



Enterprise Partnership Board

MONDAY, 9TH MARCH, 2009 at 14:00 HRS – CHIEF EXECUTIVE'S BOARD ROOM, L5 (N) RIVER PARK HOUSE.

MEMBERS: Please see membership list set out below.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. 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 decisions made in relation to those items.

3. URGENT ITEMS OF BUSINESS

The Chair will consider the admission of any new items of Urgent Business. (Late items of Urgent Business will appear under the agenda item where they appear. New items of Urgent Business will be considered under the Item 13).

4. MINUTES (PAGES 1 - 10)

To confirm the minutes of the meetings held on 10 December 2008 and 13 February 2009 as correct records.

5. COMPREHENSIVE AREA ASSESSMENT (PAGES 11 - 24)

A presentation will be made.

6. **HARINGEY'S DRAFT HOUSING STRATEGY 2009-19 (PAGES 25 - 48)**
7. **HARINGEY'S FIRST COMMUNITY ENGAGEMENT FRAMEWORK (PAGES 49 - 52)**
8. **ENTERPRISE COMMISSIONING PROSPECTUS**

This report will be sent to follow.

9. **LOCAL AREA AGREEMENT UPDATE (PAGES 53 - 106)**

An update will be provided in relation to the following three areas:

- A:** Local Area Agreement Refresh
- B:** Performance Management Exception Report –Third Quarter 2008/09 (including a presentation on the latest economic data)
- C:** Enterprise Board Risk Register
- D:** Working Neighbourhoods Fund Consultation

10. **TACKLING WORKLESSNESS UPDATE (PAGES 107 - 110)**

11. **BUSINESS AND ENTERPRISE UPDATE (PAGES 111 - 118)**

12. **HARINGEY BUSINESS BOARD**

A verbal update will be provided.

13. **NEW ITEMS OF URGENT BUSINESS**

To consider any new items of Urgent Business admitted under Item 3 above.

14. **ANY OTHER BUSINESS**

To raise any items of AOB.

15. **DATES OF FUTURE MEETINGS**

Please note that the Council's Calendar of Meetings for the new Municipal Year, 2009/10, is still in draft form present and will not be confirmed until May 2009.

The dates listed below have been tentatively set:

- 5 May 2009, 2pm
- 8 September 2009, 2pm
- 17 December 2009, 2pm
- 2 February 2010, 2pm

Once the dates have been formally agreed Board members will be advised.

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27 February 2009

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	9	Dr Ita O'Donovan Councillor Kaushika Amin Councillor Pat Egan Marc Dorfman Karen Galey Sean Burke Janette Karklins Clare Kowalska Denise Gandy
Community and Voluntary Representatives	Community Link Forum	1	Rod Cullen
		1	John Egbo
		1	Martha Osamor
	HAVCO	1	Naeem Sheikh
	CONEL	1	Paul Head
Employment and skills	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 Mall	1	Colin Compton
	Management	1	Michael Thompson
	North London Chamber of Commerce	1	Huw Jones
	North London Business	1	Gary Ince
TOTAL		23	

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 10 DECEMBER 2008**

Present: Councillor Kaushika Amin (Vice-Chair), Leo Atkins, Linda Banton, Yolande Burgess, Marc Dorfman, John Egbo, Denise Gandy, Gary Ince, Shamila Mitre, Martha Osamor, Isobel Rawlinson, Walter Steel.

In Attendance: Xanthe Barker, Ambrose Quashie, Martin Tucker.

LC70. APOLOGIES AND SUBSTITUTIONS

Apologies for absence were received from the following:

Dr Ita O'Donovan (Chair)

Juneed Asad

Manoj Ambasna

Rod Cullen

Councillor Pat Egan

Paul Head

Naeem Sheikh

-Shamila Mitre substituted.

LC71. MINUTES

RESOLVED:

That the minutes of the meeting held on 6 October 2008 be confirmed as a correct record of the meeting.

LC72. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC73. URGENT BUSINESS

No items of Urgent Business were received.

LC74. MAIN DISCUSSION ITEM -LAA REFRESH

The Board received a report setting out the process for the Local Area Agreement (LAA) Refresh. The report also sought approval to renegotiate certain LAA targets within the Boards responsibility.

It was proposed that the following targets should be renegotiated:

NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods

It was proposed that this target should be revised down from a 4.7 percentage point reduction to a 3.9 percentage point increase as it was envisaged that the number of people who are claimant count unemployed in the UK will increase to 2M by 2010.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 10 DECEMBER 2008**

The Board was advised that it was forecast the UK would suffer a worse recession than other western countries and that other Authorities had indicated that they would attempt to reduce their employment related LAA targets.

It was noted that the recently published Government White Paper on reforms to the Benefit system aimed to encourage people to work wherever possible and included a number of new initiatives to achieve this. In response to a query, as to how this would affect the number of people claiming Benefits, the Board was advised that the measures proposed would also mean that there was additional funding available to support those most in need.

NI 171 –New Business Registration Rate

At present there was no data available to measure this. This would be available for the next quarter and would be reported on then.

It was noted that the London Development Agency's (LDA) targets were not aligned to those contained within the LAA. It was requested that the LDA make a presentation to the Board at a future meeting setting out how the links between its targets and those contained within the LAA.

The Board was advised that the LDA was looking at ways to address this and that and that it was currently undergoing a review of its targets, with a view to achieving a more outcome based focus. This would help ensure that its targets were better aligned to the LAA targets.

It was noted that the LDA was holding an open meeting on its Investment Strategy for North London at the Bernie Grant Centre on 17 December 2008. Members of the Board were urged to attend this meeting as it would provide an opportunity to comment on the proposed approach and priorities. As part of the LDA's restructure the post occupied by the current Board member representing the LDA would no longer exist.

The Chair requested that a presentation from the LDA should be arranged for a future meeting and that officers should contact the LDA to determine who its new representative and link officer would be.

RESOLVED:

- i. That the timetable for completing the LAA refresh process be noted.
- ii. That the proposed revised targets for submission for GOL be approved.
- iii. That the LDA should be contacted to arrange a presentation on the links between its targets and those contained within the LAA.
- iv. That officers should contact the LDA to determine who the Boards new representative and link officer would be.

LC75. LOCAL AREA AGREEMENT UPDATE

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 10 DECEMBER 2008**

The Board received a report providing an overview of work in relation to the Local Area Agreement (LAA) since the last meeting.

Performance Management Highlight Report –Second Quarter 2008/09

An overview was provided of performance against LAA National Indicators (NIs) and Stretch Targets within the Boards responsibility during the last Quarter.

It was suggested that an overview of local and national performance should be included in order to provide a context in which to assess performance. This would provide a clearer picture of how the Partnership was performing, not only to the Board but to the wider HSP and members of the public.

The Board discussed how more support might be offered to Social Firms in order to improve the opportunities available to people with health problems to return to work. The Board was advised that this was being taken forward in the development of a forthcoming Social Enterprise Strategy.

There was agreement that consideration should be given to creating a newsletter to promote the work and initiatives in place to address Worklessness in the Borough.

Enterprise Board Risk Register

Each of the HSP Thematic Boards had been required to produce a Risk Register following the adoption of the HSP Risk Management Strategy in July 2008.

The Register identified key risks and remedial actions associated with the delivery of LAA targets. In addition to this it also addressed generic risks such as membership, data and information management and non-delivery of outcomes.

It was agreed that NI 153 should be monitored on a quarterly basis, rather than every six months, as set out in the report.

Working Neighbourhoods Fund Consultation

The Board was advised of revisions proposed by the Government in relation to the criteria governing the allocation of Working Neighbourhoods Funding (WNF) for 2009-11.

It was noted that the proposed revisions would result in an increase of £86,300 for Haringey over 2009-11 based on the figures included within the consultation document.

The Board was advised that the HSP would be submitting a response to the consultation that closed on 9 January 2009.

RESOLVED:

- i. That performance against LAA targets during the 2nd Quarter be noted.
- ii. That future performance reports should provide a more comprehensive context in which to assess performance.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 10 DECEMBER 2008**

- iii. That, subject to the amendment set out above, the Risk Register be endorsed:
- iv. That the revisions to the WNF allocation criteria set out in the consultation paper be noted and supported in the HSP's response.

LC76. AREA BASED GRANT REVIEW

The Board received a report setting out the findings of the Area Based Grant (ABG) Review and its recommendations.

Following the Review it was proposed that the ABG should be allocated to the Thematic Boards on a two year basis in order to provide stability and this would commence in April 2009. Individual Thematic Boards were responsible for commissioning and the delivery of partnership priorities, LAA outcomes and targets within their remit and therefore the Board would need to determine how it would take this forward.

There was agreement that a sub group should be formed to look at how the Board would commission programmes in more detail and that a narrative should be formed setting out the rationale for the allocation of funding. Once the sub group had agreed a draft commissioning document this would be circulated to Board members for comment.

RESOLVED:

- i. That the letter from the Chair of the HSP regarding the ABG Review be noted.
- ii. That a sub group should be created to form a draft commissioning document setting out a programme of activity and intentions relating to LAA outcomes.
- iii. That, once a draft document had been formed, it should be circulated to Board members for comment.

LC77. ENGLISH FOR SPEAKERS OF OTHER LANGUAGES (ESOL) PROVISION IN HARINGEY

RESOLVED:

That this item should be deferred until the next meeting.

LC78. TACKLING WORKLESSNESS UPDATE

The Board received an update on the three key Tackling Worklessness programmes in the Borough:

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

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 10 DECEMBER 2008**

It was noted that in addition to the programmes listed above a number of initiatives focussing on the development of apprenticeships were currently being undertaken.

Concern was raised that private sector businesses, in particular smaller businesses, often had a negative perception of apprenticeships and were unwilling to become involved with what was perceived as the bureaucratic process attached to offering an apprenticeship. This point was acknowledged, however, it was noted that for larger organisations and public sector bodies, there were apprenticeship models that could be used effectively.

RESOLVED:

- i. That the developments and progress in relation to each of the programmes be noted.

LC79. BUSINESS AND ENTERPRISE UPDATE

The Board received a report that provided an update on Business and Enterprise activities funded from the Area Based Grant.

In response to a query as to what action was being taken to improve the opportunities in the west of the Borough, the Board was advised that were several schemes specifically targeted in this area, including partnerships in Wood Green and Green Crouch End. In addition work was also being carried out with the Neighbourhoods Team to see how links could be made with existing schemes in these areas.

In terms of the opportunities offered by the Olympics the Board was advised that the Cabinet Member for Business and Enterprise was meeting with John Armitt to discuss how the Borough could benefit from the Olympics. However, it was unlikely that there would be a significant amount of funding available as the five Olympic Boroughs would be the main beneficiaries.

RESOLVED:

- i. That the report be noted.
- ii. That the outcome of discussion between the Cabinet Member for Business and Enterprise and John Armitt be reported to the Board.

LC80. IMPACT OF THE CREDIT CRUNCH ON THE HARINGEY LABOUR MARKET

The Board received a presentation on the impact of the Credit Crunch on Haringey's labour market.

RESOLVED:

That the presentation be noted and circulated with the minutes for information.

LC81. NO ONE WRITTEN OFF: REFORMING WELFARE TO REWARD RESPONSIBILITY

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
WEDNESDAY, 10 DECEMBER 2008**

The Board received, for information, the Borough's formal response to the Green Paper on Welfare Reform.

The Chair noted that the Board had seen this in draft form and commented on it and there was agreement that the final response set out reflected the comments made.

RESOLVED:

That the report be noted.

LC82. NEW ITEMS OF URGENT BUSINESS

No items of Urgent Business were raised.

LC83. ANY OTHER BUSINESS

The Board was informed that the Mayor of London was about to publish an Economic Recovery Plan.

LC84. DATES OF FUTURE MEETINGS

The Board was asked to note the date of the next meeting was 9 March 2009.

Dr Ita O'Donovan

Chair

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
FRIDAY, 13 FEBRUARY 2009**

It was noted that organisations within the Community and Voluntary Sector also required support to remain in operation and the business support priorities in the Prospectus should take account of this.

In response to a query, the Board was advised the Compact Proofing tool, which had been developed by the Corporate Voluntary Sector team, was in draft form at present. However, officers had been advised that it was fit for purpose and would be applied to the Prospectus.

The Board discussed how new initiatives, aimed at addressing the needs of people recently made unemployed, may have an impact upon the long term unemployed. Concern was raised that people who had been unemployed on a long term basis may be further pushed out of the job market with the influx of 'white collar' workers who had been affected by the current economic down turn.

The Board was advised that eighty per cent of the measures aimed at helping people into employment were still targeted at the long term unemployed and there was agreement that this should be highlighted in the Prospectus.

In response to concerns that the contingency fund, which had been established to fund initiatives to address issues arising from the current economic climate, the Board was advised that work was already being carried out to determine how this could be used most effectively.

The Chair noted concerns around the need to ensure that the Partnership responded to the recession promptly. However, as the information emerging at present suggested that areas of the Borough, usually considered to be more affluent were the most affected by changes to the economic climate, there was a need to weigh up how the Partnership should respond and direct its funding. It was envisaged that there may be a significant number of people who had no experience of accessing job centres or the benefits system that would need assistance. Obviously meeting this requirement would have to be balanced against continuing to support the long term unemployed.

In response to concerns, the Board was advised that representatives from Job Centre Plus (JCP), the Learning and Skills Council (LSC) and the Local Authority, had met to discuss the actions that each respective organisation was taking to meet the new needs emerging. This would ensure that there was no duplication and that combined resources were used as effectively as possible.

The Board was advised that North London Business was receiving feedback from local employers that suggested that businesses in the East of the Borough were now feeling the impact of the recession. This was primarily due to the decrease in public spending following significant job losses and the impact of this upon retail and manufacturing businesses.

The Chair advised that a Haringey 'Kite Mark' was being established to recognise good local businesses. It was hoped that local businesses would see this as being an advantageous asset and encourage them to participate in schemes such as Getting People into Work.

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
FRIDAY, 13 FEBRUARY 2009**

The Board was advised that CONEL had undertaken sessions to assist people who found themselves unemployed. Work was also being undertaken with the LSC and JCP to equip volunteers with new skills.

The Chair noted that the next Government spending review was likely to result in a significant reduction in the levels of funding available to Local Authorities and consequently it was important that new and existing projects and initiatives under the Boards responsibility were sustainable. The Board noted that placements under the Haringey Guarantee cost approximately £2,000 and that this figure was low in comparison to other programmes across the country. This would mean that Haringey was well placed to continue this and other projects as good value for money outcomes were being delivered.

In conclusion the Board was asked to contact officers if there were any areas that they considered required further discussion, prior to the next meeting in March, when the final document would be presented for adoption.

RESOLVED:

That the report be noted.

LC88. ANY OTHER BUSINESS

No items of AOB were raised.

LC89. DATE OF NEXT MEETING

It was noted that the next meeting of the Board was due to be held on 9 March 2009.

Dr Ita O'Donovan

Chair

The meeting closed at 3.50pm.

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Comprehensive Area Assessment

February 2009

Policy & Performance

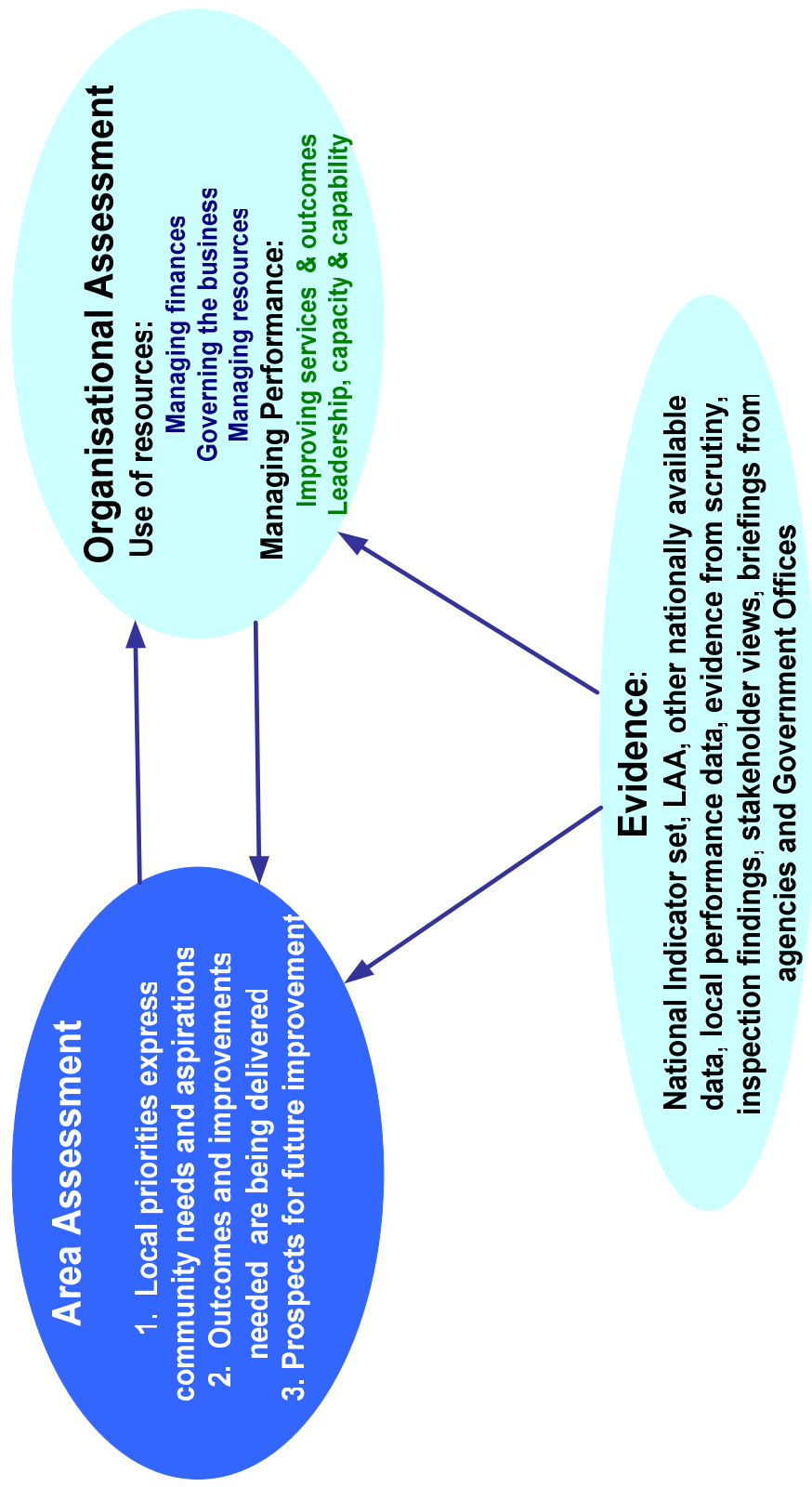
Comprehensive Area Assessment

An independent assessment of how well people are being served by local public services

Two elements which will inform each other:

- **Area assessment** – will provide a view on the short, medium and long term prospects for better outcomes for local people
- **Organisational assessment** – will assess the performance and value for money provided by individual public bodies serving the area

The Comprehensive Area Assessment



Area Assessment

Will consider the following for Haringey:

1. How well do local priorities express community needs and aspirations?
2. How well are the outcomes and improvements needed being delivered?
3. What are the prospects for future improvements?

