*	R	R	G	Limited information provided on achievement against objectives. This has been agreed with the project manager.
WB-31	Health in Mind - Healthy Eating	Increase the level of physical activity, increase access to healthy foods and provide nutrition education sessions to older people (50+) living within SOA wards	Public Sector	WNF	148,000	36,927	38,892	1,965	✓	G	G	G	Up to 5% overspent; recovery evidenced.
WB-32	Happy Opportunities	Empower at least 30 adults, 50 years and older primarily from BME communities, to build their capacity so that real positive changes are made.	Vol & Comm	WNF	17,000	3,904	4,070	166	✓	G	G	G	
WB-33	Supporting People Services	Funds the Supporting People team (one Commissioning and Review manager and 3 project officers).	Public Sector	SPAG	212,000	53,000	54,000	1,000	*	G	G	G	
WB-34	Salsa Club	Dance and salsa classes for elderly in Haringey. Classes are combination of exercise, music, self expression and socialising.	Vol & Comm	WNF	9,000	3,570	3,710	140	✓	G	G	G	
WB-35	Mental Health Capacity Act	Commission a training provider / s to deliver briefing and training sessions to approximately 970 staff across the Adults Service from November 2008	Public Sector	MHCAG	20,000	0	-	0	✓	G	G	G	
WB-36	Benefits Outreach	Provide a targeted advice and welfare rights campaign to 'hard to reach' older people from BME communities and those living with long term health condition(s) mainly in SOAs	Vol & Comm	WNF	45,000	8,629	5,468	(3,161)	✓	G	G	R	More than 5% underspent due to temporary vacancy now filled.
WB-37	Forum for Older People	Capacity building older residents to enable effective civic participation	Vol & Comm	WNF	51,000	11,820	14,014	2,194	✓	G	G	R	More than 5% overspent.
WB-38	Out and About - Befriending and Community Development	Recruits, trains and places volunteer befrienders with older people who are isolated or who are at risk of social isolation	Vol & Comm	WNF	35,500	8,847	8,775	(72)	✓	G	G	G	
WB-39	Commissioning Support	Supports the placements of individuals in the community, who have particularly high needs.	Public Sector	MHG	76,818	19,206	19,206	0	✓	G	G	G	
WB-40	Mental Health Commissioning	Supports the placements of individuals in the community, who have particularly high needs.	Public Sector	MHCAG	51,142	12,786	12,786	0	✓	G	G	G	
WB-41	Mental Health Jt Comm Health	Supports the placements of individuals in the community, who have particularly high needs.	Public Sector	PRGI	38,250	9,564	9,564	0	✓	G	G	G	
WB-42	African Caribbean Leadership Council	ACLC provides a counselling service to Black and African Caribbean individuals within a community specific service.	Vol & Comm	MHG	29,000	7,251	7,251	0	✓	G	G	G	

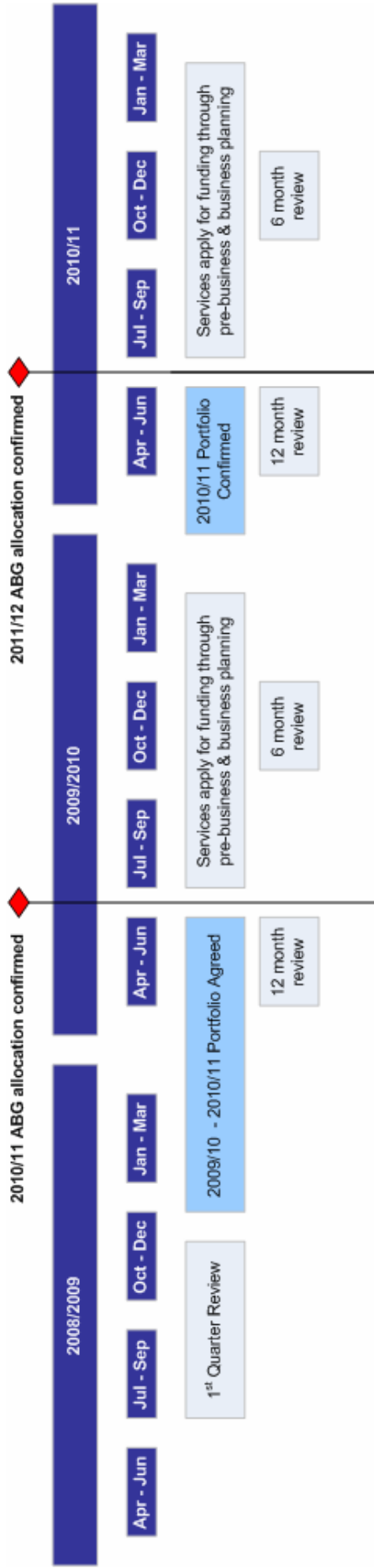
PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
WB-43	CAB	Provides benefits advice and expert intervention to mental health service users in both St Ann's Hospital and the community.	Vol & Comm	MHG	19,000	4,749	4,749	0	✓	G	G	G	
WB-44	HAGA	Supports the Alcohol, Mental Health and Housing Support Worker at HAGA	Vol & Comm	MHG	30,000	7,500	9,407	1,907	✓	A	G	R	More than 5% overspent.
WB-45	MIND in Haringey	Supports the delivery of advocacy to mental health service users and was commissioned to provide a focus on people from afro-Caribbean / African origin.	Vol & Comm	MHG	32,000	8,001	7,998	(3)	✓	G	G	G	
WB-46	Open Door	Provides a range of specialist projects to provide emotional and therapeutic support to young people (12 – 24), parents and carers.	Vol & Comm	MHG	25,000	6,249	6,249	0	✓	G	G	G	
WB-47	PRA Haringey User Network	To work with service users and focus on outreach to establish links, training opportunities and personal development for people with mental health needs.	Vol & Comm	MHG	19,000	4,749	4,749	0	✓	A	A	G	Have agreed with the project manager that targets / outputs needs to be clarified and quantified.
WB-48	Rainer	Offers an Appropriate Adult Service in Haringey custody suites for people with mental health, learning disabilities and children who have been arrested for an offence.	Vol & Comm	MHG	20,081	5,019	5,019	0	✓	G	G	G	
WB-49	Smoking Cessation Project	Increase the number of 16+ smoking quitters in Haringey, particularly amongst priority groups identified in NICE Guidance	Public Sector	WNF	100,000	0	-	0	✓	A	A	G	Limited information supplied on achievements against objectives.
WB-50	Health in Mind - Physical Activity	Deliver of a physical activity referral scheme, based on obesity and other care pathways currently being piloted	Public Sector	WNF	87,500	16,218	22,758	6,540	✓	G	G	R	More than 5% overspent; additional spend on advertising and production of resources for referrers
					5,143,500	1,772,114	1,260,699	(511,415)					
					Well Being Total								
Neighbourhoods and Capacity													
NC-01	Baseline assessments and surveying peoples' perceptions - <i>New Project</i>	Research that will provide information to the council and partnership regarding resident perception and satisfaction.	Public Sector		50,000	0	-	0	✓	G	G	G	
NC-02	Links (Local Involvement Network)	Aim of the LINK is to facilitate local communities to influence key health & social care commissioning decisions by giving them a stronger voice.	20% Public, 80% Vol & Com (subject to change)	LIN	170,000	30,000	30,350	350	✓	G	G	G	
NC-03	HSP Management	Programme management and co-ordination of Haringey's Local Area Agreement and Area Based Grant on behalf of the strategic partnership	Public Sector		242,000	29,870	29,885	15	✓	G	G	G	
NC-04	HR Development and Training	Provides NVQ Training, short courses training, Social Work Trainee Scheme and PQ Awards	Public Sector	ASCWRT	606,000	93,229	83,279	(9,950)	✓	G	G	R	More than 5% underspent.