(Q1). How well do local priorities express community needs and aspirations?

Key themes:

- how well councils and partners know and engage their communities and understand the needs of marginalised groups
- have communities been involved in identifying priorities
- have communities been involved in assessing whether priorities are delivered
- are partners effective in co-ordinating community engagement and communicating its impact on their decisions

(Q2) How well are the outcomes and improvements needed being delivered?

Inspectors will be looking for answers to:



- How safe is the area?
- How healthy and well supported are people?
- How well is adult social care meeting people's needs and choices?
- How well kept is the area?
- How environmentally sustainable is the area?
- **How strong is the local economy?**
- **How strong and cohesive are local economies?**
- How well is housing need met?
- How well are families supported?
- How good is the well being of children and young people?

(Q3). What are the prospects for future improvements

Inspectorates will look for answers to:

- Do local partners have the capacity and capability to deliver their ambitions, strategies and plans?
- Are local partners taking adequate action to manage, mitigate or address any risks?
- Are local partners engaged in any exceptional innovative practice?
- How well improvement planning is being implemented –are key objectives and milestones being achieved and do local partners have robust plans for improving?

Reporting the Area Assessment

- Area Assessment is not scored – narrative report published annually
 - First report to be published November 2009
 -  to indicate significant concerns about future improvement. There will be a challenge procedure for red flags
 -  to highlight exceptional performance or improvement
- Non-awarding of green flags will not be able to be challenged.

Underpinning themes

- Sustainability – building a strong, healthy and just society
- Understanding and tackling inequality, disadvantage and discrimination – will include reducing child poverty
- People whose circumstances make them vulnerable (are their needs being met now and in the future)
- Value for money – use of resources in achieving outcomes for the area

Organisational Assessment

	Theme	Key lines of enquiry
Use of resources	Managing finances	How effectively does the organisation manage its finances to deliver value for money?
	Governing the business	How well does the organisation govern itself and commission services that provide value for money and deliver better outcomes for local people?
	Managing resources	How well does the organisation manage its people, natural resources and physical assets, to meet current and future needs and deliver value for money?
Managing performance	Managing performance	How well is the organisation delivering its priority services, outcomes and improvements that are important to local people? Does the organisation have the leadership, capacity and capability it needs to deliver future improvements?

Scoring the Organisational Assessment

- Organisational Assessment Performance Management score will be agreed jointly by Audit Commission, Ofsted & Care Quality Commission (CQC)
- Ofsted and CQC will also publish more detailed finding separately
- There will be no use of rules to govern how an Ofsted or CQC grade will impact on the overall managing performance score
- Organisational Assessment will be scored for 1 – 4 where:
 - 1 – performs poorly
 - 2 – performs adequately
 - 3 – performs well
 - 4 - performs excellently

Inspections

- CAA not a once-a-year activity – unlike CPA
- information will be gathered and reviewed throughout the year (quarterly)
- reports published in late November
- linked graded assessments of children's services and of adult social care published at the same time

Timelines

Not 'once a year activity' – evidence will be gathered and updated throughout the year with quarterly updates

Up to mid September	Joint inspectorate gathering latest available information including educational attainment
Late September	Joint inspectorate drafts reports, including red and green flags
October	Key issues discussed with local partners. Joint inspectorate undertake final quality assurance
October/November	Draft report shared with partners. Ten days to challenge area assessment and organisational assessment
November	Resolve any challenges through formal process
Late November	Publish reports

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haringey strategic partnership

Meeting: Enterprise Partnership Board

Date: 9 March 2009

Report Title: Haringey's Draft Housing Strategy 2009-19

Report of: Kate Dalzell, Urban Environment, London Borough of Haringey

Purpose

To engage the Enterprise Board in the development of Haringey's Housing Strategy 2009-19.

Summary

A new housing strategy is being developed for Haringey. Haringey's Housing Strategy 2009-19 is being developed as a partnership strategy, overseen by the Integrated Housing Board of the Haringey Strategic Partnership.

Housing has a significant role to play in improving the quality of people's lives in Haringey, and can have an impact on a wide range of outcomes. The Housing Strategy is an over-arching strategy: it provides a framework, and a number of more focused strategies will sit beneath it, providing greater detail around areas such as Homelessness, Affordable Warmth, Private Sector Housing, and Older People's Housing.

A draft strategy has been developed based on the evidence available, and an analysis of the policy context. Feedback has also been received from a number of existing consultative forums with housing partners and key stakeholders. The draft strategy is attached, and can be found online at www.haringey.gov.uk/housingstrategy.

Legal/Financial Implications

N/A

Recommendations:

- That the Enterprise Board notes the development of the draft Housing Strategy 2009-19, as summarised below and attached at Appendix A
- That the Enterprise Board provide feedback on the content of the strategy

For more information contact:

Name: Kate Dalzell
Title: Executive Policy Development Officer

Tel: 020 8489 2148

Email address: kate.dalzell@haringey.gov.uk

Key issues in the draft

Haringey faces a number of challenges in achieving its aspirations for housing. The borough has high levels of housing need, and a shortfall in affordable housing. 4,815 households live in temporary accommodation (October 2008), 10% of homes are over-crowded, 17% of private sector stock is unfit, and the council and social housing providers are working on significant investment programmes to bring their homes to Decent Homes standards. Responding to these issues is key for the borough: 26% of residents consider affordable decent housing to be the most important thing in making somewhere a good place to live, and 17% think it is the thing that most needs improving in the local area. Poor housing has also been found to have a negative impact on other areas of life for children and young people, in particular their health and well-being, and educational attainment.

The make-up of the borough's neighbourhoods is diverse, exhibiting affluence and deprivation, including areas which are successful and areas of potential. Significant regeneration programmes are working to transform neighbourhoods in the borough at Tottenham Hale and Haringey Heartlands. The economic down-turn raises challenges to our work to renew and regenerate the borough's housing at the same time as the introduction of the Homes and Communities Agency and the new Mayor's Draft Housing Strategy provides an opportunity to strengthen our dialogue and partnership with regional and national partners to ensure that we have the best opportunity to achieve our aspirations for Haringey.

The draft strategy suggests a vision for housing in the borough, to create: *Neighbourhoods people choose to live in with a balance of different types of homes which offer quality, affordability and sustainability for current and future generations*

In order to do this, it suggests that our central aims should be:

1. To meet housing need through mixed communities which provide opportunities for our residents

This aim is about providing the right balance of homes, in terms of their type, size and price, and making sure enough housing is available, by building new homes and making the most of our existing housing. It is also about working with residents in temporary accommodation to look at alternative kinds of housing, and strengthening the links between housing services and training and employment support opportunities.

Section 1.2 focuses on 'Connecting housing to employment and skills', and identifies three priority actions:

- Work with Homes for Haringey and social housing providers to connect residents to opportunities for training and employment through the

Haringey Guarantee

- Ensure housing advice services and homelessness services are closely linked with employment and skills support, particularly in relation to housing for young people
- Work with contractors to help residents benefit from employment opportunities arising from their work in the borough through applying the Supplementary Planning Guidance Employment Code of Practice and Employment Training Protocol

2. To ensure housing in the borough is well managed, of high quality, and sustainable

This aim focuses on ways we can work with residents and social and private landlords to improve standards of decency, design, and energy efficiency in new homes and existing homes

3. To provide people with the support and advice they need

To enable residents to make the most of housing opportunities in the borough, they need housing advice and support that are accessible and of high quality, enable choice and independence, and are responsive to individual needs.

Behind this aim is a range of work focused on how we improve advice, the need for early intervention to prevent homelessness, delivering the Supporting People's Strategy, and the role of housing services in safeguarding children and young people. This aim also includes the proposal to develop and deliver an Older People's Housing Strategy.

4. To make all homes in the borough a part of neighbourhoods of choice

This aim is about making all homes in the borough a part of neighbourhoods that people would choose to live in by creating well-designed, attractive, clean and safe public spaces where there is a real sense of belonging and pride.

Three principles have been identified as key components of the way we wish to work in Haringey in order to achieve these aims:

- Partnership between organisations, agencies and residents in the borough
- Strong relationships with government and national agencies (such as HCA and TSA) that will get the best deal for Haringey's residents
- Engagement with residents and communities so that decisions and service improvement are shaped by what they want

The draft strategy identifies the key actions, along with the key indicators we will use to measure our progress in achieving our aims. As this is an overarching strategy the majority of actions are addressed in more detail through existing delivery mechanisms: the strategy does not replicate these, but will clearly signpost through its implementation plan where responsibility for the detail of implementation lies. Delivery will be overseen by the Integrated Housing Board through its quarterly monitoring process.

Consultation

A consultation period is currently underway. A range of communities will be consulted with, including residents, partners, community groups and council staff, using a range of methods and materials.

The consultation will make use of existing forums, including the Haringey Strategic Partnership and its theme boards, resident engagement mechanisms used by Homes for Haringey and housing association partners, community and voluntary groups, the Youth Council and the Haringey Forum for Older People, and other consultative forums in place for engaging with housing stakeholders.

A Housing Conference was held on 18 February 2009, and the website, Haringey People, and customer access points in the borough are being used to reach a wider audience.

The consultation closes on 13 March 2009, and feedback will be provided, with the outcomes taken into account in a final strategy that will be taken to the Integrated Housing Board, and to Cabinet in Spring 2009.

Further Information

For further information, to provide feedback, or to request copies of the strategy, please visit www.haringey.gov.uk/housingstrategy email housing.strategy@haringey.gov.uk or call 020 8489 1161.

Haringey's Draft Housing Strategy 2009-19



Haringey's Draft Housing Strategy 2009-19

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DRAFT: HARINGEY HOUSING STRATEGY 2009-19

Foreword

All of us aspire to a good quality home in a pleasant neighbourhood. This strategy is about the next ten years, and how we can get closer to achieving this for everyone living in Haringey, whether they rent from Homes for Haringey, from a social landlord or private landlord, or own their own home.

There is a great deal of work underway to improve the housing in the borough. For example we are investing significant resources in improving the quality of homes through our Decent Homes Programme, and two of London's biggest regeneration projects are in the pipeline in Haringey, and will deliver thousands of new properties.

However much remains to be done. This draft ten-year plan looks at how all partners and stakeholders can work together to create better quality housing and neighbourhoods across the borough.

It considers how we create more homes, but also how we build communities with a mix of private, council and housing association properties. It considers issues such as how to make homes greener, as well as how to improve housing advice and support for residents.

I strongly encourage you to have a look at this draft Housing Strategy for 2009-19 and give us your views, so that we can produce a final plan that benefits everyone in the borough.



Cllr John Bevan
Cabinet Member for Housing Services

Haringey's Draft Housing Strategy 2009-19

Introduction and Overview

Haringey is the fifth most diverse borough in London and is home to 225,700 people. It contains both areas of relative affluence and concentrations of deprivation and we face exciting opportunities and serious challenges in meeting our aspirations for its housing. The borough has high levels of housing need, and many homes that don't meet required standards of decency or are situated in run-down areas. At the same time the borough contains highly successful neighbourhoods, and there are significant regeneration schemes underway.

Housing has a significant role to play in improving quality of life in Haringey and contributes to a wide range of outcomes. Many organisations and areas of work at local, regional and national levels play a part in this. This is an over-arching strategy, and articulates at a high level how these strands of work come together to contribute to achieving the overall vision shared by partners and residents, and a range of other strategies inform and support the strategy.

Our aim is to create balanced neighbourhoods where people choose to live, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations. In realising this vision for housing, we aim to have a positive impact on related areas which are priorities for Haringey, including the health, well-being and achievement of residents, particularly our children and young people, and the sustainability of the borough. To do this we must increase the amount of housing in the borough, ensuring that a significant proportion of new homes are affordable to residents, and that they meet high standards of design. We will make sure that design minimises the impact of new housing on natural resources. We must ensure that we make the best use of existing stock, and that all housing in the borough is well-managed and energy efficient. We must make homes a part of neighbourhoods that people want to live in and a part of sustainable, mixed communities. Finally, we must provide support and advice that gives residents independence and choices, with continuing opportunities to exercise these as they move through their lives and their needs change.

At the time of writing, the economic down-turn presents us with new challenges in meeting these aspirations. Over the short to medium term we will place a particular focus on making sure that excellent services, as far as possible, reduce the impact of the recession on residents and that regeneration and home-building projects being worked on in the borough are delivered. Through its 'single conversation' approach the Homes and Communities Agency will provide mechanisms through which we can make the most of regional and national support and opportunities, and explore the scope for innovative delivery models

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through which to drive renewal where it is needed. The council, with the Haringey Strategic Partnership, will actively participate in this. The Mayor of London is currently consulting on a Draft London Housing Strategy. This draft strategy for Haringey identifies what the borough can offer in contributing to delivery of the wider regional agenda.

Our context: the situation in Haringey

Haringey is a diverse and fast changing borough. Some 50% of our population overall, and three-quarters of our young people, are from ethnic minority backgrounds, with around 200 languages being spoken in the borough. The population is projected to expand by up to 10.6% by 2031. Within this there is expected to be a general shift upwards in the average age, but also an increase in the numbers of very young people.

It is the dynamics of the borough's population that lie behind the change and growth in housing demand in the borough. Currently just under half of Haringey's households are owner-occupiers, with around 30% living in the social rented sector (18% Council stock, 11% Housing Association) and 22% in private rented accommodation. Owner occupation is greater in the west of the borough, with concentrations of social rented housing in the east of the borough, reflecting a wider social and economic polarisation. 30% of Haringey's population live in central and eastern areas of the borough which are among the 10% most deprived in England. It is in these areas that regeneration efforts are currently concentrated.

There is a high demand for housing across all tenures. In the private sector this can be seen in house prices, which rose by 94.9% over 2002-7, with the average home in Haringey costing approximately £353,800 in summer 2008 (although this average masks significant variation across the borough). While prices are falling at the time of writing, the long-term trend in house prices is for prices to increase. The need for affordable housing outstrips supply, with a shortfall in provision of 4,865 units per annum, or 52 per 1,000 head of population - outstripping the Inner London average of 32 per 1000. Housing need particularly affects BME households, with 40% of Black African and Asian households living in unsuitable accommodation.

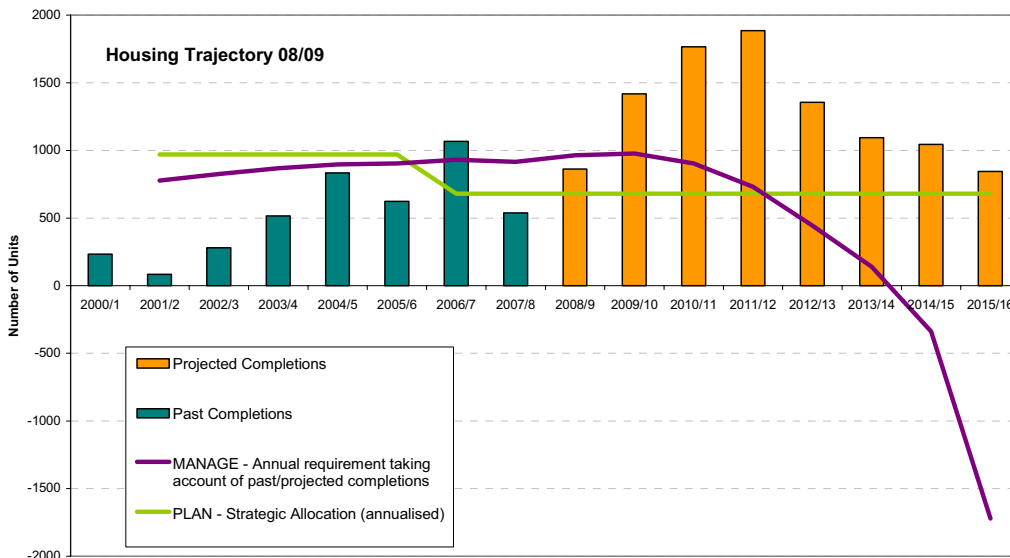
Responding to this shortfall is a priority for the borough. 26% of residents consider affordable decent homes to be the most important thing in making somewhere a good place to live, and 17% think that it is the thing that most needs improving in the local area. Housing need is reflected in high demand for social housing. In 2007/8 1488 households joined the Housing Register, while only 868 households secured a permanent social rented home. At November 2008 about 4,800 households Haringey were living in temporary accommodation, and the borough faces a huge challenge in meeting government targets to

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reduce these numbers.