PNr	Project	Project Description	Sector	Funding Stream	2008 / 09 ABG Allocation	Profiled Spend	Reported Spend	YTD Variance	Spend Profile Returned	Overall RAG Status	Progress	Spend	Comment
NC-05	Volunteering Brokerage Project	Increase the number of Haringey residents engaging in formal voluntary activity within organisations and groups	Vol & Comm		40,000	13,032	4,754	(8,338)	✓	G	G	R	More than 5% underspent.
NC-06	Empowerment Seed Funding	Supports project costs within Neighbourhood Teams	Public Sector	WNF	106,000	0	-	0	✓	G	G	G	
NC-07	Neighbourhoods	Staff and core costs for the Neighbourhood Management Service	Public Sector	SSCF	479,000	94,000	96,000	2,000	✓	G	G	G	
NC-08	Development of Community Empowerment Network	Increase the level, accessibility, and quality of services meeting local need and community cohesion through greater engagement and influence.	Vol & Comm	SSCF	65,000	32,500	34,099	1,599	✓	G	G	A	Up to 5% overspent.
NC-09	Voluntary Sector Development	Provide support and training to third sector orgs. to strengthen infrastructure, governance, project management, finance and fundraising, partnership work and procurement and quality assurance	Vol & Comm		35,000	17,500	1,495	(16,005)	✓	R	R	R	Agreed RED status with project manager, 'no achievement was made against the objectives / outputs' given on Review Form. Spend on SAP paid out to HAYCO, but only £1495 spent against overheads.
Total					1,793,000	310,191	279,862	(30,329)					
					23,011,322	4,967,231	4,213,066	(754,165)					
					769,459								
					22,241,863								

Neighbourhood and Capacity Total

Less Carry Forward
2008 / 09 ABG Grant

Appendix 2 – Linking ABG activity allocation to Business Planning





Meeting: Enterprise Partnership Board

Date: 10 December 2008

Report Title: Tackling Worklessness Update

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

Purpose

To update the Enterprise Board on progress in the main programmes tackling worklessness in the borough - The Haringey Guarantee, Families into Work and the North London Pledge – and report on work underway on developing apprenticeships in the Borough.

Summary

The Haringey Guarantee has reviewed performance in Quarters 1&2 and has refocused some projects and developed contingencies to ensure full delivery. It is forecasting 3334 job entries and 258 sustained jobs in this phase of the programme.

Families into Work project launched at end of October and now engaging families at nine outreach venues in Northumberland have the first eleven families on board. Added value projects in development.

North London Pledge making steady progress in Haringey with 81 Employment Support outputs and 31 Skills outputs achieved to date.

A number of initiatives focusing on developing apprenticeships are currently under way including work with Homes for Haringey, Building Schools for the Future, an ULV Working Group on Public Sector Apprenticeships and a Local Authority Planning Group on commissioning 16-19 provision in the borough.

Legal/Financial Implications

N/A

Recommendations

1. That the Board note the developments and progress in each of the programmes.
2. That the Board note developments on work on apprenticeships.

For more information contact:

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Background

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

It also reports on recent work on apprenticeships in the borough.

The Haringey Guarantee

Economic Regeneration undertook a review of the Haringey Guarantee in October 2008 looking at performance to date, challenges and forecast delivery to the end of the year. As performance was low in Quarter 1 of this year Economic Regeneration have also developed some contingencies to meet any shortfall in outputs.

Some contracts/SLAs have been amended to ensure delivery including refocusing the TPCT Working for Health project on engaging longer term IB claimants, increased condition management and job entries this year; refocus on the Talent At Work Haringey At Work project with an increase on the number of “other workless residents” where they have greater proficiency and a slight reduction on stretch targets where they have less expertise – this is partly a response to current economic downturn and increasing general unemployment in the borough with stretch targets being taken up with partners demonstrating better delivery; re-allocated funding for outputs from providers with a shortfall to those providers forecasting to overachieve focussing on stretch targets; continuing developing partnerships and referral routes for residents using Council services and Jobcentre offices with a particular focus on IB claimants, JSA claimants and lone parents.

Employment Action Network now fully staffed and operating from 12 neighbourhood outreach venues across the borough. Advisers from PCT also in 8 GP surgeries and Women Like Us now engaged with 20 primary schools.

As a result of the review and actions above the Haringey Guarantee is now forecasting achieving **334 job entries by March 2008 with 258 sustained after 13 weeks.**

Regeneration Officer in Employment & Skills Team now focussed on developing work placement scheme and Guaranteed Interviews within the council involving closer working with HR and services.

The Employer Zone will be operational from December 2008 with a formal launch in January 2008. The Employer Zone aims to link Haringey’s

Employers to the full compliment of training, education & skills services on offer through the Haringey Guarantee & North London Pledge

Families into Work

Office opened in September with full team in post by late September.

Since the launch of the programme on 24 October the Team have negotiated engagement with families in nine outreach venues including North Tottenham Customer Service and Tottenham Job Centre Plus. Awareness raising presentations have been delivered to a range of colleagues in the Health Centre, Schools, Children Centre and the Job Centre. These sessions have generated 6 referrals. There are 4 self referrals and 1 from Northumberland Park Hostel.

The team have agreed to work with Northumberland Hostel (a privately owned hotel with 143 rooms) to support residents interested in getting into work or training.

Partnerships events are being negotiated with Job Centre Plus (In Work Better Off 27th November 2008 at NRC with 41 partners of IB Claimants), Homes for Haringey – Income Collections, and Neighbourhood Management. Work is underway to engage with the families of NEET pupils from Northumberland Park Community School from the last academic year.

Further the team are working up added value projects to support families with Northumberland Park Community School (rolling programme of skills development, work placements and job starts with parents and older siblings of students) and Women Like Us who engage parents through local primary schools and support them through coaching, training and job brokerage.

A “New Year, New You” employment support marketing campaign is being planned for January 2009

North London Pledge

The North London Pledge can report steady progress in delivery of Employment Support and Skills outputs in Haringey.

At the end of Quarter 2 81 Employment Support outputs had been delivered against an annual target of 57.

Skills Outputs including childcare qualifications and SIA Licences are being delivered in Haringey alongside Basic Skills provision. To date we have achieved in Haringey 20 Basic Skills against an annual profile of 33. A further 6 Haringey learners are currently on Level 2 courses against an annual profile of 8, a further 24 on Basic Skills courses with 30 on Other Skills courses which have an annual profile of 23.

Condition Management is being delivered in both Haringey and Waltham Forest by Haringey TPCT with Enfield delivering a service through

Occupational Therapy. A Condition Management Best Practice Seminar is being held on 8 December 2008 at St. Ann's Hospital.

Apprenticeships

A number of initiatives are underway in the borough focussing on developing and increasing apprenticeships.

Economic Regeneration have been liaising with **Homes for Haringey and BSF** around local labour and apprenticeships.

Actions agreed to date:

H4H and the contractors on Decent Homes jointly agreed a number of key objectives for the apprenticeship and local training programme.

- 4-5 Apprentices per construction partner (20-25 in total)
- Jobs fair/Open Day: March 2009
- Local training (e.g. RLO's, site management)
- Work experience placements for school leavers
- Regular Contact with local schools
- Regular contact with Economic Regeneration's Employment & Skills team (LBH)
- Investigate funding opportunities beyond the programmes funding
- Develop joint exit strategy and support for graduating apprentices at back end of programme
- Link to DLO Apprenticeship Programme
- Co-ordinate accreditation with College of NE London

The BSF programme is at an earlier stage of development to H4H, but is adopting similar approaches. The first contract to be signed is for ICT managed services to schools. The contractor, RM, will provide 10 IT apprenticeships on a rolling basis. Broadly this will be one apprentice at each secondary school site. These apprenticeships will prioritise young people in Haringey.

At the Haringey sixth form centre, the contractors Wilmott Dixon employed two apprentices for construction trades.

All contractors working on the BSF programme will be required to engage apprentices on their schemes. Contractors have agreed in principle to offer 'work & skills' development for NVQ level 3 & 4 in the Value Bidding Stages of their Contracts. The BSF programme itself has also employed an apprentice for administration.

Homes for Haringey have agreed to develop a joint project plan with BSF in regards to the acquisition, training and placement of Apprenticeships. This will build on the current Decent Homes plan.

BSF and Homes for Haringey to agree a joint apprenticeship recruitment drive in Spring 2009. BSF and Homes for Haringey meeting with contractors on apprenticeships in December 2008 to progress this.

Promotion of Work Skills through Partnerships and Contracts. A new working group exploring practical ways of expanding work opportunities

through London Borough of Haringey procurement contracts has been established involving Procurement, HR, Children's Services, and Economic Regeneration. BSF are joining this group. The group is looking at work experience, jobs and apprenticeships. In the short term the group is looking to:

- 1) Hold a Sustainable Procurement event to launch ideas and get external partners to the discussion table.
- 2) Develop detailed scoping exercises following the event to investigate and progress the feasibility of introducing sustainable work opportunities, placements and apprenticeships for internal and external staff through procurement contracts.
- 3) A work programme of key milestones and resource implications activities is proposed post event for each project and for corporate engagement.

Currently the group is meeting 6-weekly and looking to hold the event in Spring 2009 linking to the BSF, Homes for Haringey initiatives.

Employment & Skills Team are included on the new **LA Planning Group** with Children's Services looking at local authority commissioning of 16-18 provision with a focus on apprenticeships. This group will meet regularly to begin to steer the new commissioning role for the council.

ULV Working Group on Increasing the role of the Public sector in offering Apprenticeships recently established to coordinate activity in the ULV, develop an action plan and increase number of partners signed up to the Skills Pledge. This links to the London Councils pan-London boroughs target of 2000 apprenticeships starts by 2012 – roughly 60 per borough. A meeting in January 2009 of Leaders and Chief Executives will seek to confirm this target.

Appendices

None.

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Meeting: Enterprise Partnership Board
Date: 10 December 2008
Report Title: Business and Enterprise Update
Report of: Karen Galey – Head of Economic Regeneration

Purpose

To update the Enterprise Board on Business and Enterprise activities funded through the Area Based Grant.

Summary

This report refers to some of the existing projects being supported by the Business and Enterprise Team, including Area Based Grant projects including Enterprise Week, Town Centres, The Wood Green Film Festival and the Olympics.

Legal/Financial Implications

N/A.

Recommendations

That the Enterprise Board notes the report.

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UPDATE

The following is an update on some of the work currently being undertaken by the Business and Enterprise Team.

1. Area Based Grant

1.1 The programme is currently on target to deliver all outputs and spend and current RAG status is green. Nine Business Support Initiatives are now running and being delivered by partner organisations across the borough. Initiatives are being delivered by Keeping it Simple Training, FinFutures, Growing Aspiring People, Haringey Education Business Partnership, Selby Trust, Exemplas, Ethiopian Community Centre in the United Kingdom, The Crouch End Project and The Open University.

1.2 These initiatives support our project objectives and will achieve the following outputs to support business sustainability and growth, encourage inward investment, and promote entrepreneurship and self employment among our residents.

- 155 existing businesses will receive support to encourage growth and sustainability
- 37 businesses will achieve VAT registration
- 78 residents will receive support and mentoring towards business start up.
- 10 residents will start their own businesses
- 150 young people at key stage 4 will benefit from an enterprise training programme
- 1 new traders association will be established in the west of the borough.
- 10 businesses will join existing traders associations

1.3 Last quarter's activity was largely focused on marketing business support programmes to residents and businesses to ensure that courses and workshops were fully subscribed with most of the delivery taking place over the next two quarters.

1.4 Haringey Education Business Partnership has delivered 4 enterprise workshops to 36 students at Moselle, Fortismere, Park View Academy and Woodside High. Business support programmes being delivered through Keeping it Simple Training, Exemplas, Growing Aspiring People, Selby Trust and Ethiopian Community Centre in The UK have so far provided support to 41 businesses and 26 residents. The programme has already achieved one target with 10 new businesses joining a traders association in Crouch End through work with the Crouch End Project. The Crouch End Project have also organised monthly late night shopping events to promote independent retailers in the area and increase footfall from residents who are at work during the day.

2. Enterprise Week

2.1 The Business and Enterprise Team supported a number of events during National Enterprise Week (17th-23rd November) with almost 400 residents, over 60 businesses and 350 young people receiving advice and support from business experts and entrepreneurs to help them start their own business, grow their existing business and save money during the Credit Crunch. One of the highlights of the week was the "Black Boys in Business Event" on the 17th of November at the Bernie Grant Centre where African and Caribbean entrepreneurs including Levi Roots, Eddie Nestor and Rodney Hinds shared their business secrets with an audience of over 300 residents and young people. Haringey Education and Business Partnership worked with Environmental Services to deliver a week long programme of enterprise and recycling workshops to all year 7 pupils at Woodside High School. The Ethiopian Community Centre in the UK provided a networking lunch for 46 budding local entrepreneurs, G.A.P Network put on the Black Boys in Business Event and a 'Beat the Credit Crunch' event and The Haringey Business Development Agency ran two workshops for Haringey Businesses on Employment Law and Procurement.

3. Single Business Account

3.1 Work continues with Customer Services to implement the Single Business Account. The identifiers on the Business Description Schema have been matched against data on existing systems and an officer has been employed, on a temporary basis, to aggregate this data. Once this data has been aggregated we will have the first stage of the SBA in place. This is scheduled to be delivered by April 09.

4. Olympics

4.1 Members have agreed to provide £180,000 in Growth Fund monies to support Olympic based activity in the borough. £60,000 will be available for three years from April 2009 and projects will be set up to ensure that Haringey residents, young people and businesses will reap the benefits of the Olympics and the Olympic legacy. We are currently working on an Olympics Action Plan with other council services and NLSA.

4.2 John Armit, Head of the Olympic Delivery Authority will be meeting with Cllr Amin, Nick Schlittner and Karen Galey on 19th December to discuss how Haringey can become involved in Olympic focused activities.

5. Town Centres

5.1 To deliver an action plan that delivers a borough wide and rationalised approach to town centre development. The document is aligned to the key themes of people, places and prosperity as set out in the borough's regeneration strategy; ensuring our main and district town centres remain competitive and sustainable.

5.2 The action plan will go forward through four workstreams:

- Planning and Environment
- Business, Culture and Events
- Safe and Clean
- Town Centre Management

5.3 The draft action plan has been circulated for review, is currently on the forward plan and is to be discussed by CAB on December 4th. The draft is due for review at Cabinet on December 16th.

5.4 After the town centre action plan agreed at Cabinet, work will commence to deliver against actions.

6. Business Pack

6.1 The Business and Enterprise team are currently in the process of compiling a business pack, which will be circulated around the borough's businesses in March 2009. The pack will form an easy to use guide for all of our businesses providing them with information on council services to business and signposting to other relevant external agencies. Copy is currently being circulated to the departments whose services are covered for their approval.

7. Credit Crunch

7.1 The current number of cases where Small Business Rates relief (SBR) is awarded is 2,372. Our property database currently lists 6,899 premises, many of which will have rateable values above £10,000 so will not qualify for the relief.

7.2 Benefits and Local Taxation intend to issue a mailshot in December targeted at all those ratepayers who have not applied for the reduction but may qualify, approximately 1,000 businesses. A copy of the application form is available on the website, together with some guidance notes.

7.3 A second mailshot, developed in collaboration between Benefits and Local Taxation and the Business and Enterprise Team, will be sent out in February with the annual rate demand outlining the support available for businesses located within the borough.

7.4 Further to this the government has announced in the Pre Budget Report that all commercial empty properties with a rateable value below £15k will be exempt from business rates.

7.5 Additional support for business includes the postponement of a 1p rise in small business corporation tax and the increase of National Insurance contribution for all employees and employers by 0.5% from April 2011 (an extra £1k a year for people earning £40k).

8. Wood Green Film Festival

8.1 The 7th Wood Green International Short Film Festival will take place 23-29 March 2009 at Cineworld Wood Green & selected local venues, showcasing the best new short films from around the world, as well as putting the spotlight on our own local talent.

8.2 We are pleased to continue our long running association with **Cineworld Wood Green** who once again will be our principal screening venue throughout the festival.

Fringe Events

8.3 In addition, we will be announcing a programme of one-off screenings, events, talks and workshops at selected local venues throughout the week, bringing together the best of our local creative communities.