The borough has targets for provision of new housing, and affordable housing, based on a capacity study, and has identified a five year supply of land on which housing can be delivered, which is regularly updated. Over four fifths of new housing over the next ten years will be supplied through Tottenham Hale and Haringey Heartlands, which are designated as an Opportunity Area and Area for Intensification respectively in recognition of the potential to provide significant numbers of new homes, jobs and regeneration benefits at these locations. The borough also has identified five priority areas which contain the highest levels of deprivation where regeneration initiatives are targeted.

This table illustrates Haringey’s programme for housing delivery for 2000/01-2015/16, showing past dwelling completions, projected dwelling completions and how we are performing against the London Plan housing target of 680 dwellings per annum. The trajectory shows that there is potential to exceed the 680 unit target.



There is also scope to make greater use of existing stock through tackling empty homes, and increasing turn-around times on void social properties. Council tax records show that in April 2007 approximately 1,000 private sector properties had been vacant for over six months. Evidence also suggests that 18.6% of homes are under-occupied. Under-occupation applies both to the private sector and social housing (including council housing).

Parallel to this, the 2007 Housing Needs Assessment identified 20.9% of households to be living in unsuitable housing, the main reason being overcrowding. Within the social rented sector 15% of households are overcrowded. This reinforces evidence about demand for affordable housing which demonstrates insufficient availability of larger, three to four bedroom,

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dwellings in the borough (although demand for one and two bedroom properties remains high). Households with support needs are more likely than households overall to be in unsuitable housing, with nearly one in five households in Haringey currently containing at least one person with a designated special need. Quality of housing environment is linked to health outcomes. Care and access requirements can also tie housing provision closely to independence. Poor housing also has a negative impact on other areas of life for children and young people, for example their educational attainment.

The government has set a target that by 2010 all social housing stock will reach Decent Home standards. A survey of council stock concluded that at March 2008 42% of Council stock did not meet these standards, and an investment programme is underway to address this, with similar improvements being carried out by other social landlords in the borough. There are areas in the borough where there are wider environmental issues, for example poor design of estates, where we need to look beyond upgrade of individual homes to explore potential for wider estate renewal. A 2002 Private Sector Stock Conditions Survey identified that 15.7% of private stock was unfit, against 7.5% nationally, most commonly due to disrepair. Domestic properties contribute 50% of all CO2 emissions in Haringey, and improvements to the thermal efficiency of homes in the borough will be key to work to reduce poverty and contribute to the Mayor's ambitious target to reduce carbon emissions in London by 60% by 2025.

The National and Regional Context

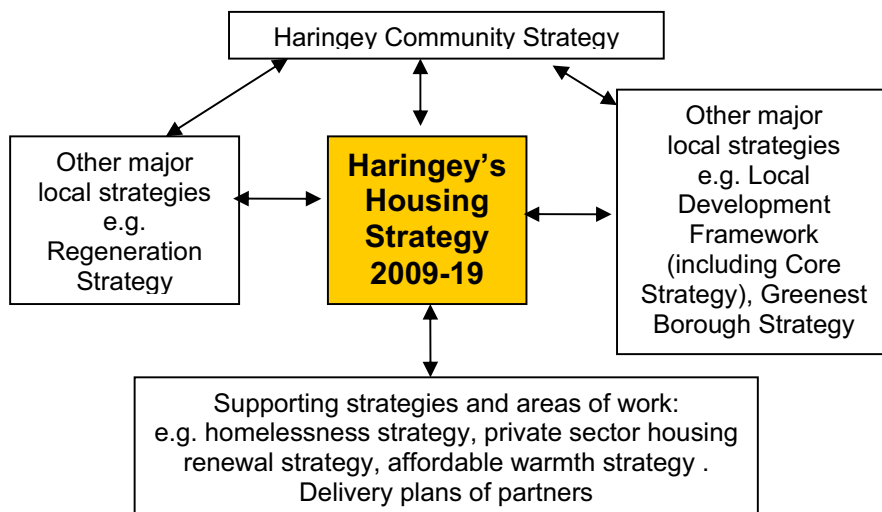
National government has committed to the provision of more homes, more affordable homes, and greener homes. Emphasis has also been placed on the need for mixed tenure and sustainable communities. Partners are being encouraged to work together flexibly and to make use of innovative models through which to deliver on this agenda, and there is a commitment to working with local authorities to enable this and to mitigate the impact of the recession.

The economic downturn has reduced the availability of credit and increased the cost of loans and mortgages. As social housing construction frequently depends on provision of market housing through section 106 agreements, there is pressure on house building across all sectors. National government has introduced a package of reforms and support to temper the impact of this. The Homes and Communities Agency, established through the 2008 Housing and Regeneration Act, provides mechanisms through the 'single conversation' which will support local authorities and their partners in working with regional and national agencies to counter negative impacts. The introduction of the Tenant Services Authority in the same Act will have a direct impact on the future management of social and council housing. This is likely to build on recent reviews which have brought to the fore the need to strengthen the voice of tenants and provision of choice, as well as a role in training and employment.

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The Mayor of London’s Draft Housing Strategy was published in November 2008. This identifies three priorities; the provision of additional homes, using innovative models for investment and the single conversation approach; the quality and design of new homes, regeneration of areas and greening of all homes; and working to promote opportunity, by meeting need and raising aspirations. Our North London Housing Strategy also addresses the need for increased supply of affordable and intermediate housing, mobility and choice, improved housing quality, meeting need for Supporting People services and homeless households, and contributing to the development of balanced communities.

Locally, housing is key to meeting the objectives of Haringey’s Community Strategy 2007-16, particularly those on improving health and quality of life, and creating economic vitality and prosperity. This Community Strategy will contribute to delivery of a number of other key strategies, including the Greenest Borough Strategy and the Regeneration Strategy. Furthermore Haringey’s emerging Core Strategy will provide the spatial framework for the development of new housing in the borough and has close links with achieving our other objectives for housing.



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What we need to do

Our vision for housing in the borough is:

To create balanced neighbourhoods of choice, which meet the housing aspirations of Haringey's residents and offer quality, affordability and sustainability for current and future generations

In order to deliver this vision our aims must be:

1. To meet housing need through mixed communities which provide opportunities for our residents
2. To ensure housing in the borough is well managed, of high quality and sustainable
3. To provide people with the support and advice they need
4. To make all homes in the borough a part of neighbourhoods of choice

In order to achieve these aims for Haringey our approach will be based on the following principles:

- Partnership between organisations, agencies and residents in the borough
- Strong relationships with government and national agencies (such as HCA and TSA) that will get the best deal for Haringey's residents
- Engagement with residents and communities so that decisions and service improvement are shaped by what they want

1. To meet housing need through mixed communities which provide opportunities for our residents

We need to respond to housing need in the borough by increasing housing supply. We will do this through new build, and by making the most of the housing we have, for example tackling under-occupation and reducing the number of empty homes in the borough. The credit crunch has changed the housing market, and to continue to deliver new homes we will need to explore new models and products to drive delivery.

Currently different types of housing are unevenly spread in the borough. We need to create communities with a mix of housing tenure type and size. Mixed communities are more sustainable in terms of their impact on services and amenities, and allow for natural shifts in family size and the economic advancement of individuals. This aim allows housing to offer a range of opportunities to residents, allowing people to access housing suited to their needs and aspirations at different points in life, including accessible opportunities for affordable home ownership and other intermediate housing options. Residents' opportunities are linked to economic regeneration in the borough and efforts to increase skills and employment levels. Housing has a role to play in this.

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1.1 Supply new housing as a part of mixed communities

We will deliver more housing, and more affordable housing, in line with our targets, and we will use our planning policies to ensure that this delivery focuses on sustainable locations, with a view to improving the spread of housing type across the borough.

To sustain delivery over the economic down-turn we need to work closely with our delivery partners, and with regional and national agencies through the single conversation with the Homes and Communities Agency. To support delivery we will look at innovative delivery models which draw on the different strengths and assets that partners can bring together, and a range of products to meet market needs. The partnership approach will be based on flexibility. However, there will be no compromise on design, or on making housing a part of mixed and sustainable communities.

Some areas in the borough are characterised by severe deprivation and low quality housing stock. Where there are opportunities for wholesale development and improvement we will explore these through masterplanning tools.

We will pursue, with London Councils or other appropriate bodies, the need for a London wide allocations and letting choice for our residents and all other residents in London. Where large scale regeneration is taking place, and is supported by significant government funding (such as Thamesmead) it is not appropriate that only the local borough concerned provides solely to its residents. The benefits of such large scale regeneration should be made available to all London residents who are already allowed to make bids to their existing local borough.

Priority actions are to:

- Maximise the supply of new housing and new affordable housing. We will meet the delivery targets set out in the Unitary Development Plan and the Local Area Agreement, including delivery of our major regeneration projects at Haringey Heartlands and Tottenham Hale
- Develop and promote a range of flexible intermediate housing products
- Develop policies for our Local Development Framework which support us in delivering housing that is part of mixed and sustainable communities.
- Through the Core Strategy development process, evaluate the option of reducing the threshold at which developments must contribute to affordable housing
- Pursue with London Councils and other appropriate bodies the need for London-wide allocations and letting choice
- Ensure that delivery of new housing is supported by the infrastructure and services needed to make it part of sustainable communities
- Work with our local and national partners to broker support and flexibilities

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- which sustain new development
- Review our preferred partner arrangements with social housing developers to make sure we are maximising our opportunities
- Explore the potential to develop local asset based vehicles and other innovative models to bring together public sector assets, finance, and partners to regenerate areas

1.2 Connecting housing to employment and skills

There are links between worklessness and tenure in Haringey. The 2001 Census found that the employment rate among those living in social housing was only 36%, compared to a rate of 56% for the borough as a whole. The 2007 Hills Report proposed a greater role for social housing in addressing worklessness, and strengthening our work in this area will be a key component of supporting residents to realise their housing aspirations.

Priority actions are to:

- Work with Homes for Haringey and social housing providers to connect residents to opportunities for training and employment through the Haringey Guarantee
- Ensure housing advice services and homelessness services are closely linked with employment and skills support, particularly in relation to housing for young people
- Work with contractors to help residents benefit from employment opportunities arising from their work in the borough through applying the Supplementary Planning Guidance Employment Code of Practice and Employment Training Protocol

1.3 Maximise the supply of housing from existing homes

There is scope to make more use of existing stock across all tenures in meeting housing demand in the borough: tackling empty homes, identifying where 'hidden homes' can be uncovered on housing estates, opportunities to use hidden space within individual homes, reducing voids and addressing under-occupation.

Priority actions are to:

- Reduce the numbers of empty homes in the borough through delivery of our Empty Homes Strategy
- Develop an Under-occupation Strategy that delivers a borough-wide approach to under-occupation in the social sector, in close partnership with support services
- Explore options to deliver 'hidden homes' on estates
- Reduce turn-around times for void properties
- Investigate options for investing in adaptation of existing stock to meet the changing needs of families as they expand and address over-crowding

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1.4 Work with residents and private sector landlords to look at alternatives to temporary accommodation

The number of households living in temporary accommodation in Haringey is very high and the borough faces a huge challenge in meeting government targets to reduce these numbers. Of these homeless households approximately 60% have been living in temporary accommodation for at least 4 years. Black & Minority Ethnic (BME) households account for 81% of households living in temporary accommodation, and young people aged 16-24 account for just over a third of single homeless people.

In addition to our work to prevent homelessness, we need to work with those in temporary accommodation to manage their expectations, and to work with private sector landlords to develop and promote affordable housing options appropriate for and accessible to homeless households.

Priority actions are to:

- Work proactively with private landlords and residents of temporary accommodation, persuading them to accept a new arrangement involving an assured shorthold tenancy
- Establish a Housing Options Team that provides specialist, comprehensive advice on a full range of housing options

2. To ensure all housing in the borough is well managed and of high quality and sustainability

Improvements to the physical condition of housing stock in all sectors is needed to reach Decent Homes Standards and to raise the energy efficiency of housing in the borough. These high standards also need to be applied to new build. Partners need to engage with one another and with residents in delivering high quality management, benchmarking, sharing best practice, and putting customer needs to the fore.

2.1 High quality new build

To ensure that new housing in the borough meets high standards of design and energy efficiency, priority actions are to:

- Ensure that new housing is developed in line with the policies and standards laid out within the Council's Unitary Development Plan (UDP) and Housing Supplementary Planning Document, and forthcoming Local Development Framework high standards of design, sustainable construction, energy efficiency, and the use of renewable energy applied. Expectations will build on the latest regional and national standards, such as: the Code for Sustainable Homes and those for Lifetime Homes, the Commission for

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Architecture and the Built Environment (CABE) building for life standards, the forthcoming London Housing Design Guide, and the emerging Core Strategy's policies on climate change and the use of natural resources

- Ensure all planning applications have a sustainability and energy assessment and encourage new build to be low or zero carbon
- To work with Homes for Haringey and other housing providers and home owners to ensure investments and improvements secure the best possible environmentally sustainable solutions

2.2 High quality social housing

Social housing will be brought up to Decent Home standards. Homes for Haringey and social landlords will have clear service standards and performance targets that drive continuous improvement in terms of value for money, customer service, accessibility and quality of delivery. Tenant involvement will be at the heart of improving housing management.

Priority actions are to:

- Bring council and social housing stock up to Decent Homes standards
- Engage residents with a view to strengthening their voice; to build choices over where they live, the services that are delivered to them and how these are delivered
- Work with the Tenant Services Authority, Integrated Housing Board and other forums to share best practise, local intelligence, performance information and for constructive challenge of partner performance
- Registered bodies in Haringey to work together to agree on shared housing management standards

2.3 High quality private sector housing

Over two thirds of Haringey's households are in private sector housing. The sector is very diverse, as seen in the range in the purchase price of homes across the borough and the varying quality of stock. There is work to do to improve the quality and energy efficiency of private sector stock. This is a particular priority for vulnerable households.

In Haringey a relatively high percentage of households live in the private rental sector (at 20%, against 14% in London and 9% nationally). As such it is an important element of the borough's housing and we need to make effective use of available tools, and strengthen our partnership with landlords to ensure that this accommodation is of a decent standard and well-managed. Work to improve the quality of the private rental sector will also help in reducing the number of residents in temporary accommodation, and lessen the pressure on the social rented sector.

Priority actions are to:

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- For the council to use its procurement powers and influence in negotiating leases for temporary accommodation to support engagement with landlords on improving quality and management
- To improve the quality and energy efficiency of private sector stock through enforcement, information and provision of grants, the latter provided and registered as a charge against the property
- To identify rogue landlords and use enforcement powers vigorously
- To use accreditation and the licensing of Houses in Multiple Occupation as tools to improve standards of management
- To explore the potential of discretionary licensing to raise management standards in private rented accommodation
- To strengthen our engagement with private sector landlords through regular Landlords Forums and ensure that services provided by the Council are effective in helping them to deliver our aspirations
- To ensure that the character of housing in our conservation areas is protected

2.4 High quality temporary accommodation

A high number of households in the borough live in temporary accommodation. The council is in a strong position to ensure that this accommodation is of appropriate quality and suitability.

Priority actions are to:

- Improve the condition of temporary accommodation through routine inspections and robust enforcement of contracts and standards
- In consultation with service users, provide new guidance concerning the procurement and allocation of temporary accommodation, and transfers within temporary accommodation

3. To provide people with the support and advice they need

For residents to make the most of housing opportunity in the borough, they need to be able to access advice and support at appropriate times. These services need to be geared towards enabling choice and independence. Early intervention and a joined-up approach will ensure the best outcomes. The economic downturn has increased the importance of advice and support, which must be able to address a wide range of need and be tailored to individual circumstances. Housing services are also able to play a role in improving outcomes for children and young people in the borough. It is a priority to ensure that we support them, through involvement in safeguarding, and by helping to provide housing which helps them to 'be healthy' and to 'enjoy and achieve'.

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3.1 Provision of high quality advice

We will deliver a full range of advice to help people across all tenures to maintain or improve their existing accommodation, or to inform them in considering options for a change in accommodation. Advice will be accessible, use outreach to increase awareness and evidence strong linkage between services.

Priority actions are:

- Early intervention and the prevention of homelessness
- Provision of specialist, comprehensive advice on a full range of housing options through a Housing Options Team that provides

3.2 Provide joined-up support through multi-agency working

Support services will work with vulnerable people in a joined-up coordinated way, and promote social inclusion and independence.

We will contribute to the government's agenda across all adult client groups to: promote independence and reduce the use of care and support in institutional settings, to increase the number of people living in their own homes and more community-based support arrangements. In Haringey, needs analysis and population trends point to a roughly stable and ongoing demand for supported housing from the older population, with an increase in minority ethnic communities, and an increased demand for supported housing from people with dementia, learning disabilities, mental health needs and/ or generally chaotic lifestyles, physical disabilities and alcoholism who may not purely be of advanced years.

Delivery of our Supporting People Strategy is key in providing housing-related support to help vulnerable people live independent lives. Much of this work is provided through generic floating support, and specialist support where there are specific or intensive needs. This work is targeted towards a number of different client groups, and geared to complement statutory services, prevent and combat the effects of homelessness or institutionalisation and promote social inclusion.