9. Youth Film Festival

9.1 We are delighted that Tottenham's **Fast Forward** organisation will be returning to run their ever-popular Youth Film Festival for the 3rd successive year. The event will take place at Cineworld Wood Green on Saturday 28th March. For more information on the Youth Film Festival visit: www.fastforwardyouth.com

10. Business Engagement

10.1 We plan to get the local Wood Green businesses involved with the Film Festival as much as possible. We will be approaching businesses to offer them the chance to participate in the festival and to benefit from advertising and promotional opportunities.

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haringey strategic partnership

Meeting: Enterprise Board

Date: 10 December 2008

Report Title: No One Written Off: Reforming Welfare to Reward Responsibility

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

Purpose

To inform the Enterprise Board about the borough's response to the welfare reform Green Paper, 'No one written off: reforming welfare to reward responsibility.'

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 Haringey Council responded to, and contains a number of proposals that the Government believes will be crucial in achieving the aspiration of an 80 per cent full employment rate.

The Haringey response welcomes the Green Paper proposals but there are concerns over the resources available to deliver the proposals and also the increased role of benefit sanctions potentially placing extra demands on local public services.

The full response is appended to this report.

Legal/Financial Implications

Financial

This report concludes that the Government's Green Paper proposals are generally welcomed but highlights concerns over the resources available to deliver the proposals and also the increased role of benefit sanctions potentially placing extra demands on local public services such as homelessness and adult social care which could have significant cost implications for Councils. Detailed financial implications of relevant proposals will need to be assessed as the Government releases full details of the finally agreed measures after the consultation process.

Some of the proposed changes to the welfare system will be taking place as early as October 2008, e.g. the child maintenance disregard measure. An

exercise is currently underway within Benefits and Local Taxation to prepare for these changes and assess any cost implications associated with them, including making information available to residents as appropriate.

Legal

This report considers Government proposals in a Green Paper which does not give rise to any specific legal duties. The draft consultation response does however highlight the possibility that the Green Paper's proposals may have an impact on the local authority's duties to support people under the National Assistance Act 1948. Under that Act the local authority has a duty to support adults 'who by reason of age, illness, disability or any other circumstances are in need of care and attention which is not otherwise available to them'. Any proposals that would increase the number of people meeting that test would have obvious resource implications for the authority as mentioned in the financial comments. The local authority should therefore carefully consider and respond to any Bills which may be tabled to implement the government's proposals.

Recommendations

1. That the Enterprise Board notes the borough's response to the welfare reform Green Paper.

For more information contact:

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1. Background

1.1 The Department for Work and Pensions (DWP) published *No one written off: reforming welfare to reward responsibility* on 21 July. The 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 a number of proposals which the Government believes will be necessary in achieving an 80 per cent full employment rate.

1.2 The Green Paper details reforms by the Government, which have implications across the public, private and third sectors. The key principle behind the Green Paper is to ensure that individuals on out of work benefits are involved in an active programme that offers them support but expects more in return in terms of them taking the necessary steps to return to work.

1.3 Officers from the Economic Regeneration team have co-ordinated the development of the response, which takes in contributions from across the Council and Haringey Strategic Partnership.

2. The response

2.1 The response welcomes the Green Paper proposals with the key elements being:

General comments

- Concerns that the increased role of benefit sanctions could leave some of our most vulnerable residents destitute with the local authority left with support duties under National Assistance legislation.
- Concerns around the resources available to truly deliver the Green Paper proposals
- Will Job Centre Plus (JCP) have the capacity to take on all of these welfare reforms particularly as they are happening in a relatively short space of time?
- Will the current and future state of the economy be able to provide the appropriate jobs to deliver the welfare to work targets?

Job Seekers Allowance claimants

- We support work related activity as long as it is structured and the outcomes are properly communicated and evaluated.
- 'Work For Your Benefit' is an inappropriate phrase to describe work related activity.
- How will employers be engaged and encouraged to provide work related activity opportunities?
- Prescriptive sub-contracting levels need to be imposed on prime employment support contractors to ensure capacity and capability is built within smaller and community based organisations.

Drug misusers

- We welcome the approach to support drug users.
- However, current employment support provision in Haringey is currently targeted at ex rather than current misusers.
- Making disclosure mandatory and linked to enforced treatment may well discourage those in significant need making a claim, in particular women and parents.
- A cultural shift will be needed amongst employers to provide opportunities to this client group.

Disabled and people with long-term health conditions

- We support mandatory conditions being imposed upon Employment Support Allowance (ESA) claimants in relation to training and job search, provided the adequate and appropriate resources are in place.
- An Access to Work fund should be in place to provide reasonable adjustments for disabled volunteers.
- The 104 week linking rule that protects Incapacity Benefit claimants when they return to work or training should be revised so:
 - The 28 week qualification condition is halved to 14 weeks

- The requirement to inform JCP of a possible return to benefits after a job start should be relaxed or dropped

Skills

- We support the plans to provide a skills health check and training to lone parents once their youngest child is aged five.
- We support the plans for extra benefit payments being made available to lone parents who undergo training; this should be made available to a lone parent whose youngest child is aged five. There is a concern around training provision, particularly pre-entry level ESOL (with childcare).

Child Poverty

- We welcome the plans to fully disregard child maintenance in regards to Housing and Council Tax Benefit from October 2008 and this being extended to out of work benefits from April 2010.
- We support the move to support unemployed partners of benefit claimants into work.

Simplifying and streamlining the benefits system

- We support the idea of a simpler system based on a single overarching benefit.

Contracting and funding arrangements

- Local authorities should be much more involved in the commissioning and monitoring of prime employment support contracts. This should involve joint commissioning plans between local authorities and DWP/JCP.
- We welcome the introduction of the Right to Bid.
- We are very interested in being a pathfinder area from 2011/12 to test out the proposal to fund employment support programmes from future benefit savings (AME-DEL)

2.2 The full response is appended to this report.

3. Next steps

3.1 The Government is expected to publish its response to the consultation before the end of the year and a Bill will be prepared in time for the next parliamentary session in 2009.

Appendix 1: Final Green Paper response

This response to the Green Paper is from Haringey Council and it also incorporates the views of members of the Haringey Strategic Partnership.

Introduction

Haringey Council welcomes the opportunity to respond to the Government's latest welfare reform Green Paper: "No one written off: reforming welfare to reward responsibility."

Haringey is one of the 33 London Boroughs and represents approximately 225,000 of the capital's residents. Haringey is characterised as being one of the most deprived areas in the country and the Indices of Deprivation 2007 found it to be the 13th most deprived district in England, and the 7th most deprived in London¹. Worklessness is a key issue in the borough with over 50,000 people of working age not in employment. These levels of worklessness are particularly high in the Tottenham parliamentary constituency where the out of work benefits claim rate is in the top 4 per cent in England and the joint highest in London.

Tackling worklessness is a priority for the Council and to this end we launched the Haringey Guarantee in 2006, an innovative programme which brings together a diverse range of projects to support those furthest away from the labour market into sustained employment. The programme engages employers, schools and colleges, skills training providers, employment services, job brokers and local communities to develop structured and robust pathways to employment for disadvantaged residents. These include tailored vocational education and training, work placements, information, advice, and guidance, and guaranteed interviews when applying for employment opportunities with partners. In turn we offer employers a Guarantee that the programme will provide appropriately trained and committed candidates to fill their vacancies. To date, the programme has engaged over 1,400 residents and supported over 190 residents with complex barriers into work, many of whom are lone parents and long-term Job Seekers Allowance (JSA) and Incapacity Benefit (IB) claimants.

General points

Haringey Council welcomes the proposals in the Green Paper but we would like to outline a number of areas that we believe require further consideration and improvement, namely:

1. We are concerned that the proposals in the Green Paper to increase the role of benefit sanctions in the welfare system could have a disproportionate effect on our most vulnerable residents leaving them, at worst, destitute. In such a situation it would be the local authority and other public agencies such as the Primary Care Trust who would be left to support these people, possibly under National Assistance legislation. This could have particular implications for local authorities if sanctions result in our residents being made homeless, for example. We therefore want the Government to ensure that stringent safeguards are in place so that our most vulnerable residents are not imposed with sanctions that leave them worse off and/or destitute. In the event of our residents being left worst off

¹ As measured by the Average Ranks measure of deprivation.

or destitute, the Council is not prepared to act as a provider of last resort as this will mean that we, in effect, have an unfunded mandate.

2. The Green Paper proposals leave us concerned that legal advice organisations such as Citizens Advice Bureaus and local law centres will come under increasing pressure. The plans by the Legal Services Commission to move towards a model of case-based single legal advice networks for each local area could result in contracts not meeting the value of support as general advice (e.g. benefit advice) may not fall within the case based criteria. The increased number of people requiring general benefits advice due to the Green Paper proposals could exacerbate this issue and we would urge that these organisations are adequately funded to support people who require their advice.
3. We are concerned that the Green Paper offers little in terms of in work support for JSA claimants and lone parents. A recent report by the National Audit Office² highlighted the fact that some 40 per cent of JSA claimants who find work make a subsequent claim for benefits within six months. While initiatives such as Train to Gain and the in work credit for lone parents are welcome, we feel that more resources need to be provided to break the cycle of welfare to work and back to welfare. This could include one to one support which follows the successful Workstep model.
4. We welcome the plans to pilot mandatory skills training for JSA claimants from this autumn. However, we are concerned about the resources available to deliver increased training provision and the other proposals contained in the Green Paper. This is particularly pertinent to inner city authorities - such as Haringey - with ethnically and culturally diverse populations where the provision of ESOL, for example, is already limited (this problem is most acute at pre-entry level (with childcare)). Where provision is so limited this could lead to even longer waiting lists, which will be likely to slow a jobseeker's progression through the system. We would be particularly concerned if any sanctions were to be imposed on jobseekers for failure to complete courses for which they are on such a list.
5. The proposals in the Green Paper and also the wider welfare reform programme will result in sweeping changes being made in a relatively short period of time. We question whether Job Centre Plus (JCP) will have the necessary capacity to be able to take on all of these changes. We also want the Government ensure that the professionals providing one to one support are adequately trained and skilled.
6. Despite performing strongly over the past 10 years the signs are that current economic climate is having a negative impact on the labour market. Recent data show that the number of people who are ILO unemployed has hit 1.79 million and the claimant count rose by 104,900 in the year to September 2008. It was also recently announced that economic growth is flat for the first time in 16 years with a recession

² National Audit Office (2007) Sustainable employment: supporting people to stay in work and advance.

seemingly inevitable. If the labour market and the wider economy continue to deteriorate we would like to see assurances that benefit claimants are adequately protected. This would include ensuring sanctions are not imposed on claimants who make every effort to find work but fail to do so because of a lack of appropriate employment opportunities. This is particularly relevant to groups such as lone parents where the availability of flexible employment opportunities is of paramount importance.

7. Research by HM Treasury³ and the Greater London Authority⁴ has clearly shown the unique characteristics of worklessness in London with the capital having the lowest employment rate out of all regions and countries in the UK despite making such a significant contribution to national economic growth. We therefore endorse the desire of the London Skills and Employment Board⁵ for more flexibility in the capital to tackle worklessness through initiatives such as joint commissioning to bring together funding for adult skills and employment support into a 'single purse.'
8. Finally, we are concerned that the Impact Assessment published alongside the Green Paper does not provide enough information about the specific equalities impacts of these proposals. This is of particular relevance to Haringey, which is one of the most diverse areas in the country. Indeed, research by the Office for National Statistics in 2006 found Haringey to be 4th most ethnically diverse Local Authority District in England and Wales⁶.

Consultation questions

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

Haringey has an enabling measure as part of its Local Area Agreement (LAA) that allows Haringey Guarantee participants to access work placements for 6 weeks, full-time without their benefits being affected. This has been successful in helping people to make the transition from welfare to work. We therefore see six weeks as an acceptable time period for any meaningful work related activity to last.

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?

Haringey has a business base that is largely made up of micro businesses. The 2006 Annual Business Inquiry found that 79 per cent of the 8,500

³ HM Treasury (2006) *Employment opportunity for all: analysing Labour Market trends in London*: HM Treasury

⁴ Meadows, P (2006) *Working Paper 15: Worklessness in London – explaining the difference between London and the UK*: Greater London Authority

⁵ London Skills and Employment Board (2008) *London's Future – The Skills and Employment Strategy for London 2008-2013*

⁶ Dobbs, J et al. (2006) *Focus on Ethnicity and Religion*: Office for National Statistics

businesses in Haringey have four employees or less. Other than the Council and Teaching Primary Care Trust we believe that there are few organisations currently with the capacity and resources to take on local placements and spend time developing their skills and future employability. The Council has shown its commitment to help tackle worklessness through the Haringey Guarantee and also by signing up to the Local Employment Partnership and the Skills Pledge.

Feedback from our voluntary and community sector partners overwhelmingly highlighted fair access to funding as a means of building capacity and capability.

For these reasons we are encouraged to see the Government's focus on the voluntary sector delivering full-time work experience. However, we would like to take this opportunity to express our concern over moves to issue larger and longer contracts for employment support programmes, as articulated in the Department for Work and Pensions (DWP) recently published Commissioning Strategy, which will inevitably benefit larger providers. Although there is a commitment to ensure that prime contractors sub-contract with local providers our recent experience with the roll-out of Pathways to Work in Haringey suggests that the theory is far removed from the reality on the ground.

So, we would like to see the Government go further in this commitment by setting a level at which prime contractors must sub-contract with the voluntary sector and other local providers. Although this goes against the principles outlined in the Commissioning Strategy around prescription, our experience has left us with the firm belief that this is the only way to ensure that the voluntary sector is not marginalised by this new contracting model. This, in our opinion, will help the voluntary sector to deliver successful employment outcomes, whether it is through skills development, direct job brokerage or full-time work experience.

As well as this we want to see local authorities and local strategic partnerships much more involved in the commissioning and monitoring of contracts and sub-contracts such as those issued for the forthcoming Flexible New Deal. This will help to ensure that local knowledge is adequately used when deciding upon contract holders and in ensuring that they develop appropriate partnership and sub-contractual arrangements.

Of course, access to fair funding is not the only issue and our voluntary and community sector partners identified other forms of support that could help build capability and capacity. These include:

- Clear recognition of third sector organisations being employers.
- Workforce development – managers and staff will need this support to ensure that candidates get the best possible outcomes from their period of work related activity.
- Business development.
- Supporting the implementation of systems that will be used to aid delivery.

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?

Work experience is seen as an integral element of the Haringey Guarantee in building an effective pathway from welfare to work. In our experience, this is only truly beneficial to the individual if it is structured, relevant and the outcomes to be achieved are clearly defined at the outset and evaluated upon completion. These outcomes have to be jointly agreed by the participant, the work placement provider and the host organisation. If this is a model that 'work for your benefit' will reflect then we believe it can be used as an alternative to a sanction of loss of benefit. However, we question the legality of mandating a benefit claimant to undertake work related activity if they will not be receiving at least the minimum wage, as highlighted in a Personnel Today article last year⁷.

The quality of a participant's initial contact with an employment adviser is probably the most critical element of the support they will receive. It is here that the barriers to employment will be identified and an action plan to overcome these barriers is developed. If this barrier identification is done thoroughly and correctly then it should become quite clear whether a work placement would be beneficial to the individual concerned. On this basis, work placements should be targeted at people where it has been assessed that it will be beneficial to them.

Although the Green Paper announced that the Government "will contract with public, private and voluntary providers to test out a number of models of mandatory full-time activity", as in our response to question 2, we have reservations about where meaningful full-time activity opportunities will be sourced from. While initiatives such as the Jobs and Skills Pledges are welcome there is nothing in the Green Paper about how employers will be engaged and get productive placements.

To ensure that work placements are meaningful and that participants are not left open to exploitation we would like to see the Government working with Trade Unions/Union Learning Representatives. Additionally, the good practice that is identified through this process should be shared with small employers and the voluntary and community sector.

We believe that for work placements to be successful the benefits have to be effectively communicated to the participant and employer. We therefore view 'work for your benefit' as an inappropriate term for this support as the danger is that it will be viewed as a penalty rather than something that provides genuine benefits in moving someone from welfare to work; the phrase work related activity is more appropriate. We also question whether employers will be willing to provide genuine work related activity opportunities where it is viewed as a punitive measure.