Priority actions are to:

- Support delivery of the Supporting People Strategy
- Implement conclusions of a supported housing review, responding to the need for more flexible models of housing support and for the development of extra care sheltered housing for those older people with higher levels of need, and to make the most effective use of the £17m Decent Homes funding allocated to bringing the council's supported housing to Decent Homes standard over the next six years
- Develop and deliver an Older People's Housing Strategy, building on the goals identified in 'Experience Counts' Haringey's Strategy for improving the quality of life for older people. The strategy will take forward the outcomes of

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the supported housing review, and improve access to assistance with the repair, maintenance, safety and fuel efficiency of older people's homes

3.3 Safeguarding children and young people

Poor housing can have a negative impact on other areas of children and young people's lives. Research suggests that the longer children live in bad accommodation – for example poorly-repaired or heated, or overcrowded housing - the more likely they are to suffer health problems, get bullied, and struggle to keep up with homework¹. Homelessness in particular can have an adverse impact on the health, mental well-being, safety, school attainment and overall life prospects of children². In Haringey in 2008, approximately 7,500 children are homeless and living in Temporary Accommodation. Moving home can have an impact on children and young people's link with their schools, and housing services will minimise disruption to education caused in this way.

By improving the quality and stability of housing provision we can therefore help to improve other aspects of children's lives. This priority is explored in Haringey's Homelessness Strategy, an objective of which is to 'work to proactively safeguard children and vulnerable adults'. The Children, Young People and Families Delivery Group is accountable for making sure that elements of the action plan relating to this objective are delivered.

Across the board, our safeguarding work will ensure that where we work with children, young people and their families, we take all reasonable measures to minimise the risks of harm to children's welfare. Those working in housing organisations take appropriate actions where any concerns are identified about children and young people's welfare, and that these are addressed with regard to agreed local policies and procedures and in partnership with other agencies.

Priority actions are to:

- Improve joint working (particularly between housing organisations and services and the Children and Young People's Service), with shared protocols around referrals, assessment, and information sharing supported by multi-agency training and workshops with frontline staff
- Ensure staff in relevant housing agencies and partner organisations are fully aware of safeguarding procedures, with regular training to keep them up-to-date and confident about what to look out for in considering the needs of children and families and how to act on these
- Placing those families and young people who become homeless and need temporary accommodation in housing in areas where they have local connections wherever appropriate, and providing stability for them while they

¹ Matt Barnes, Sarah Butt, Wojtek Tomaszewski, *What happens to children in persistently bad housing?*, Natcen and Shelter, 2008

² Lisa Harker, *Chance of a lifetime; the impact of poor housing on children's lives*; Shelter, 2008

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- are in temporary accommodation
- Place the needs of children and young people at the fore in the 2009 review of our Lettings Policy
- Undertake work identified in our Homelessness Strategy to adopt a shared strategic approach to provision of housing and support for homeless children and young people
- Ensure households taking up new accommodation have the support they need to access services and settle into a neighbourhood, through provision of information and floating support services, and that unmet needs are identified and followed up at an early stage
- Ensure housing support and advice services are closely linked to Haringey's three Children's networks

4. To make all homes in the borough a part of neighbourhoods of choice

Housing has a role to play in creating well-designed, attractive, clean and safe public spaces where there is a real sense of belonging and pride. Meeting this aim requires a wide range of services to work in partnership.

Priority actions are:

- For housing services to participate in area-based work to tackle key issues in local areas in a way which is responsive to local concerns
- To make use of enforcement powers to tackle environmental blight
- To improve the public realm in the borough through environmental improvement programmes on existing estates
- To tackle the fear of crime through partnership work to improve home security
- To ensure, with the use of appropriate planning powers, that new housing is supported by the necessary infrastructure in terms of local amenities, transport and services

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Our approach to delivering the strategy

- **Working in partnership**

The contribution of all partners is necessary for us to achieve our vision for Haringey. Partnership work will be co-ordinated through the Haringey Strategic Partnership and the Integrated Housing Board, with regular wider stakeholder consultation with private sector landlords, social landlords and residents informing this work.

- **Engaging with residents and communities so that we can place their needs at the heart of all we do**

This principle will be central to all of our work. Engagement will be ongoing at a range of levels, with landlords and services involving tenants and service users in service improvement. Feedback from residents' groups will inform our work in local areas, and shared data about what local people want will act as a driver for partnership working.

Haringey is very diverse, and there can be particular needs associated with specific communities within the borough. The vision of Haringey's Community Strategy is to create "a place for diverse communities that people are proud to belong to". In delivering our vision for housing we will be responsive to the needs of the communities within the borough, and ensure that dialogue around their needs is strong and two-way.

- **Leading and brokering relationships with government and national agencies (such as HCA and TSA) to get the best deal for Haringey's citizens now and in the future.**

The newly established Homes and Communities Agency brings together previous fragmented bodies and programmes. It will drive and support housing and regeneration, to provide a mechanism for a 'single conversation' between national and regional agencies and local authorities and other partners on the housing and regeneration needs of area. Through a strategic approach based on partnership, and a holistic understanding of the needs of communities in Haringey, we will maximise the opportunities this opens up for us to regenerate Haringey.

DRAFT: HARINGEY HOUSING STRATEGY 2009-19**Delivering and monitoring the strategy**

This strategy will be adopted by the Haringey Strategy Partnership (HSP), which brings together local public agencies, community groups and businesses. Its delivery will be overseen by the Integrated Housing Board, a thematic partnership board which supports the HSP with regards to housing issues.

This is an over-arching strategy, and below it sit a number of supporting strategies and areas of work each with their own implementation and monitoring arrangements. The implementation plan identifies where responsibility lies for delivery of this strategy, without seeking to duplicate these arrangements.

A small number of key indicators have been identified which will be monitored quarterly by the Integrated Housing Board. These indicators provide a high level picture of how we are delivering on our vision. They are underpinned by lower level indicators of success and progress which can be interrogated where issues in delivery arise.

Headline indicators	
NI 155	Number of affordable homes delivered (gross)
NI 154	Net additional homes provided
NI 156	Number of households living in Temporary Accommodation
NI 187	Tackling fuel poverty – people receiving income based benefits living in homes with a low energy efficiency rating
NI 158	% Non-decent council homes
NI 160	Local Authority tenants' satisfaction with landlord services
NI 186	Per capita CO2 emissions in the LA area

How this strategy will be developed

A seven week period of consultation will take place between 26 January and 13 March, through which we will seek feedback from organizations and residents on this draft. These contributions will be incorporated within a final strategy, which we aim to formally adopt in spring 2009.

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haringey strategic partnership

Meeting: Enterprise Partnership Board

Date: 9 March 2009

Report Title: Haringey's First Community Engagement Framework

Report of: Sharon Kemp, Assistant Chief Executive, PPP&C, Haringey Council

Purpose

The purpose of this report is to:

- Inform the Enterprise Board of the development of Haringey's first Community Engagement Framework
- Ask Enterprise Board members to respond to the Community Engagement Framework consultation

Summary

On 3 December 2008 the HSP's Performance Management Group (PMG) agreed that Haringey Strategic Partnership would develop a framework to co-ordinate and strengthen community engagement work, and that a multi-agency group would be formed to take forward this work.

The Community Engagement Framework (CEF) will reaffirm the commitment of the HSP to community engagement and promote a shared understanding of associated principles. It will also identify and prioritise areas which need further development.

The HSP on 26 February 2009 received:

- an update on the development of the CEF
- an update on the work of the multi-agency project group that has been established to develop the CEF
- the draft CEF consultation document

The HSP were asked to consider the draft consultation document and make suggestions and amendments before the document goes out for public consultation.

Reporting deadlines mean that this report for the Enterprise Board has been written before the HSP has considered the draft CEF consultation document.

The consultation document will be available in early March and a link will be sent to all Enterprise Board members.

Enterprise Board members are asked to consider the draft CEF when it is available; particularly the consultation questions, and provide comments and suggestions within the consultation deadline of 21 April 2009.

Board members are also asked to circulate the draft CEF within their organisations and to their community contacts for comment by 21 April 2009.

Legal/Financial Implications

The new statutory duty to involve is not well defined legally and there is considerable discretion in how to implement this in accordance with Guidance. This strategic framework should help us to engage a wide variety of community groups in the early formulation of local decisions and policy-making thus fulfilling the underlying purpose of the new duty.

There are no direct financial implications immediately arising from the development a Community Engagement Framework in Haringey. The Action Plan arising from the CEF, when developed, may have resource implications needing detailed consideration at that stage.

Recommendations

That the Enterprise Board considers the CEF consultation document, particularly the consultation questions, and provides comments and suggestions

For more information contact:

Name: Helena Pugh
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Name: Kirsty Fox
Title: Corporate Strategy & Policy Manager
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Background information:

The Haringey Strategic Partnership (HSP) is currently developing a Community Engagement Framework (CEF). The Framework will be the key reference point for community engagement by HSP organisations. It will set out the vision and principles for community engagement by HSP organisations in Haringey. The draft aim of the CEF is to enable the HSP:

'To engage with local communities and empower them to shape policies, strategies and services that affect their lives.'

There are many reasons for developing a CEF. These include:

1. Empowering people to define and shape their own community
2. Responsive services tailored to meet people's needs
3. Better informed citizens
4. Better monitoring and measuring of performance
5. Encouraging democratic involvement
6. Building responsible citizenship
7. Improving relationships between partner agencies and the public
8. Building capacity of people to take part in engagement activities
9. Meeting our statutory obligations

The Framework builds on our responsibilities contained within the Sustainable Community Strategy (SCS), which provides the overarching direction for the borough. The principles of this Framework support **all** of the SCS outcomes, and in particular:

- **People at the heart of change**
- **Be people and customer focused**

Haringey's Local Area Agreement also clearly demonstrates the HSP's commitment to community engagement. It contains the following targets, which will allow us to measure and monitor this Framework:

- NI1: Percentage of people who believe people from different backgrounds get on well together in their local area
- NI4: Percentage of people who feel that they can influence decisions in their locality
- NI 6: Participation in regular volunteering
- NI 7: Environment for a thriving third sector
- NI140: Fair treatment by local services - proxy to what extent does your local council treat all types of people fairly

Comprehensive Area Assessment (CAA)

The Audit Commission will be testing the level and quality of public engagement and empowerment as part of the CAA assessment process. We will be assessed to see how well vulnerable and marginalised groups are involved in local decision making. One of the three key CAA questions will look at the partnership's understanding of local needs and aspirations and ensure that this knowledge has been used in the development of local priorities. The purpose of this is to ensure that there are clear priorities, based on understanding of need, and that there is a shared commitment to the achievement of these priorities.

Multi-agency project group

A multi-agency project group to develop the CEF was established in December 2008. Representation and involvement from partner agencies has been very strong.

The group has developed the aim, objectives, principles and scope of the CEF. The group has undertaken an initial mapping exercise of community engagement work across partner organisations, and will use this to inform the development of the CEF Action Plan.

Consultation process

The consultation process is planned to take place in three phases. An initial consultation process has already taken place to inform the development of the Community Engagement Framework. Details of this initial process are as follows:

Consultation phase 1:

- The first phase of community consultation took place between 19 January 2009 and 13 February 2009.

Consultation phase 2:

- The second phase of consultation will take place between early March and 21 April 2009
- The consultation document will be sent out to community and voluntary groups and will be available on the Haringey Council website.
- The questionnaire accompanying the document will ask for specific comments on the vision, definition and principles of the CEF.
- The CEF will also be discussed at the HSP thematic board and relevant sub board meetings and Haringey's Community Link Forum meeting.

Following the second consultation phase, the following will take place:

- Consultation responses will inform the final draft of the CEF.
- The CEF will be taken to the HSP for adoption on 27 April 2009.
- The final CEF document will be made available on partner websites
- The multi-agency group will continue to meet for a time-limited period in order to develop the CEF Action Plan and accompanying Equality Impact Assessment.

Consultation phase 3:

- The third phase of the consultation will take place later in the year and will focus on the Action Plan to be developed following agreement of the Framework.



Meeting: Enterprise Partnership Board

Date: 9 March 2009

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 endorsement of the targets that have been submitted to the Government Office for London (GOL)

Summary

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

Communities and Local Government (CLG) has announced that targets relating to certain economic indicators will not be 'locked down' for the rest of the current LAA period and can be renegotiated at a later date. This affects two NIs that are relevant to the Enterprise Board: NI 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods) and NI 171 (New business registration rate).

As NI 153 will not be 'locked down' the current target of a 4.7 percentage point reduction will remain in place. This will allow for more evidence to be collected to present a stronger target reduction case.

Due to the different publication timetables of benefits and population data, there has been a methodological change to NI 153. This will result in the data being subject to change throughout the current LAA period.

Data for NI 171 has been published and a target to achieve partial convergence towards the London average has been submitted.

A revised target to support 70 long-term Incapacity Benefit (IB) claimants into sustained employment will be submitted to GOL. After discussions with the Department for Work and Pensions (DWP) and Reed In Partnership (ReedIP), an additional request to remove the condition that prevents the Haringey Guarantee from engaging with people on a mainstream programme will be submitted.

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

A local target to complete 400 Better Off Calculations (BOCs) for each of the three LAA years has been submitted

It is anticipated that the refreshed LAA will get ministerial sign off on **26 March 2009** and be operational from **April 2009**.

Recommendations

1. That the Enterprise Board notes this report
2. That the Enterprise Board endorses the revised targets that will be submitted to GOL.

Financial/Legal Comments

N/A

For more information contact:

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Title: Employment & Skills Policy Officer

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Email address: Ambrose.Quashie@haringey.gov.uk

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, in the main, 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 CLG published '*Local Area Agreements reward guidance: 2009*' on 16 February 2009. Previously it was understood that the targets in place after the LAA refresh would be 'locked down' for the remainder of the current LAA period. However, this document announced that, as a result of current economic conditions, certain targets will not be 'locked down' and can be renegotiated at a later date; reward payments will still apply to any

renegotiated targets. This is of particular relevance to two NIs that the Enterprise Board are responsible for: NI 153 and NI 171.

NI 153

2.2 At the Enterprise Board meeting on 10 December 2008, it was agreed that a target to limit the increase in the out of work benefits claim rate to 3.9 percentage points should be submitted. However, after further discussions with Job Centre Plus (JCP) it was felt that as this target will not be 'locked down' more time should be dedicated to building a stronger case for the target to be reduced. The fact that the out of work benefits claim rate, at the last count (year to August 2008), continues to fall makes it more unlikely that a request to reduce that target will be granted at this time. Therefore, it has been decided to leave the current target (a 4.7 percentage point reduction) as it is for the time being.

2.3 It was reported to the Board on 10 December 2008 that data for NI 153 had been withdrawn due to issues with the methodology. These issues have now been resolved, which has resulted in changes to the way the indicator is measured. A summary of these changes is set out in the next paragraph.

2.4 NI 153 rates are calculated using: out of work benefit numbers as the numerator; and mid-year population estimates as the denominator. However, the different publication timetables for these data has proven to be problematic. For example, the original baseline data was based on benefits data for the period August 2006 to May 2007 and 2006 mid-year population data. The issue that the Government had to resolve was whether to leave the rates unchanged or update them based on the latest population data (2007). It has been decided to update the rates so that the most recent information is used, which means that data for this NI will be subject to changes throughout the LAA period. The effect of this on Haringey's baseline has been a slight reduction from 28.6 per cent to 28.4 per cent.

NI 171

2.5 Data for NI 171 have recently been published by the Department for Business, Enterprise and Regulatory Reform (BERR). Based on these targets baselines and targets to achieve partial convergence to the London average have been submitted. These are set out below:

	<i>Baseline</i>	<i>2008</i>	<i>2009</i>	<i>2010</i>
<i>Percentage difference between Haringey's average new business registration rate and the London average.</i>	<i>19.5%</i>	<i>19%</i>	<i>18.5%</i>	<i>18%</i>

IB stretch target

2.6 When the Enterprise Board last met on 10 December 2008 it was agreed that a revised target to support 70 long-term IB claimants into sustained employment should be submitted.

2.7 Officers from Economic Regeneration met with DWP on 9 February 2009 to discuss renegotiating this target. The DWP's view was that while a reduction in the target was unlikely to be agreed, they would take a sympathetic view to a request to remove the condition around the Haringey Guarantee engaging with people on a mainstream programme (in this case, Pathways to Work delivered in Haringey by ReedIP), as long as it can be demonstrated, with ReedIP, that added value would still be delivered. To this end, officers from Economic Regeneration met with ReedIP on 24 February to agree a partnership arrangement. Therefore, a revised proposal will be submitted to still reduce the target and remove the condition around engagement with people on a mainstream programme.

Local indicators

2.9 A target to achieve 400 BOCs for each of the three LAA years has been submitted.

2.10 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.

Other relevant indicators

2.11 NI 116 (Proportion of children in poverty) is one of the NIs for which targets will not be 'locked down'. However, an interim measure is currently used for this NI based on the number of children living in a household

where key benefits are drawn down. There has been a delay in releasing the revised data for this NI, which will be based on the official child poverty indicator of children living in households (working or workless) with income 60 per cent below the median. Due to this delay the current benefits based target (reduction from 36.4 per cent to 30.5 per cent) will remain in place for the time being.

3. LAA refresh timetable

3.1 The final refreshed LAA (covering all the relevant NIs) will be submitted to GOL on 2 March. It is anticipated that this will be given ministerial sign off by 26 March (we will still be able to negotiate around the IB stretch target up to mid March) with the refreshed LAA being operational from April 2009.

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Meeting: Enterprise Partnership Board

Date: 9 March 2009

Report Title: Performance Management Exception Report – Third Quarter 2008/09

Report of: Karen Galey – Head of Economic Regeneration

<p>Purpose</p> <p>To provide an update on the key enterprise related LAA performance highlights from the third quarter of 2008/09.</p>
<p>Summary</p> <p>The key performance highlights are in relation to NI 153, NI 117 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 report is noted</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) are now available and are based on the number of new business registrations (VAT and PAYE) per 10,000 of the 16+ population. The baseline and targets for this indicator are now being negotiated with GoL through the LAA Refresh process. Our intention is to improve our performance relative to the London.
- 1.3 In terms of the LAA local indicators, the Learning and Skills Council has submitted draft targets these are included in the quarter 3 scorecard. These targets will be finalised as part of the LAA refresh.
- 1.4 The key highlights from this quarter's scorecard are performance in relation to NI 153 (Working age people claiming out of work benefits in the worst performing neighbourhoods) 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 employment.
- 1.5 In the year August 2008, the out of work benefits claim rate in the worst performing neighbourhoods was 26.4 per cent, down 2 percentage points from the baseline figure of 28.4 per cent. However, despite this encouraging performance it should be noted that there is a significant time lag associated with the data. The claimant count, a more timely data source, increased by 21.5 per cent between May 2008 and January 2009 and we expect this trajectory to eventually be reflected in the out of work benefits claim rate.
- 1.6 The proportion of NEETs in Haringey is currently 6.7 per cent. Current performance is below the 2008/09 target of 11.0 per cent and the 2010 stretch target level of 10.4 per cent. However, it should be noted that the proportion of NEETs whose status is unknown is 12.7 per cent, above the target of 9.9 per cent. Meeting the unknowns target is necessary to validate the achievement of the overall NEETs target.
- 1.7 In quarters 1 to 3, 39 people (long-term Job Seekers Allowance claimants and lone parents) 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 6 sustained jobs reported in quarters 1 to 3. Since April 2007, 15 long-term IB claimants have been supported into sustained employment against a target of 180. Achieving this stretch target remains a significant challenge and we are renegotiating this target as part of the LAA refresh, with a revised target submitted; the possibility of dropping this stretch target from the LAA is also being explored. We are also now

operating and taking referrals from Job Centre Plus, as well as seven GP surgeries, which will help to improve performance.

- 2.2 It is important to note that the work in place to deliver the IB stretch target is in addition to Pathways to Work, delivered in Haringey by Reed in Partnership. While Pathways, at present, focuses on shorter term IB claimants our work is additional and is to support longer term claimants who will have more significant barriers to employment. It will therefore take longer to support these people into employment. Moreover, other London boroughs with a similar target, including Bromley and Islington, are also facing these challenges.
- 2.3 As part of the LAA refresh we are exploring with Reed in Partnership how we can work together to support more IB claimants into sustained employment. To this end we will be making a request to Communities and Local Government that the condition in the IB stretch target that prevents engagement with people on Pathways to Work is removed.
- 2.4 To date, 98 Better Off Calculations (BOCs) with Haringey Guarantee participants have been completed against an overall target of 400. There have been issues with installing the software across all Haringey Guarantee providers, which have now been resolved and we expect to see improved performance in quarter 4.

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Quarterly Performance Review - 2008/09					Quarter 3	
07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
Enterprise						
	<p>NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods</p> <p>Target 1.6 percentage point reduction</p> <p>Although this performance is encouraging, there is a significant time lag associated with this data and in light of the current economic climate we expect these figures to rise once data from November 2008 onwards are published.</p> <p>Comment</p>	LAA	Lead			
26.9% (year to Feb 2008)						Green
Baseline - 28.4% (year to May 2007)	26.6%	26.4%				26.4%
	<p>NI 171 New business registration rate</p> <p>Target TBC</p> <p>Data are now available, and will be based on the number of new business registrations (VAT and PAYE) per 10,000 of the adult (16+ population). However the baseline and target for this indicator are being negotiated with GoL through the LAA Refresh process. Our intention is to improve our performance relative to the London average.</p> <p>Comment</p>	LAA	Lead			
<i>Local</i>	<p>Number of registered Haringey Guarantee participants with a completed better off calculation</p> <p>Target 400</p> <p>There have been issues with the installation of the better off calculation software which have now been resolved. To date over 600 people have been registered on the Haringey Guarantee so we are confident that there will be enough registrations in the next quarter to achieve significantly improved performance.</p> <p>Comment</p>	LAA local	Lead			
N/A		Amber	Amber	Red		Red
		0	0	98		98
<i>Local</i>	<p>Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace</p> <p>Target Qualifications - 350 Jobs - 140 Qualifications in the workplace - 600</p> <p>Data to measure progress from the baseline will be available in March 2009</p> <p>Comment</p>	LAA local	Lead			
Q - 150 J - 0 Q - 180						

07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress																				
<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> Data to measure progress from the baseline will be available in March 2009																									
Q - 740 J - 0 Q- 400																										
<i>Stretch</i>	Number of people from the worst twelve wards helped into sustained work					LAA stretch																				
	<i>Target</i> 73 (40 JSA and 33 Lone Parents)					Lead																				
	<i>Comment</i> The outputs can be broken down as follows: 4 lone parents and 6 long-term JSA claimants. We are on course to achieve this stretch target, which goes up to March 2010, and the 60% threshold upon which reward grant is payable has already been achieved in relation to the JSA component of the target. We are also now operating and taking referrals from Job Centre Plus, and have in total 40 outreach venues, which will help to further improve performance.																									
104		Green 22	Green 7	Green 10		Green 39																				
<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																				
	<i>Comment</i> Achieving this stretch target remains a significant challenge and we are renegotiating this target as part of the LAA refresh, with a revised target submitted. We are also now operating and taking referrals from Job Centre Plus, as well as 7 GP surgeries, which will help to improve performance. It is important to note that the work in place to deliver this target is in addition to Pathways to Work, delivered in Haringey by Reed in Partnership. While Pathways, at present, focuses on shorter term IB claimants our work is additional and is to support longer term claimants who will have more significant barriers to employment. It will therefore take longer to support these people into employment. Moreover, other London boroughs with a similar target, including Bromley and Islington, are also facing these challenges.																									
9		Red 2	Red 1	Red 3		Red 6																				
<i>Stretch</i>	NI 79 Achievement of a Level 2 qualification by the age of 19					LAA Cross Cutting																				
	<i>Target</i> 68% (target for 07/08 academic year)																									
	<i>Comment</i> Annual collection. Data collected from number of different sources and published in DCSF statistical first release in February.																									
	<table border="1"> <caption>NI 79 Data</caption> <thead> <tr> <th>Year</th> <th>Haringey</th> <th>London</th> <th>England</th> </tr> </thead> <tbody> <tr> <td>2003/04</td> <td>52%</td> <td>65%</td> <td>68%</td> </tr> <tr> <td>2004/05</td> <td>58%</td> <td>68%</td> <td>70%</td> </tr> <tr> <td>2005/06</td> <td>62%</td> <td>70%</td> <td>72%</td> </tr> <tr> <td>2006/07</td> <td>66%</td> <td>72%</td> <td>75%</td> </tr> </tbody> </table>	Year	Haringey	London	England	2003/04	52%	65%	68%	2004/05	58%	68%	70%	2005/06	62%	70%	72%	2006/07	66%	72%	75%					
Year	Haringey	London	England																							
2003/04	52%	65%	68%																							
2004/05	58%	68%	70%																							
2005/06	62%	70%	72%																							
2006/07	66%	72%	75%																							
66% (2006/07)																										
	NI 116 Proportion of children in poverty					LAA Cross Cutting																				
	<i>Target</i> 34.5%																									
	<i>Comment</i> New indicator monitored annually. Revised data for this indicator are due to be published in February 2009. Data previously released, based on children living in families in receipt of key benefits show:																									
	<table border="1"> <thead> <tr> <th colspan="2">% of children in poverty</th> </tr> </thead> <tbody> <tr> <td>April 2004</td> <td>40.4%</td> </tr> <tr> <td>April 2005</td> <td>39.7%</td> </tr> <tr> <td>April 2006</td> <td>38.7%</td> </tr> <tr> <td>April 2007</td> <td>36.4%</td> </tr> </tbody> </table>	% of children in poverty		April 2004	40.4%	April 2005	39.7%	April 2006	38.7%	April 2007	36.4%															
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April 2006	38.7%																									
April 2007	36.4%																									
36.4% (06/07 provisional)																										
<i>Stretch</i>	NI 117 16 to 18 year olds who are not in education, training or employment (NEET)					LAA Cross Cutting																				
	<i>Target</i> 11%																									
	<i>Comment</i> December figure relates to November performance. No YTD figure available																									
10.4%		Green 8.4%	Green 9.5%	Green 6.7%																						

	07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress
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07/08	08/09	Quarter 1	Quarter 2	Quarter 3	Quarter 4	YTD Progress															
	<p>NI 1 % of people who believe people from different backgrounds get on well together in their local area</p> <p>Target 81%</p> <p>Comment This will be measured by the Place Survey in September 2008, with the results expected in January 2009</p>					<p>LAA Cross cutting</p>															
	<p>NI 1, 2006/07</p> <table border="1"> <caption>NI 1, 2006/07 Data</caption> <thead> <tr> <th>Area</th> <th>Percentage (%)</th> </tr> </thead> <tbody> <tr> <td>Haringey</td> <td>78</td> </tr> <tr> <td>England</td> <td>78.9</td> </tr> <tr> <td>London</td> <td>78.6</td> </tr> </tbody> </table>	Area	Percentage (%)	Haringey	78	England	78.9	London	78.6												
Area	Percentage (%)																				
Haringey	78																				
England	78.9																				
London	78.6																				
78.0%																					
	<p>NI 4 % of people who feel that they can influence decisions in</p> <p>Target 43%</p> <p>Comment This will be measured by the Place Survey in September 2008 with the results expected in January 2009</p>					<p>LAA Cross cutting</p>															
	<p>NI 4, 2006/07</p> <table border="1"> <caption>NI 4, 2006/07 Data</caption> <thead> <tr> <th>Area</th> <th>Percentage (%)</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	Percentage (%)	Haringey	41	England	31.8	London	39.5												
Area	Percentage (%)																				
Haringey	41																				
England	31.8																				
London	39.5																				
41.0%																					
	<p>NI 6 Participation in regular volunteering</p> <p>Target 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>Comment The citizenship survey has been released with national level statistics. Below are the headline figures for the volunteering question</p>					<p>LAA Cross cutting</p>															
	<p>Participation in volunteering - England</p> <table border="1"> <caption>Participation in volunteering - England Data</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>Target Baseline not available, to be set with targets as part of year 1 refresh</p> <p>Comment</p>					<p>LAA Cross cutting</p>															
	<p>NI 140 Fair treatment by local services</p> <p>Target 71%</p> <p>Comment Measured by the Place Survey in September 2008, with the results expected in January 2009</p>					<p>LAA Cross cutting</p>															
70.0%																					

Haringey economic statistics

March 2009

Overview - UK

- ILO unemployment - 1.97m (↑ 369k)
- ILO unemployment rate – 6.3% (↑ 1.1pp)
- 29.36m people employed (↑ 37k)
- Employment rate - 74.3 per cent (↓ 0.7pp)
- Claimant count – 1.23m (↑ 438k)
- Vacancies – 504,000 (↓ 179k)

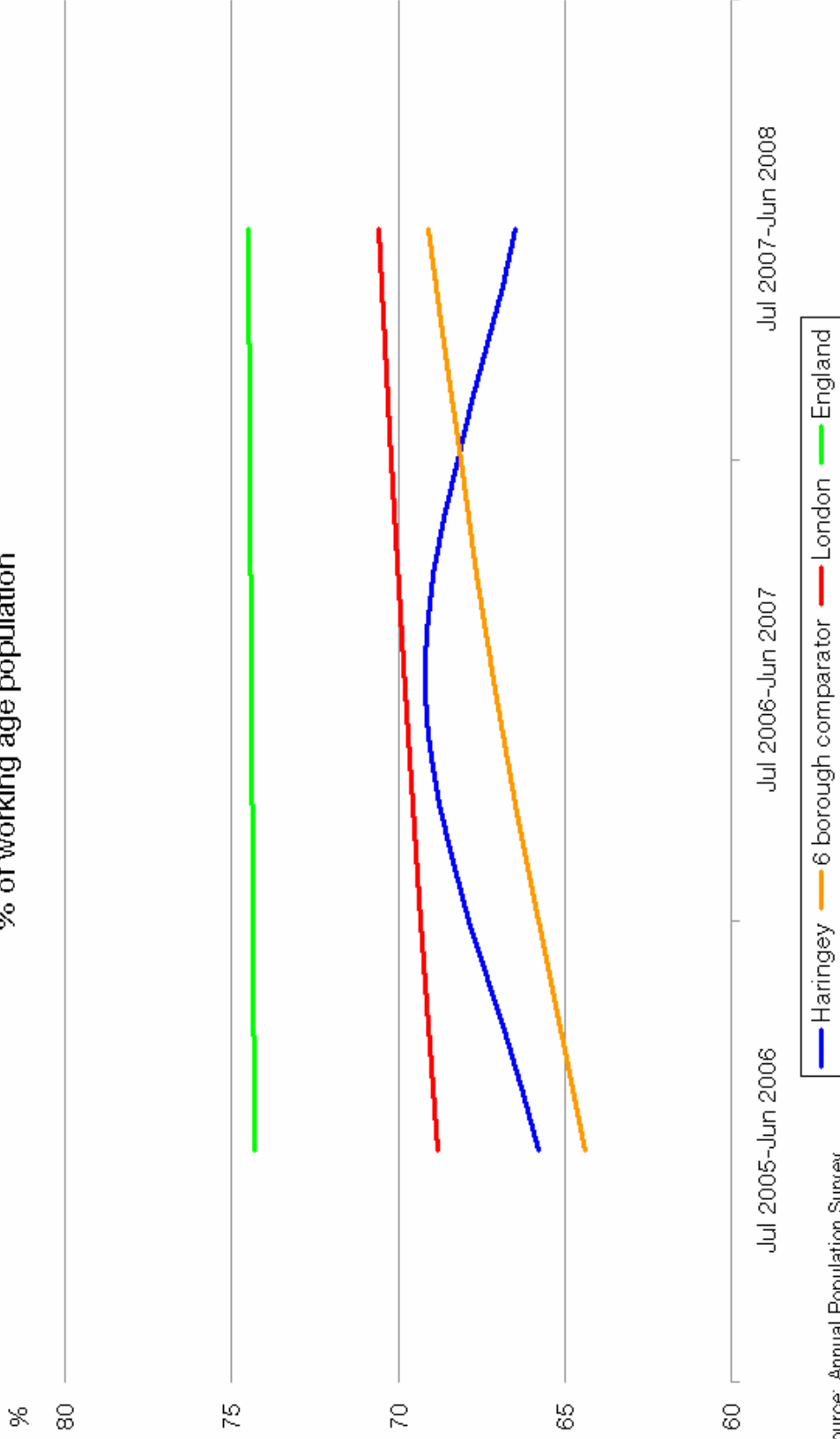
Overview - London

- ILO unemployment – **294k (↑ 33k)**
- ILO unemployment rate – **7.2% (↑ 0.6pp)**
- **3.78m** people employed (**↑ 88k**)
- Employment rate – **71.6% (↑ 0.6pp)**
- Claimant count – **168k (↑ 37k)**



Employment rate

Working age employment rate, July 2005-June 2006 to July 2007-June 2008
% of working age population