⁷ See Personnel Today (2007) Firms failing to pay students on internships and work-experience placements minimum wage break the law:
<http://www.personneltoday.com/articles/2007/01/22/38977/firms-failing-to-pay-students-on-internships-and-work-experience-placements-minimum-wage-break-the.html>

Finally, we would like to highlight here our concerns about the proposed requirement for claimants to sign on weekly or even daily. In our opinion this has the potential to alienate customers and make them more hostile and reluctant to accept support.

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

The current system, at least in relation to Housing and Council Tax Benefit, allows for two options - financial penalties and court proceedings. It is generally accepted by benefit practitioners that any action beyond this would be considered highly emotive and political.

The financial penalty is known as an 'Administration penalty'. This is a 'levy' that amounts to 30 per cent of the overpayment that has arisen due to fraud, and is an alternative to instigating a prosecution for fraud. However, at present, an admin penalty can only be imposed with the consent of the claimant. By agreeing to pay the admin penalty, the claimant will not be prosecuted, and thus avoid action that could ultimately lead to a criminal conviction.

Although benefit fraud is widely publicised, the existence of the Administration penalty is not widely known. We would therefore like to highlight the need to increase the effectiveness of penalties as a deterrent, by raising awareness of the sanctions available and the amounts of penalties that can be imposed.

Finally, an option that has been suggested by some practitioners is a fixed penalty scheme with graduated levels according to the amount of the overpayment e.g.:

Overpayment	Penalty
£1-£150	£50
£151-£500	£100

However, in view of the high levels of rent and living costs in London, and the fact it does not take into account an individual's ability to pay, we would have to give careful consideration to the impact of such a change before supporting such a proposal.

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?

Withdrawal of benefit is an option that we would be uncomfortable with and would not wish to consider. We believe this action would be disproportionate and worsen poverty, affecting the poorest within our community.

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?

Once ready for work, problematic drug users, by which we mean those using class A drugs in a way that is leading to social and economic dysfunction, face significant barriers to gaining employment. We therefore welcome the proposed increase in specialist support to be offered to drug users who are ready to find work.

Because many drug users have poor work histories, skills gaps and criminal records we agree that in many instances it could be advantageous for them to declare that they have a drug problem or a history of problematic use if this resulted in increased support and guidance to help break down barriers to employment. However, our experience to date in Haringey is that mainstream employment advisers have not been able to work effectively with this group. This has meant that Haringey's Drug and Alcohol Action Team (DAAT) has commissioned its own specialist entry to employment service for people who have received treatment for a drugs misuse problem – Kinesis. We are also aware of a lack of provision around employment support for current users. Moreover, we are concerned that people providing support to this client group do not have the necessary skills to do so and would ask that the National Treatment Agency work with local authorities in identifying appropriate providers/staff to do this work.

While we welcome the plans to support people with an identified drugs dependency we do have serious concerns about the resources available to deliver the drug treatment places that will be needed to successfully deliver these proposals.

We agree that employment advisers should be skilled in signposting drug users to treatment, our concern is that non problematic drug users who are not suitable for structured treatment, will be identified within this process. The "strengthened guidance" for JCP advisers also needs to include other forms of support such as training and are concerned that the necessary resources will not be made available to ensure that JCP advisers are equipped with the necessary skills to identify and help overcome the complex barriers to employment that people with a dependency on crack cocaine and/or opiates have.

In terms of disclosure being mandatory and non disclosure leading to sanctions, we would draw attention to the fact that drug users have good reason not to wish to disclose information on an activity which is illegal and often seen as immoral, in full knowledge that disclosure to employers can lead to further barriers to employment; as a minimum JCP would need to agree to keep this information confidential.

Making disclosure mandatory and linked to enforced treatment may well discourage those in significant need making a claim, in particular women and parents. This could result in escalation of drug use and offending. For many of our clients family relationships have broken down and a lot of our work is around encouraging active parenting; being directed into work too soon may further impede this.

The Green Paper suggests that alcohol misuse may be included in this proposed system in the future. We would question the rationale for the

decision to delay as in our experience alcohol misuse is a significant cause of worklessness and a barrier to employment.

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?

Access to employment is a key element in our delivery of effective treatment to drug users and reintegration back into society. Currently funding for this falls to the DAAT and we are increasingly unable to match resources to need. We would like to see more of this work mainstreamed – but with the understanding that many of this client group will never have been in paid employment and/or have literacy and self esteem issues. These will need to be worked on before they can begin to think of entering employment. Linked to this are the concerns we expressed in our response to question 6 around the resources available to support this particular group.

We would see one element of an integrated system of drug treatment and employment support being flexibility in signing on. In their early stages of treatment many of our service users are physically unwell, emotionally vulnerable and have multiple appointments, we would welcome flexibility and support from JCP around their ability to attend appointments, possibly arranging co-location of signing on with treatment.

Other elements that should be included in the system are educational and work related training, skills development in gaining a job and retaining a job, support to volunteer and work with employers to offer meaningful employment opportunities.

Housing is also an issue for many of our clients and an essential element in being ready for work.

A rehabilitation plan would be an excellent opportunity to prepare those engaged in treatment for employment. However, substance misuse is a chronic condition and safeguards for failure/relapses need to be built in.

Rehabilitation plans need also to consider the different aims our clients have as some will not be looking to abstinence. In our experience those planning to be maintained on prescribed medication also face barriers to employment.

Our concerns within the Green Paper are in ensuring the rehabilitation plan and any sanctions are not targeted too soon. The Green Paper suggests linking Required Assessments and Drug Rehabilitation Requirement (DRR) attendance to sanction. In our experience those at the engagement end of treatment (1-12 weeks), which includes Required Assessments, are not in a position to significantly explore employment opportunities. Their immediate needs are treatment, housing and financial management. Sanctions could at this stage increase social exclusion and intensify criminal behaviour; it is also likely to be family and carers who indirectly bare the cost of a sanction.

In addition to skills deficits, our clients find it difficult to gain employment because they have poor work histories so lack the required references and many have criminal records. What they require is access to employers who are willing to offer them the opportunity to work and obtain a work history, a foot in the door to employment, backed up by support for both the employer and the employee. Support may be needed for a significant period of time and Haringey's DAAT commission a work placement officer through Kinesis to do just this. It will also need to be from a provider who has knowledge of the client group. In addition, a huge cultural shift in the attitudes of employers to drug users is needed. We would like to see central government lead the way on this. Working with the employers who are signed up to the Jobs and Skills Pledges would be a start.

Finally, we feel more could be done around support for self employment opportunities. Many drug users have skills that may require capital investment. The issue of self employment is applicable to all the groups that the proposals in this Green Paper aim to target.

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

We believe that ESA claimants who, through the WCA, are part of the Work Related Activity Group should be required to take a skills health check at the start of their claim as long as these can be carried out in adequate and appropriate settings.

For people who are in the Support Group we believe that voluntary engagement with a skills health check is appropriate.

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

We believe that ESA claimants who are in the Work Related Activity Group should be required to attend training in order to gain the identified skills they need to enter work. For people who are in the Support Group skills training should be voluntary.

However, it should be recognised that not all ESA or JSA claimants will suffer from a lack of experience and/or low skills and therefore may not need to undertake skills training. Leading on from this, we would also like to see a concrete commitment from the Government that for highly skilled and experienced claimants they will not be forced into inappropriate or entry level employment in the face of possible benefit sanctions.

We would also like to reiterate our concerns over the resources available to deliver adequate and appropriate training opportunities as articulated in general point 3.

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?

There are a significant number of lone parents in Haringey, many of whom require employment and training support. The 2001 Census found there to be over 9,000 lone parents with at least one dependent child in the borough, 62 per cent of whom were not in employment. The latest DWP Benefit statistics show that there are currently at least 6,660 lone parents claiming Income Support. Haringey also has a LAA stretch target to support 110 lone parents into sustained employment by March 2010.