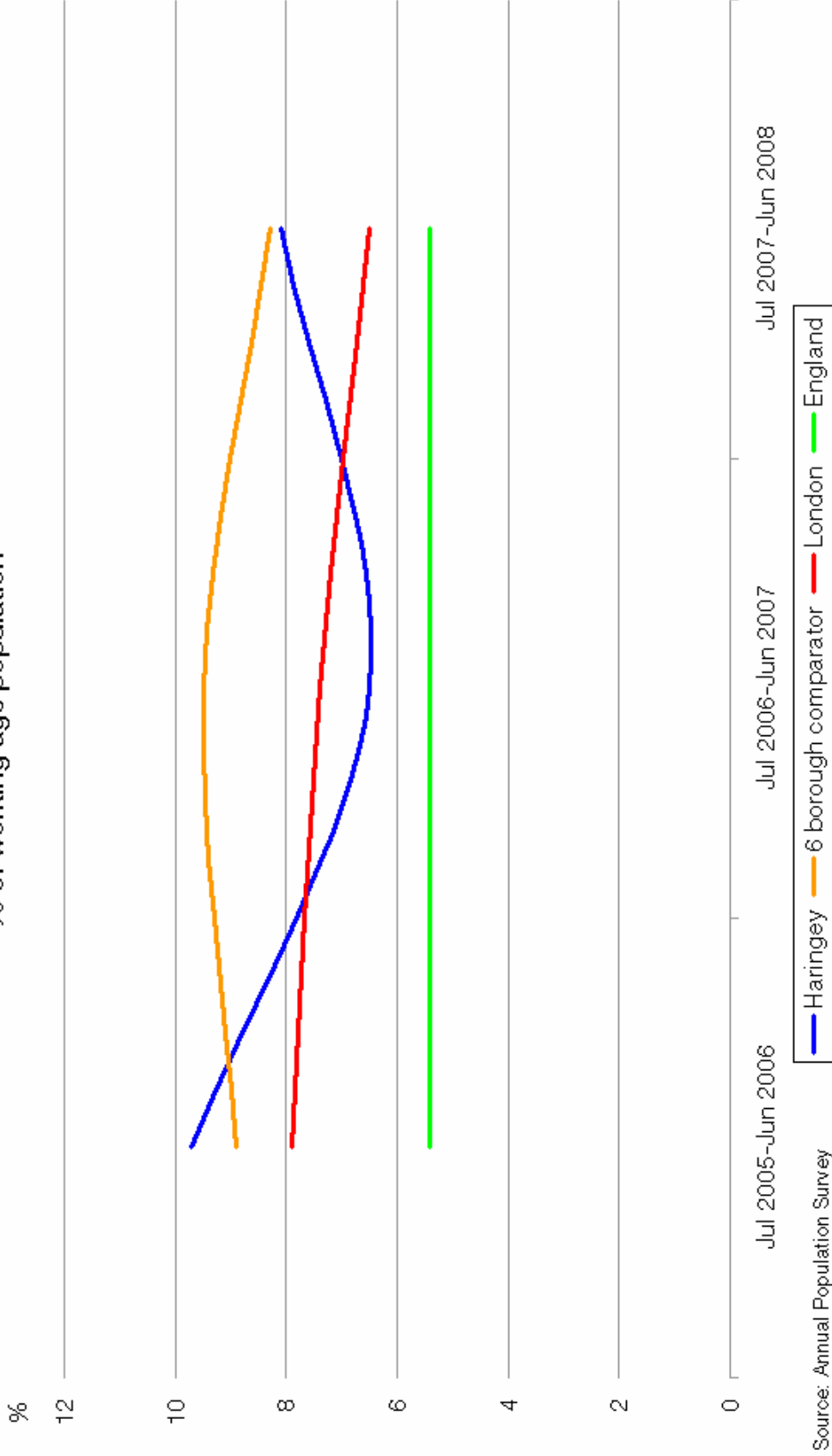
Source: Annual Population Survey



Haringey Council

ILO unemployment rate

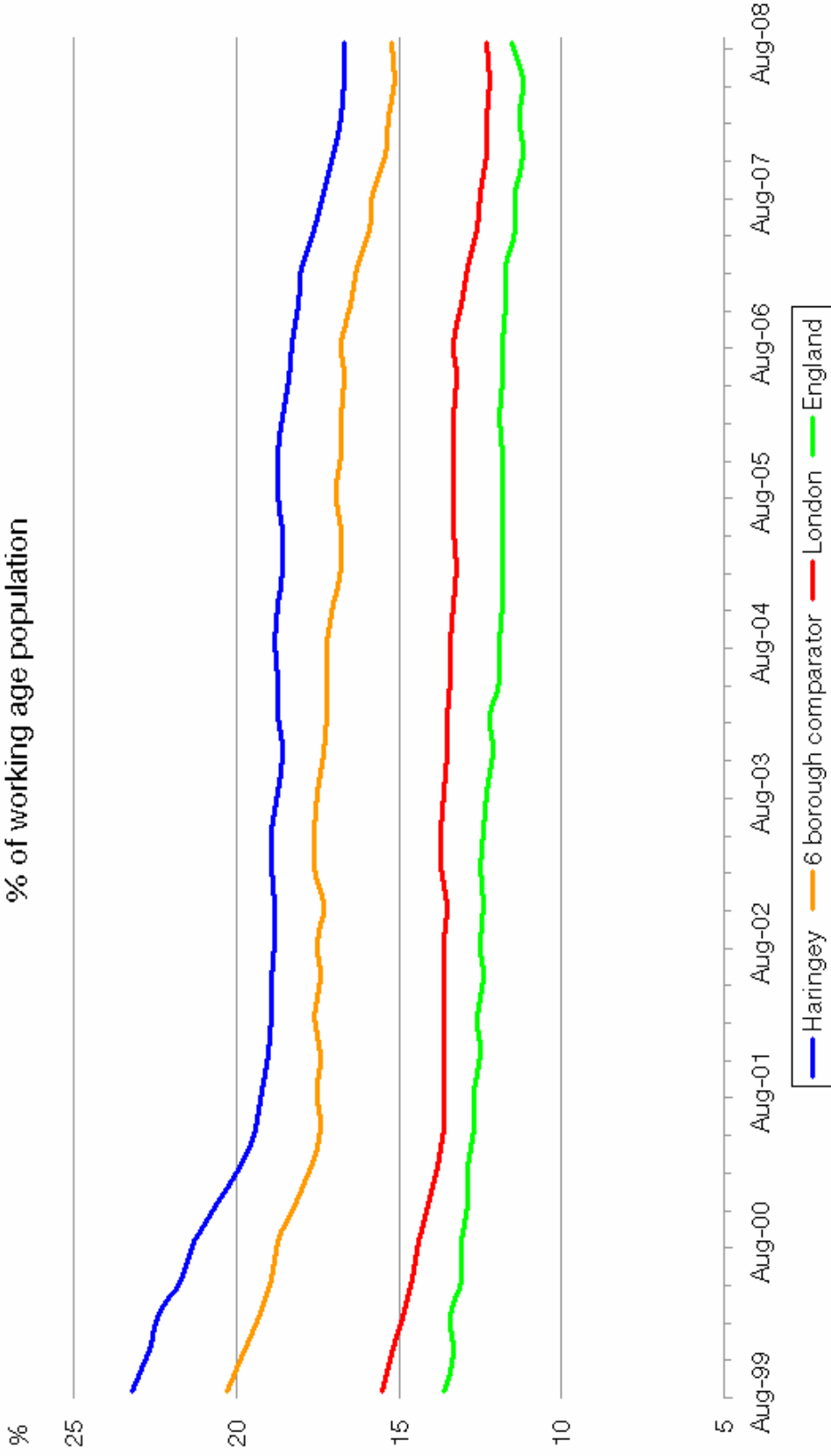
ILO unemployment rate, July 2005-June 2006 to July 2007-June 2008
% of working age population



Haringey Council

Out of work benefits

Out of work benefit claimants, August 1999 to August 2008
% of working age population



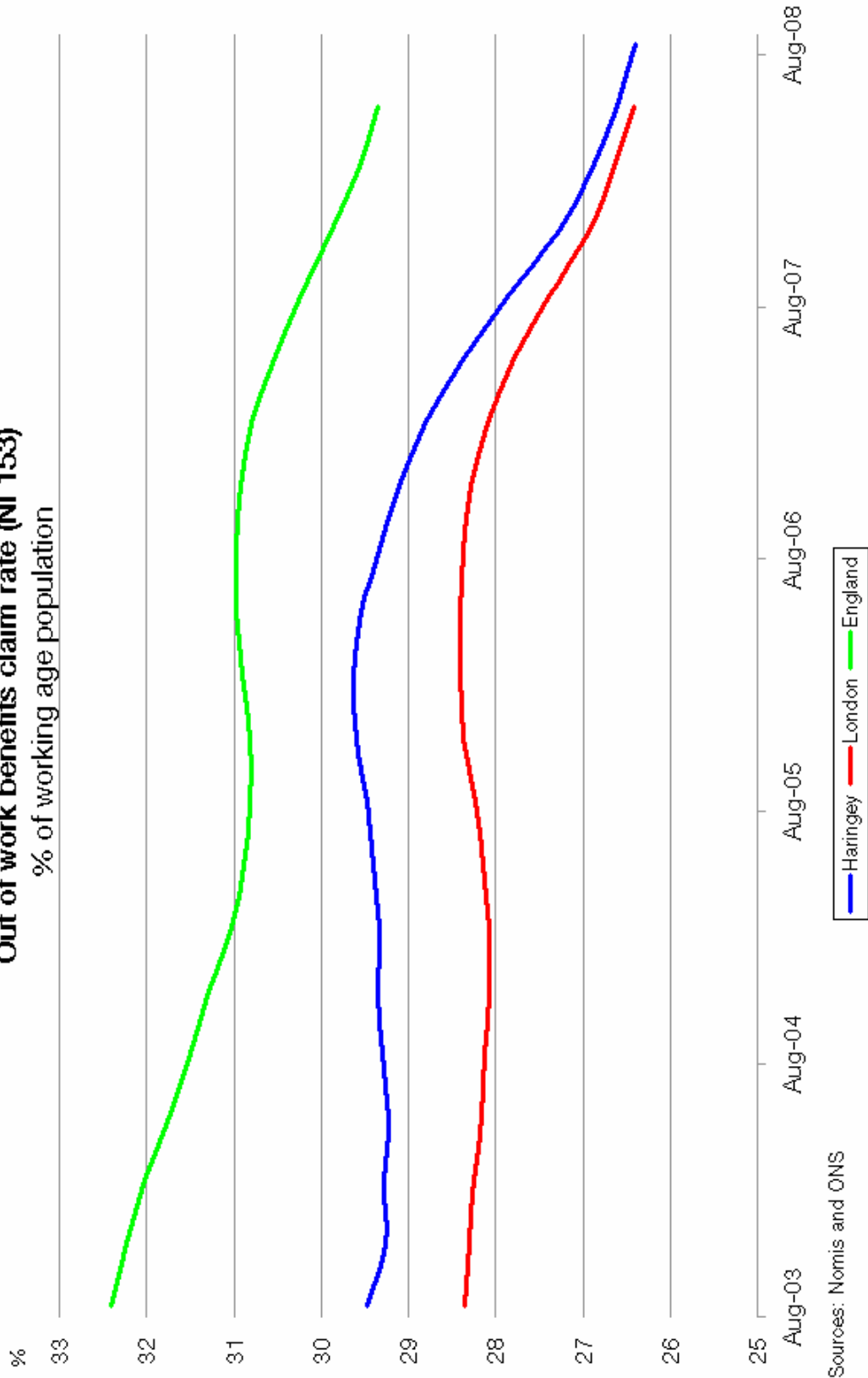
Source: Work & Pensions Longitudinal Study



Haringey Council

Out of work benefits in the worst performing neighbourhoods

Out of work benefits claim rate (NI 153) % of working age population



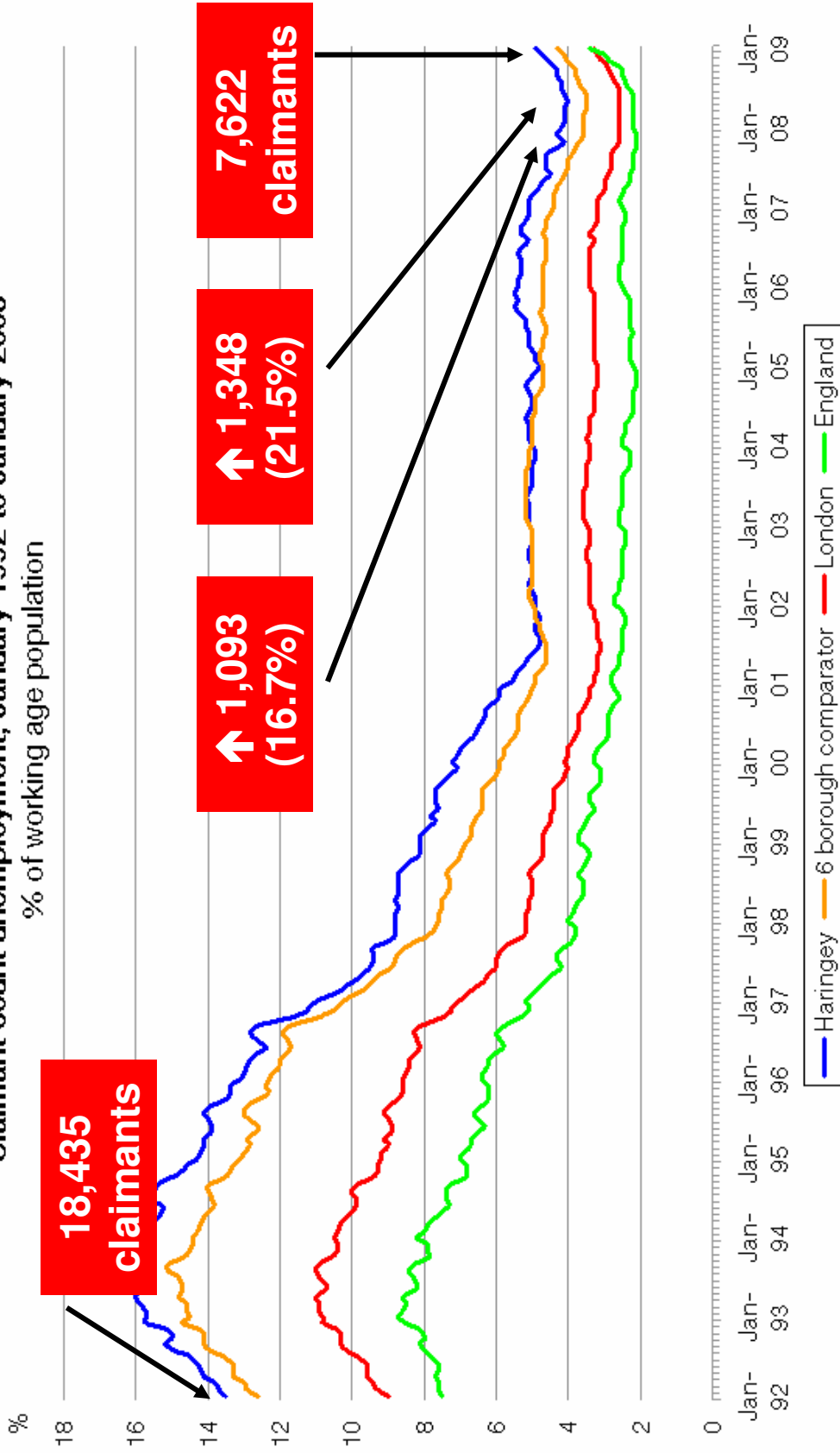
Sources: Nomis and ONS



Haringey Council

Claimant count

Claimant count unemployment, January 1992 to January 2008
% of working age population

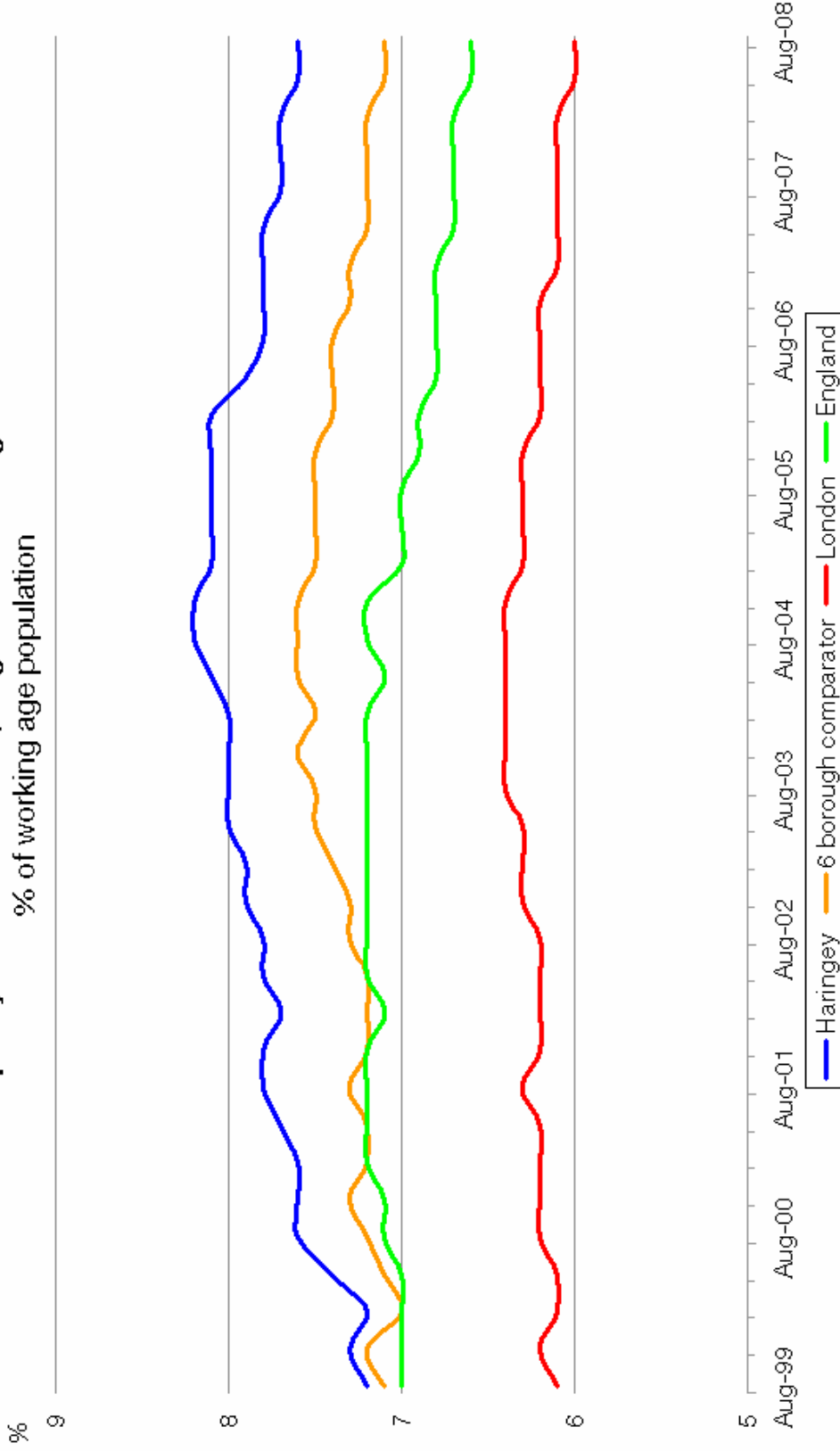


Source: Nomis



Incapacity Benefit

Incapacity Benefit claimants, August 1999 to August 2008
% of working age population



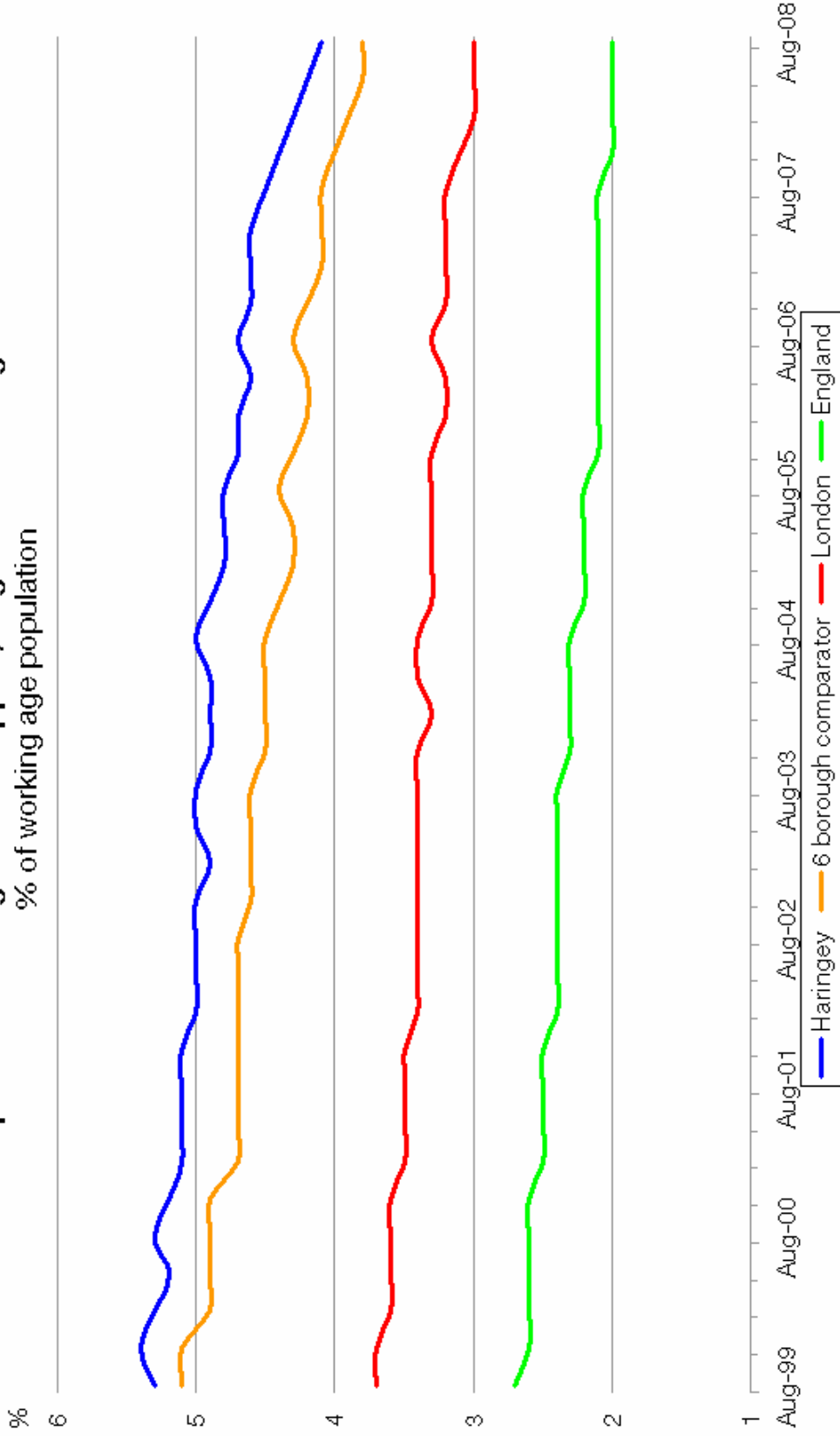
Source: Work & Pensions Longitudinal Study



Haringey Council

Lone parents claiming Income Support

Lone parents claiming Income Support, August 1999 to August 2008
% of working age population



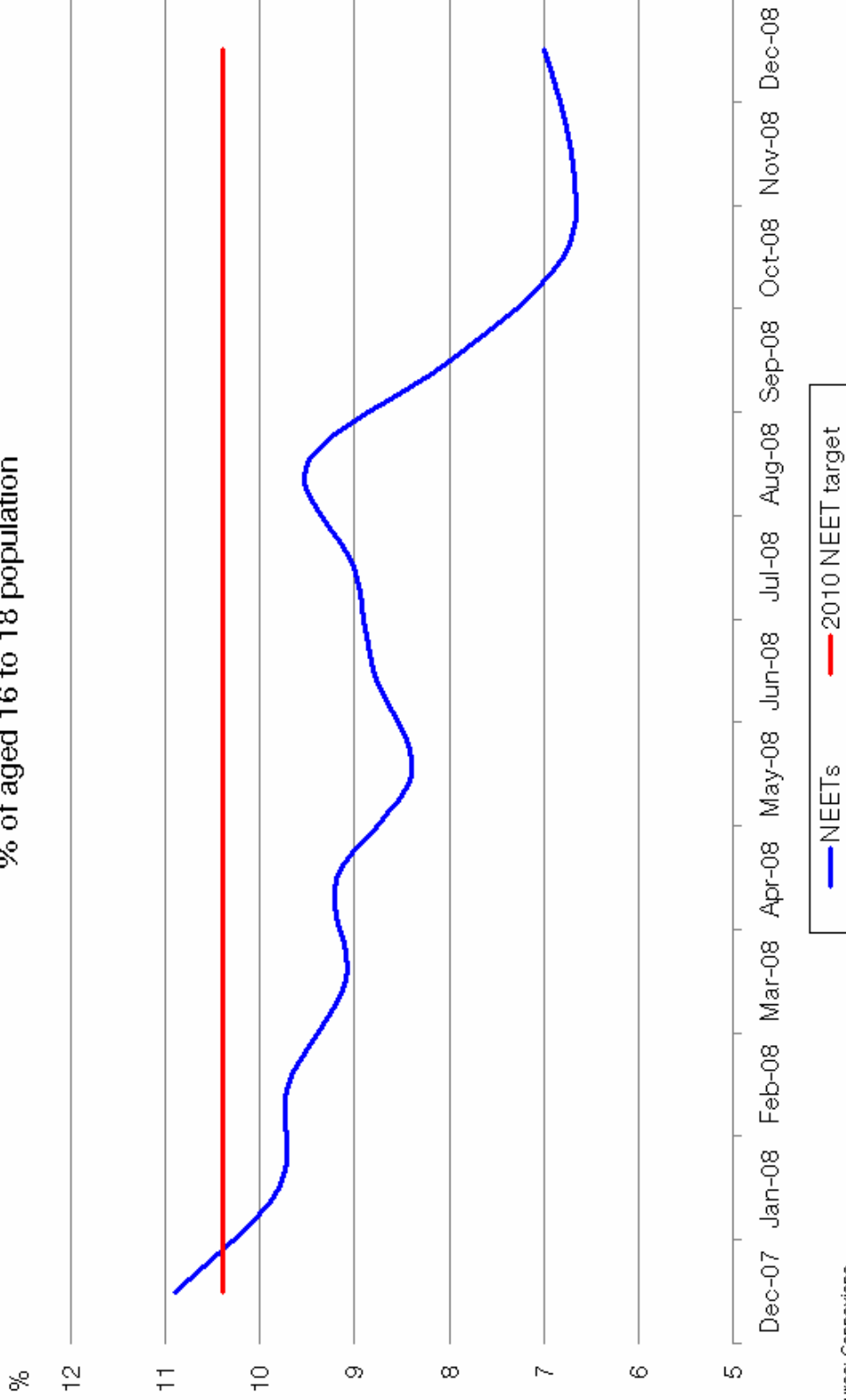
Source: Work & Pensions Longitudinal Study



Haringey Council

NEETS

NEETs, December 2007 to December 2008
% of aged 16 to 18 population

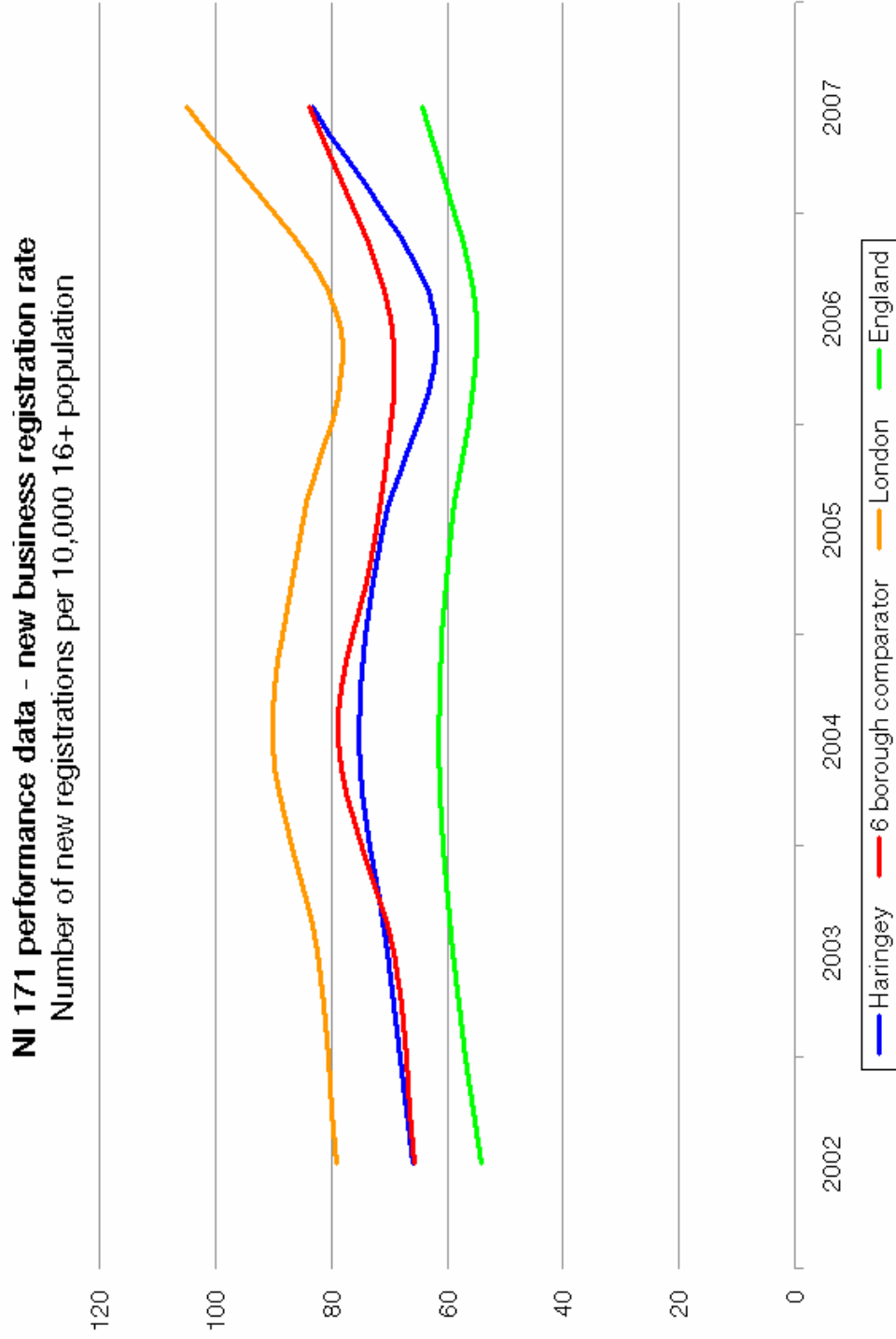


Source: Connexions



Haringey Council

New business registration rate



**C**

Meeting: Enterprise Partnership Board

Date: 9 March 2009

Report Title: Enterprise Board Risk Register

Report of: Karen Galey – Head of Economic Regeneration

Purpose

The present an update of the Enterprise Board risk register, namely the risks associated with National Indicator (NI) 153 (working age people claiming out of work benefits in the worst performing neighbourhoods).

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 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 Enterprise Board endorsed its risk register on 10 December 2008 and agreed to receive updates at every other meeting. However, due to the current economic climate it was agreed that the Board would receive an update on NI 153 at every meeting.

The Enterprise Board should note that the likelihood of the inherent risks, identified for NI 153, being realised has been increased from medium to high due to economic conditions continuing to deteriorate.

Recommendations

That the Enterprise Board notes the risk register, updated in relation to NI 153.

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 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 controls associated with delivering the LAA targets they lead on (National Indicators and stretch targets).
- 1.2 The risk register also covers generic risks including membership, data and information management, governance and non-delivery of outcomes.
- 1.3 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.
- 1.4 The Enterprise Board endorsed its risk register on 10 December 2008 and agreed to receive updates at every other meeting. However, due to the current economic climate it was agreed that the Board would receive an update on NI 153 at every meeting.
- 1.5 The Enterprise Board risk register, complete with updated risks and remedial actions in relation to NI 153, is appended to this report. The updates to the risk register are marked in red.
- 1.6 The Enterprise Board should note that the likelihood of the inherent risks, identified for NI 153, being realised has been increased from medium to high due to economic conditions continuing to deteriorate.

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	H	<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 Partnership (LEP) 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. • Increasing the number of outreach venues from which the Haringey Guarantee operates to 40. • JCP have opened the programme Centre eligibility to day one for newly unemployed • Pre Employment Training offer from day one of unemployment via the LSC 			<ul style="list-style-type: none"> • Conduct a monthly review of pre employment training to ensure it is meeting the needs of employers and customers.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
				<p>LEP programme run by JCP</p> <ul style="list-style-type: none"> JCP offer a Rapid Response Service where JCP can intervene to help when businesses are making people redundant. This service funding has been doubled to £6m nationally and will be doubled again to £12m to extend the service to smaller companies and localities affected by multiple redundancies Promoting all LEP vacancies and opportunities with providers and partners to ensure maximum take up <p>Control Owner: Regeneration Manager (Employment & Skills) and External Relations Manager (JCP)</p>			
New business registration rate							

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
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. Or inhibiting the number of start-up businesses in the borough. <p>Risk Owner: Business and Enterprise Manager</p>	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 start-up programmes in those areas. <p>Control Owner: Business and Enterprise Manager</p>	M	L	<ul style="list-style-type: none"> Evaluating the role and performance of delivery partners in business support and advice provided within the borough.
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 	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	
				initiatives such as the Employer Zone to widen the employment opportunities available to Haringey Guarantee residents 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 Risk Owner: Regeneration Manager (Employment & Skills)	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 	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	
				<ul style="list-style-type: none"> Revising contractual arrangements with Haringey Guarantee providers to ensure that they are targeted to support Incapacity Benefit claimants Seeking to renegotiate this stretch target with central government <p>Control Owner: Regeneration Manager (Employment & Skills)</p>			

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



ACE[PPPC]/SK/JM

The Rt Hon John Healey MP
Minister for Local Government
Department for Communities & Local Government
Eland House
Bressenden Place
London
SW1E 5DU

7 January 2009

Dear Mr Healey

Working Neighbourhoods Fund (WNF) – Response to consultation of the revision of the third criteria

Thank you for your letter dated 4th November 2008 informing local authorities of the Governments' intention to revise the WNF (third criteria) and inviting areas to participate and give their views on the proposals put forward in the consultation document.

Haringey has now had the opportunity to consider the details of the consultation document and is in favour of the proposals put forward and the revised methodology to be used.

Haringey supports the proposal to:

- Revise the third criterion using the updated benefits, employment and population data; and
- Extend the cut off point for eligibility from 40 to 50 LAs.

Under the revised methodology Haringey will continue to meet all three of the allocation criteria and will in principle not suffer any adverse affects as a result of these proposals.

May we also take this opportunity to highlight our concerns about the quality of the data used in the methodology. In particular Haringey would like to see:

- A boost to the Annual Population Survey sample size, particularly in London, in order for more robust data to be collected at the local level.
- Improvements made to the mid-year population estimates, particularly at the local level, which are used to calculate employment and benefit claim rates.

Please accept this letter as support of the proposed changes to be made and thank you for providing the opportunity to respond to this consultation.

Yours sincerely

A handwritten signature in black ink, appearing to read 'Sharon Kemp', with a large, stylized initial 'S' on the left.

Sharon Kemp
Assistant Chief Executive
[Policy, Performance, Partnerships and Communications]



The Working Neighbourhoods Fund 2009 – 2011:
Revising the Third Criterion - *Consultation*
Government Response

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community, opportunity, prosperity

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Introduction

1. The Working Neighbourhoods Fund is paid to eligible local councils to develop concentrated, concerted, community-led approaches to getting people in the most deprived areas of England back to work.
2. On 4 November 2008, CLG and DWP published a consultation paper seeking views on the Government's proposals for revising the third criterion used to determine eligibility for the Working Neighbourhoods Fund (WNF) for 2009 to 2011 (the consultation document)¹. The revision was necessary following the discovery of a significant error in the calculation of this criterion which was not addressed as part of the January 2008 revision. This consultation closed on the 9th January 2009.
3. This document sets out the key points raised by the local authorities and individuals who submitted their opinions on the proposals, and the Government's response to those key points.

Overview of the responses

4. In total, 43 responses to the consultation were received. Twenty two of these came from local authorities that are in receipt of full WNF funding. Eight responses were received from local authorities currently receiving transitional funding while a further 13 responses were received from other organisations and individuals including special interest groups and local MPs.
5. The principal results from the consultation were that (percentages refer to the proportion of responses that expressed a clear preference on that particular subject):
 - Seventy-two per cent **agreed that the third criterion should be revised** using consistent data from 2007
 - Fifty-one per cent of respondents **accepted the proposal to extend the cut-off point** for eligibility from 40 to 50
 - Fifty-one per cent of respondents **fully supported both proposals while just over forty per cent did not fully support both proposals.**
6. Respondents were invited to submit any other comments about the proposals in the document. The key points raised are outlined in the following section along with the Government's response to the consultation.

¹ The Working Neighbourhoods Fund 2009-2011: Revising the Third Criterion. Available at: www.communities.gov.uk/publications/communities/wnf200911consultation

Government response

7. The Government has carefully considered all responses received to the consultation in determining that we should proceed with the proposals made in the consultation paper.
8. Concerns were raised over a number of issues relating to WNF and these are addressed below. These are general responses. Some specific issues were raised by a small number of authorities adversely affected by the change in the criterion and these have been addressed in individual letters to each of those authorities.