We therefore support the plans to provide a skills health check and training to lone parents once their youngest child is aged five. If done positively it can be used to improve the self esteem of a parent. However, the checks will have to be done carefully and by advisers who are adequately trained to recognise personal issues that lone parents may have but are unwilling to discuss. Also, there will be an issue with adequate and appropriate training as set out in general point 3. Additionally, more lone parents entering training will create even greater demand for quality childcare places. Extra childcare places need to be planned for to ensure that lone parents are able to take up training opportunities. The recent announcements about the 'Free childcare for training and learning to work' programme and the plans to provide free nursery places for all two year olds are therefore welcomed by the Council and its partners.

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?

We support the proposal to pilot extra benefit payments for lone parents in return for training. In line with our response to question 10 we believe this should be made available for lone parents with a youngest child aged 5.

Although lone parents on the New Deal for Lone Parents programme can access a £15 training allowance we believe more should be done and would like to see these extra benefit payments directed towards expenses such as childcare costs.

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

Our concerns around this issue are covered in general point 3 and our response to question 10. We would also like to highlight here the importance of improved careers advice to the individual and we are encouraged by the imminent pilot roll-out of the Adult Advancement and Careers Service.

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?

The Haringey Guarantee successfully provides volunteering opportunities and we believed that if, like work placements, they are structured, relevant and the outcomes to be achieved clearly defined at the outset and evaluated upon completion then they can be used successfully as part of a back to work strategy.

Volunteering can be an essential first step to returning to work for people with long-term health conditions and we are particularly concerned about the lack of support available to help disabled people take up volunteering opportunities. For this reason we fully support the calls to create a scheme similar to Access to Work to fund reasonable adjustments for disabled people.

We also have concerns about the capacity to deliver meaningful volunteering opportunities as outlined in our responses to questions 2 and 3 around work related activity.

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

We believe in the notion that anyone who can work should work, which fits with the principles and spirit of the social model of disability. On this basis we agree that the WCA and WFHRA should be re-focused to increase work related support. However, the quality of support will be critical, particularly in relation to helping stay in work. Moreover, supporting people with a disability or long-term health condition into work will require significant resources and we are concerned that they won't be adequately provided given the current economic climate and the tight settlement the DWP received in the last Comprehensive Spending Review. This point is particularly pertinent when considering the proposal to reassess all exiting IB claimants under the WCA between 2009-2013. There are currently (February 2008) 11,940 IB claimants in Haringey and to deliver to this timescale will have huge resource implications.

As well as the WCA and WFHRA we would also like to highlight the importance of Condition Management Programmes (CMPs), which were only given a cursory mention in the Green Paper. Through the Haringey Guarantee the Haringey Teaching Primary Care Trust (HTPCT) delivers a successful CMP, which is assisting long-term IB claimants into work and follows the model of the Pathways to Work pilots, where CMPs were delivered by Primary Care Trusts; the support delivered through the HTPCT also includes engagement in GP surgeries. We are concerned that the national rollout of Pathways has resulted in prime contractors not following this successful model, which we believe could have a negative impact on the Pathways programme.

The Sainsbury Centre for Mental Health, in a recent briefing⁸, highlighted how people with a mental health condition are less likely to be employed than any other group of disabled people. The combination of unemployment and mental ill health can also lead to a range of social problems such as debt and social isolation. In Haringey, approximately 45 per cent of the 11,940 IB claimants in the borough have a mental health condition.

For these reasons, we are encouraged by the Government's intention to provide more support to people with a mental health condition. Indeed, Haringey Teaching PCT is a transitional site for the Improving Access to Psychological Therapies (IAPT) programme, and the TPCT has already invested a considerable amount of funding to take this forward. However we must ensure that employment support provision is integrated with NHS provision and that it can operate effectively alongside IAPT practitioners and within the Primary Care setting, which is currently working to the "Implementing Care Closer to Home" agenda, as outlined in the White Paper "Our Health, Our Care, Our Say" (2006). This measure provides an opportunity to demonstrate effective implementation of cross governmental initiatives.

We are also very supportive of piloting the Fit for Work service. There is a gap in work retention services, and we welcome any initiative that will support people with health related problems to stay in work or to return quickly to work whenever they are able.

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

In line with the Government's commitment to achieve equality for disabled people by 2025, which we fully support, we believe that the expectations on ESA claimants in the Work Related Activity Group should include specific job search.

However, we would like to question the personalised support that will be offered to ESA claimants in the Work Related Activity Group, for which there was very little detail in the Green Paper. We presume that CMPs will play an integral role in this personalised support and we have articulated our concerns

⁸ Sainsbury Centre for Mental Health (2007) *Briefing 33: Mental health and employment*

about how CMPs are being handled within the national rollout of Pathways to Work in our response to question 14.

Whilst the Green Paper commits to the WFHRA being performed at regular intervals we would to highlight the importance of this being available to people with fluctuations conditions.

In relation to job search we would also like to highlight the importance of flexible employment opportunities, such as part-time work, which many people with a health condition will need access to. Lack of part-time employment opportunities are also known to be a particular issue in London. For this reason, as well the issues articulated in general point 5 and our response to question 9, we would like to see the Government doing much more work with employers (especially those signed up to the Jobs and Skills Pledges) to ensure that more part-time, flexible and appropriate employment opportunities are made available to disabled people and people with a long-term health condition.

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

We accept that making Access to Work more responsive to the needs of claimants with fluctuating conditions is a difficult issue to tackle. We would suggest that the role of social enterprises and in particular, social firms can play an important role here. A social firm based on an agency model that takes on disabled people with fluctuating conditions to perform certain tasks as and when needed could make it easier for these people to access work opportunities and also to determine what reasonable adjustments Access to Work could fund. The added benefit would be the disabled person having an employer that is sympathetic to their condition. We would therefore like to see the Government do more to support social enterprise and social firm development in this area.

To help people with fluctuating conditions stay in work we would also like to see Access to Work funding support such as personal assistants in the workplace.

For people with common mental health problems we would like to see all Access to Work assessors given mental health first aid training. This would help to increase the confidence people have in the Access to Work programme and also allow the assessors to better direct people to appropriate support.

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?

We fully support the 104 week linking rule that protects IB claimants when they return to work or training. However, we feel that this rule needs to be strengthened to improve work incentives. So, we would like to see the 28 week qualification condition halved to 14 weeks and the requirement to inform JCP of a possible return to benefits after a job start relaxed or dropped altogether.

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?

We believe that a phased approach will be key in ensuring that an action planning approach works. Some of the key features will include:

- The availability of occupational health support
- The option for the employee to take on lighter or changed job duties, which could include part-time working.
- Possible redeployment if an individual is assessed as not being able to carry out the duties they were doing before they fell ill.
- Support for line managers to help them understand and accommodate people returning to work.

Question 19

No question 19.

Question 20: What approach might be suitable to assist partners of benefit claimants who can work into employment?

We support the move to support unemployed partners of benefit claimants into work and we also fully support the child maintenance disregard that will apply to Housing and Council Tax Benefit from October 2008 and the plans to extend this disregard to out of work benefits from April 2010.

We have recently established a project called Families Into Work project in Northumberland Park – one of the country's most deprived wards with the highest JSA claim rate in London – which aims to tackle generational worklessness by initially supporting 100 families over a three year period. In our Children's Centres we are also planning to start information sessions on issues such as childcare, training and jobs to engage partners.

However, we do believe that some caution should be exercised in the proposed approach as there are vulnerable groups who could be disproportionately affected. These include women claiming benefits who are victims of domestic violence and/or prostitution; children who are in these families could also be adversely affected.

We also feel that the Government needs to go further to support employment amongst couples irrespective of whether they claim out of work benefits. The Institute for Public Policy Research published a study of the low-paid and the working poor earlier this year⁹. One of the main recommendations from the study was to increase work incentives for second earners in a couple through a Personal Tax Credit Allowance (PTCA). The PTCA would allow both adults in eligible families to each earn £100 a week before their entitlement to Working Tax Credits (WTC) started to be withdrawn. Under the PTCA a family earning minimum wage would be £36 a week (or £1,872 a year) better off if a second adult moved into part-time work than under the current system. The report also called for WTC for couples with families to be increased by one third to £91.31 a week (or £4,748 a year) from, reflecting the higher poverty line for this family type. It was estimated that this reform would benefit 1.6 million families and lift 200,000 children out of poverty, at a cost of £1.6 billion. We endorse this approach to assist partners of benefit claimants who can work into employment, by making work more attractive, and to also help tackle child poverty.

Question 21: 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?

Haringey Council is implementing a “a 3 year transforming social care programme” in response to “Putting People First” a concordat between central and local government and its partners to develop personalisation in which there will be pilot projects specifically designed to develop self assessment, individual budgets and self directed support plans, service user group by service use group. The programme will include consultation with stakeholders. The programme will ensure roll out of individual budgets and self directed support, service user group by service user group, over the next 3 years. Adult Social Care would welcome the involvement of the DWP in this programme locally.

The question about safeguards depends on what is to be safeguarded i.e. :

- Vulnerable citizens rights to a service
- Budgetary limits
- Protection of the vulnerable citizen from abuse

All of these will have to be brought into balance.

The question of a right to an individual budget will depend on the national review of eligibility currently being undertaken by the Commission for Social Care Inspection (CSCI). At the moment the right to an individual budget would only be available to those service users deemed to meet the fair access criteria of having critical or substantial needs in Haringey. It is thought that CSCI might widen the criteria because of the Department of Health's

⁹ Cooke, G. and Lawton, K. (2008) *Working out of poverty, a study of the low-paid and the 'working poor'*: Institute for Public Policy Research

commitment to prevention and because the current system does not work in the vulnerable citizens interest.

We also believe that a key part of enabling disabled people is giving them good advice and information about the quality of provision available to them. This should be available before they take up their service and while they are receiving this service as well. For this reason we would like to see the development of a 'Which' type good providers list; to make this locally specific it should be quality monitored by Local Authorities.

Question 22: 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?

We support the idea of a simpler system based on a single overarching benefit. In such a system, assessing need will be critically important in helping to meet need, accommodating responsibilities and also determining the conditionality that needs to be attached to the receipt of benefit.

For this to work, it could be possible to have a system similar to the forthcoming Employment Support Allowance, for example, where needs, responsibilities and conditionality are determined based on the group a claimants is assessed as being in.

Question 23: 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?

Carers are an integral part of our society and make a significant contribution to our economy. Research by Leeds University¹⁰, on behalf of Carers UK, found that in 2007 carers saved the economy approximately £87 billion a year. This contribution needs to be clearly recognised in the face of possible stricter work search conditions being applied to carers receiving benefits.

Nevertheless, we believe that moving carers from IS to ESA as opposed to JSA could be a more effective way of helping them to access the support available to combine caring with paid work or preparing for paid work. However, this will need to be based on a thorough and adequate assessment if this is to work effectively and a safeguard that carers will not be compelled to have work search conditions attached to the receipt of benefit if the results of the assessment deem it inappropriate. There will also have to be safeguards introduced to ensure that carers receive some temporary financial assistance once their caring responsibilities come to an end.

It is also important that carers have the resources invested in them to support their aspirations beyond their caring role. This support should include respite from caring responsibilities to better enable them to fulfil their aspirations. At this point, we would like to reiterate the issues identified in general point 3 and our responses to question 15 around training and employment opportunities.

¹⁰ Buckner, L and Yeandle, S (2007) Valuing carers – calculating the value of unpaid care: Carers UK

Question 24: 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?

No specific comments.

Question 25: 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?

No specific comments.

Question 26: 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?

We welcome the Right to Bid proposal as a way of encouraging and promoting innovation in helping people back to work.

To support providers who wish to access funding from the Right to Bid we believe that various information will need to be available, namely:

- Improved labour market statistics to give a clearer picture of the scale and nature of worklessness in local areas. Benefit claimant data can provide useful information at a borough or sub-borough level but what is really needed is improvements to the Labour Force Survey/Annual Population Survey to ensure that the results derived for local areas are more robust. This can be principally done by boosting the target sample in London boroughs, which is currently 450 economically active people compared to 510 economically active residents in Local Authority Districts outside of London. Given the unique complexities of worklessness in London we feel that this London sample should be at least 510 with a strong case for it being increased further.
- Guidelines on the levels of geography which apply to the Right to Bid.
- Guidance on the duration of successful projects for planning purposes.
- Any lower or upper limits on the amount of money that organisations can access.
- Any requirements around match funding.

We feel the evaluation process will need the following to give providers confidence that their ideas would be evaluated effectively and fairly:

- Upfront and transparent information about how proposals will be evaluated and/or scored. This could include factors such as expectations around outcomes to be achieved, the target groups to be supported, value for money and, importantly, how it adds value and links to existing provision.
- The option to request evidence that proposals have been robustly tested against an evaluation framework.

In terms of getting the balance right between rewarding those who come up with new ideas and the obligation to tender projects, we feel that provision such as Pathways to Work, the forthcoming Flexible New Deal and European co-financing arrangements will meet this obligation. The Right to Bid could therefore be used as a small fund used solely to test out innovative ideas.

Question 27: 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?

We welcome the Government's desire to include local areas much more in the design and delivery of mainstream employment programmes. Indeed the Haringey Guarantee has already been very successful in adding value to what is already being delivered by mainstream providers in the borough. We are also now delivering the North London Pledge, in partnership with Enfield and Waltham Forest Councils, which is helping to support mainstream activity across the Upper Lee Valley.

To ensure that the planned 'national spine' is supported by appropriate local provision adequate partnership arrangements need to be established. Again, this is something that is happening in Haringey where the Council's relationship with JCP is strong. However, more can be done and we feel that consideration should be given to co-commissioning arrangements and a fully devolved model being delivered through Local Strategic Partnerships as well as Multi Area Agreements and other sub-regional arrangements. The experience and expertise we have acquired through the Haringey Guarantee have given us a firm belief that we can meet the challenge of co-commissioning and full devolution.

A major issue in relation to multi area working is around the lack of consistency with sub-regional boundaries. For this 'national spine' to work we feel that there needs to be more consistency across national and regional government in terms of recognised sub-regional boundaries.

We would like to see joint commissioning plans developed between DWP/JCP and local areas. This will help to ensure that provision is meeting local priorities and is complementary rather than conflicting. Where possible we would also like to see joint monitoring arrangements established as well. This is particularly relevant to the work done through the Haringey Guarantee as we are not allowed to engage with residents who are already on mainstream employment programmes. However, whether someone is on a mainstream programme is not always as clear cut as it may seem and in our experience, disputes have arisen over this very issue. More solid partnerships through joint commissioning and monitoring would help to prevent this.

Question 28: How could a link be made to the radical proposals for the pilots, which seek to reward providers for outcomes out of the benefit savings they achieve?

We welcome the proposal to reward providers for outcomes out the benefit savings they achieve. Indeed, as part of the negotiations for our first LAA we

unsuccessfully requested an enabling measure to allow us to keep a proportion of the benefit savings achieved through helping our residents back into work. However, we would like to caution that this needs to be carefully implemented. There will not be any savings until people start to come off benefits and this won't happen until extra support is brought into the system. There is also an assumption that people coming off benefits will not be at least equally replaced in the welfare system.

Haringey now has a LAA target to reduce the out of work benefits claim rate by 4.7 percentage points by 2010/11. We also have stretch targets to support 110 lone parents, 120 long-term JSA claimants, and 180 long-term IB claimants into sustained employment by March 2010. All of these targets have reward payments attached to them. We would like to see a situation where these reward payments are directly related to the benefit savings that are achieved through us moving residents from welfare to work. Currently payments are made upon achieving at least 60 per cent of our individual stretch targets. We would encourage payments to be directly linked to every individual benefit claimant we support into sustained employment. Although the current proposals related to IB/ESA claimants we would eventually like this to be extended to include JSA claimants.

If this approach was to prove successful we would not like to see the Annual Managed Expenditure budget slashed to the extent that adequate resources cannot be ploughed back into employment support programmes.

Nevertheless, we are pleased that this approach will be tested in three pathfinder areas from 2010/11 and we would be very interested in working with you to test these proposals further as a pathfinder area from 2011/12.

Question 29: How effective are current monitoring and evaluation arrangements for City Strategies?

No specific comments.

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