The third criterion

Benefits issues

9. A small number of consultees queried the exclusion of 'other income related benefits' from the third criterion. We have considered this carefully and determined that this was appropriate given the policy goals of WNF and nature of benefits involved. We will briefly outline the background and explain why we selected three benefits: jobseekers allowance ('JSA'), incapacity benefit ('IB'), and income support ('IS') lone parents rather than a greater number of benefits.
10. For completeness, we reiterate here paragraph 84 of the consultation document:-

The policy purpose of WNF is to combat deprivation by alleviating high levels of worklessness and low levels of skills and enterprise. To achieve this objective it is necessary to identify and subsequently target areas of high worklessness. 'Other income related benefits' were excluded from the third criterion because they are contingent on low income rather than work and are thus not such a helpful indication of high levels of worklessness. JSA, IB and IS lone parents are, by contrast, the benefits which are most closely related to worklessness.

11. The benefits selected are those which clearly measure the presence of worklessness as opposed to other factors such as poverty. Benefits that are paid to people due to their income deprivation are excluded as they are unhelpful in targeting worklessness interventions. The majority of people in the 'other benefits' group are claiming Pension Credit, which can be claimed by people who are working but are earning below set levels. The Pension Credit, in common with many of the other benefits in this category, is a tool for alleviating *income* deprivation and is not directly related to employment.
12. The lack of consistency between the benefits used in the third criterion and those used for measuring the Local Area Agreement (LAA) targets was also raised. We acknowledge that there is a difference between the sets of benefit claimant data used for each process. This is understood and intentional.

13. The WNF eligibility criteria and the Local Performance Framework National Indicator Set (NIS) perform different functions. The NIS indicators set out national priorities and need to be useful and applicable for all Local Authority areas. WNF is allocated on the basis of need and focused particularly on low levels of work, skills and enterprise. The indicators used for WNF allocation are selected on the basis of their relevance to this ambition.

Mid-year population estimates

14. Several respondents were concerned at the use of mid-year population estimates, and the potential for error within them. The mid-year population estimates are produced by the Office for National Statistics (ONS), which is part of the United Kingdom Statistics Agency. The ONS's estimates are the best available source of population data and can be used to ensure consistent treatment of local areas nationally; no better source which is consistent across all local authority areas exists.
15. The ONS is transparent in its work, publishing methodologies, following international standards and using independent experts to peer review changes. It is widely acknowledged that census and survey methods are never perfect, but the ONS have refined their methods and continue to do so.

Employment rate data

16. One respondent raised concerns around the confidence intervals in the employment rate data and suggested that the data masked significant concentrations within their area. We are confident that we have drawn on the best possible data sources and treated those appropriately, and will briefly outline the reasons for our confidence.
17. Employment data, from the Annual Population Survey, and Benefits data, were used for measuring worklessness across the country as these are the only reliable means of ensuring consistent measurement and hence permitting fair treatment of different local authorities. The precise distribution of worklessness inevitably varies between local authorities, with some experiencing greater concentrations than others. However, for the purposes of allocating grant to local authorities in England, it is important to use standardised eligibility criteria and in a way that will achieve reasonable and fair outcomes between areas based on comparable and consistent data.
18. Whilst there may be more current and more detailed estimates for some local areas, such studies cannot be used in a scheme for the national distribution of grant funds to local authorities, since they are not comparable and have not been replicated in all authority areas. They would therefore introduce inconsistent data and materials which could not be applied to all authorities and their use would, therefore, not only give rise to potential inconsistencies but would be inherently unfair from the lack of comparable data available to all authorities. It is also worth noting that while local studies of this kind can be of

high quality, they are not always subject to the same levels of quality control as the data sets and analysis used in the WNF eligibility criteria.

19. Another respondent suggested that using four quarterly updates of the APS rather than a single figure would have been better. We believe this response was based on a misunderstanding of the way the APS is collated. The APS is a continuous survey and a figure quoted covers a full year's worth of data, i.e. four quarters. As was explained in paragraph 78 of the consultation document, for WNF purposes the employment data used covered the time period from 1 January to 31 December 2007 and the benefits data used covered the period from 1 December 2006 to 30 November 2007. Therefore the period covered by the employment data is the closest match that can be achieved with the benefits data.

Issues about the third criterion as a whole

20. The issue of low take-up of benefit rates by certain groups was raised by a small number of respondents. The Government is aware that there is a difference in benefit take-up rates for certain groups and that is why the employment rate is included in the third criterion. The consultation document said the following, at paragraphs 34 and 35:

As the employment domain of the IMD captures only those people in an area claiming out of work means tested benefits, a third criterion was introduced which consisted of a 50-50 weighted index based on benefit receipt and employment rates, at local authority level. This ensured that local authorities with large numbers of people who were workless, but were not in receipt of benefits, were also captured.

The third criterion can be distinguished from the first two criteria by the fact that it includes employment rates. Employment rates are a useful addition because they capture deprived groups or areas which are not identified by the claimant count or benefit rate alone. This is because of the difference in benefit take-up rates for certain groups that are known to be less likely to claim benefit when out of work. Those groups are reflected in a low employment rate, but not necessarily in a high benefit rate. The employment rate and benefit rate were therefore combined to create a fuller picture of employment deprivation than would be obtained by using the benefit rate only.

21. The third criterion was, therefore, included as part of the WNF eligibility criteria in order to address the issue of low take-up of benefit rates by certain groups. The criterion may not produce a perfect fit but, given that it should be applicable as consistently as possible to all authorities and is considered to be sufficiently fair and robust, it is suitable for the purposes of WNF as explained above. Therefore, having considered the consultation responses, the Government is still of the view that the third criterion serves this role and that this an appropriate approach to adopt having regard to the policy objectives of WNF.

22. A small number of authorities expressed disagreement with the 50:50 weighting assigned to the benefit and employment rates in the third criterion. Our rationale for using a 50:50 weighting was set out in the consultation paper at paragraph 82:

The 50:50 weighting was chosen in order to avoid introducing additional biases into the WNF model on the third criterion. As previously indicated the employment rate was introduced in the third criterion to address possible biases against groups with low benefit take-up rates. However, we are aware that employment rates on their own are not perfect as they can be unduly affected by large student populations living in certain cities. It was therefore felt that an equal weighting of the benefit claim rate and the employment rate was the most appropriate approach to take.

23. Having considered the responses, the Government has concluded that an equal weighting remains the appropriate approach. Both data sources are useful but have known limitations. Benefits take-up rates miss those individuals who do not claim the relevant benefits, and there is evidence that ethnic minority females are less likely than other eligible people to take-up benefits. That means that if we used benefits data alone in the third criteria we could be biasing the distribution of WNF grant against areas with higher than average ethnic minority workless populations. Employment data provides an important balance, although it also has limitations, for example it does not include people living in communal establishments (such as many students).
24. We cannot accurately know the level or nature of imperfection within each data set, and must acknowledge that the two data sets are actually different in nature. To apply a differential weighting would imply that we could accurately measure the significance of the differences between the two data sets (which involves an “apples and pears” exercise) and also that we could accurately measure the impact of the imperfections in both data sets. Neither of those conditions apply, and hence to use a differential weighting would run the risk of introducing other unknown, but real biases. A 50:50 weighting is the orthodox solution of statisticians in such situations, and whilst imperfect it is the fairest and most faithful means of incorporating two quite different indicators within one measure. Our conclusion, therefore, is that applying the 50:50 distribution is both fair and statistically robust.
25. A number of respondents expressed the view that by extending the cut-off point for eligibility from 40 to 50 in relation to the third criterion, the Government was contradicting the recommendations of the Review of Sub-National Economic Development and Regeneration (‘SNR’). The Government took account of the recommendations of the SNR when it allocated WNF to a smaller number of authorities than had previously received allocations under the Neighbourhood Renewal Fund (‘NRF’). In its last year of operation, NRF provided additional resources to 80 authorities (plus 6 transitional authorities), whereas WNF was originally allocated to 66 authorities.

26. The original decision to have a cut-off point of 40 authorities in relation to the third criterion was a matter of judgment taken in the light of the overall number of authorities that would be eligible for WNF and the recommendations in the SNR. In the consultation proposals the judgment about the appropriate overall number of WNF eligible authorities was very similar and the cut-off point used in the third criterion was adjusted to achieve a very similar overall number of WNF eligible authorities (65). Having considered the consultation responses and looked again at the nature of the newly qualifying authorities, we are still of the view that this is the correct approach and in line with the original intention of the WNF to provide resources to English local authorities that have some of the highest concentrations of worklessness and the lowest levels of skills and enterprise. We consider that the approach set out in the consultation document achieves a fair, rational and reasonable result.

The other eligibility criteria

27. The issue of inconsistency in data time points between the third criterion and the first two was cited in a small number of cases, with respondents suggesting that all three criteria should use a consistent data time point. While our proposals will result in greater consistency in the data time point within the third criterion, there will not be consistency between the three eligibility criteria. The consultation document said in paragraphs 54 and 55:

Our chosen proposed approach is to revise the third criterion using 2007 data as this will be the most up-to-date data available at the time the revised allocations will be announced; in early 2009.

This will ensure that changes in both the population and the workless population are captured, thus ensuring that resources are targeted at those local authorities currently experiencing the highest benefits/non-employment rate.

28. Having reconsidered this, the Government has decided to proceed as planned. The Government still believes it is appropriate, and in line with good practice, to use the most up-to-date data across each of the three criteria. The IMD is the best spatial measure of socio-economic disadvantage that is consistent across local authority areas, and it would not be possible to review the Index of Multiple Deprivation (IMD) on a reasonable timescale for announcing and allocating WNF for 2009-10 and 2010-11. The Government also considers it unnecessary to do so at this stage given that the IMD is used for a variety of other policy and funding purposes.

Allocation methodology

29. A number of respondents raised a concern about the methodology employed in determining the actual funding to each eligible authority. Specifically, respondents questioned whether it was reasonable to set a minimum allocation for WNF authorities. As set out in the Working Neighbourhoods Fund Allocations paper² published in February 2008, WNF eligible local authorities are set a minimum allocation of 60 per cent of their 2007/08 NRF allocation.
30. The Government contemplated a number of ways of allocating funding to eligible authorities and this methodology was adopted for two main reasons. It ensured that no authority eligible for WNF received less, proportionally, than the transitional authorities. The Government also bore in mind the need for eligible authorities to have sufficient consistency of funding over the three year period of the Fund in order that the Fund would have the necessary impact. The Government sees no need to change this approach at this stage, although it will consider the level of any minimum allocation in any future review of the fund.

Other issues

31. A number of respondents raised issues that were beyond the scope of the consultation, for example on the construction of the first two criteria used to determine eligibility for the WNF; and the transitional arrangements that are in place for those authorities which received NRF but did not meet the eligibility criteria for the WNF. Where these comments are relevant to the proposals in the consultation document, they have been addressed below but those which did not concern the consultation proposals are not addressed.
32. One respondent also sought assurances about the length of any future consultation exercises concerning WNF. Government has no current intention to consult further on the fund and is therefore not in a position to offer such assurances. We seek to ensure that consultations are carried out in line with the Code of Practice on Consultation.
33. A particular concern was raised that the use of the first two criteria has biased the allocation towards smaller local authorities. While we accept that this might be a theoretical possibility, because we are allocating on the basis of the percentage of LSOAs in a local authority, overall we can find no evidence of any significant bias towards small local authorities - in fact, a large proportion of the largest districts qualify for WNF, while only a small proportion of smaller districts do.
34. A consultee queried the rationale behind the transitional funding taper of 60 per cent 40 per cent and 0 per cent over three years. This approach is based upon experience with an earlier area based fund, entitled the Neighbourhood Renewal Fund, where it was found that a transitional payment can protect any

² Available at: www.communities.gov.uk/documents/communities/doc/703722.doc

communities still vulnerable to the impact of cuts and provide public bodies, statutory agencies and the voluntary sector with time to mainstream the best services. Better value for money can be obtained across the life of the programme by a wind-down rather than a sudden closure.

Annex A

List of respondents

Association of North East Councils
Barnsley Metropolitan Borough Council
Blackpool Council
Bolsover District Council
Burnley Action Partnership
City of Westminster
Gateshead Council
Greater Merseyside Councils (Halton, Knowsley, Liverpool, St Helens, Sefton and Wirral)
Haringey Council
Hartlepool Borough Council
Hartlepool Partnership
Hyndburn Borough Council
Islington Council
Jane Ellison, Conservative Candidate for Battersea
Justine Greening, MP for Putney, Roehampton and Southfields
Knowsley Metropolitan Borough Council
Leeds City Council
London Borough of Brent
London Borough of Camden
London Borough of Croydon
London Borough of Lewisham
London Borough of Southwark
London Borough of Waltham Forest
London Borough of Wandsworth
London Councils
Manchester City Council
Newcastle City Council
Northumberland County Council
Norwich City Council
Oldham Partnership (on behalf of Oldham Council)

Preston City Council

Redcar and Cleveland Borough Council

Rochdale Metropolitan Borough Council

Rotherham Metropolitan Borough Council

Scarborough Borough Council and North Yorkshire County Council

Solihull Metropolitan Borough Council

Sunderland City Council

Thanet Works Board (on behalf of Thanet District Council)

The Special Interest Group of Municipal Authorities (Outside London) Within the LGA (SIGOMA)

Tyne and Wear Research and Information (on behalf Gateshead, Newcastle, South Tyneside and Sunderland Districts)

Walsall Council (and Walsall Partnership)

West Somerset Council

Wigan Council

Department for Communities and Local Government

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haringey strategic partnership

Meeting: Enterprise Partnership Board
Date: 9 March 2009
Report Title: Tackling Worklessness Update
Report of: Martin Tucker, Regeneration Manager

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..

Summary

The Haringey Guarantee is forecasting 295 job entries and 269 sustained jobs in this phase of the programme. The Haringey Guarantee Employer Zone was formally launched in February. The proposed programme for 2009-2011 is included in the Enterprise Commissioning Prospectus

Families into Work project is making steady progress and after a successful New Year New You event in January is now working with 38 families and providing outreach in 6 venues in Northumberland Park. Added value projects in development for delivery from April 2009.

North London Pledge making steady progress in Haringey with 81 Employment Support outputs verified with another and 63 Skills outputs achieved to date.

Legal/Financial Implications

N/A.

Recommendations

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

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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.

The Haringey Guarantee

As the programme nears completion of this years delivery the Employment & Skills Team are working with providers to verify outputs achieved and compile accurate forecasts for the year's performance.

To date 580 residents have registered with the programme with another 150 forecast in Quarter 4

277 students at Northumberland Park Community School are undertaking enhanced vocational training with 40 students identified as most at risk of becoming NEET receiving additional support

48 residents have undertaken work placements with 17 completing a Pilot NOCN Level 2 accredited Work Placement Training Programme. Another 20 placements are forecast in Quarter 4.

129 people have been supported into work by December 2008 with another 166 forecast by March 2009, a total of 295 job starts with 269 forecast to be sustained after 13 weeks.

The Haringey Guarantee Employer Zone was launched in February 2009. 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. To date 40 businesses have engaged with the zone resulting in 14 job vacancies for Haringey Guarantee participants, 20 training requests and 5 work placements.

Families into Work

A very successful New Year New You event was held in January at Spurs. The event showcased to local people the training and employment opportunities that are available locally. 120 local people attended the event accessing six workshops including: Writing CVs and interview skills; Application Forms, Managing your money, Working in schools and Self employment – is it for you? The team are currently following up contact with workless families who expressed an interest in the engaging with the project.

38 families are now actively engaged with project and the team are doing outreach in 6 different venues in Northumberland Park and working with 6 local schools.

Value added projects with Northumberland Park Community School – providing training, work placements and job outputs for parents of school students, Women like Us engaging mothers through primary schools

providing assessment, coaching and engagement with the project and exploring additional training for parents in local primary schools including ESOL are being worked up and will be contracted for delivery from March/April 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 January 2009 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 30 Basic Skills against an annual profile of 33, 13 Level 2 against an annual profile of 8, and 20 Other Skills against 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.

Planning for delivery in 2009/10 is underway with the next NLP Steering Group on 3 March.

Initial discussions are being held with the other boroughs, NLSA and the LDA about developing a North London Pledge 2 programme for delivery from April 2010.

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Meeting: Enterprise Partnership Board

Date: 9 March 2009

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 existing projects being supported by the Business and Enterprise Team, including Area Based Grant projects, Town Centres, The Wood Green Film Festival, Single Business Account, The Olympics and updates on the Credit Crisis Action Plan

Legal/Financial Implications

NA.

Recommendations

That the Enterprise Board notes the report

For more information contact:

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1. Area Based Grant

The project is on target to achieve full spend and has already exceeded business support outputs.

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, FinFuture, 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

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

Work is underway on developing the Single Business Account with the Business and Enterprise team starting work with Customer Services.

Relevant data sets have been identified to create a Business Description Schema and work on data cleansing and aggregation has begun so that the schema can be added to the councils' customer relationship manager. A "temporary" officer has been employed by customer services to carry out this work and the first stage of this work will be completed by the end of quarter 4.

The Business and Enterprise Team are also working on practical initiatives that will support the objectives of The Single Business Account. The Business Information pack has been drafted and is now at the design and print stage and will be distributed to companies across the borough in March 2009.

Programmes and workshops have been delivered over the last quarter and with additional business engagement activity taking place during Enterprise Week in November the project has now exceeded targets around business support for existing businesses and residents.

We are making progress towards other targets but in light of the economic downturn the figures for VAT registration and business start-up are low, but in line with other boroughs. We expect to see more VAT registered businesses in Quarter 4 as they continue to work with our partner organisations. Two organisations have established partnerships with HM Revenue and Customs who have offered to provide practical support at events and workshops in quarter 4.

Haringey Education Business Partnership has delivered 13 enterprise workshops to 140 students at St Thomas More, Moselle, Mortimer, Park View Academy and Woodside High. A further eight courses will be delivered this quarter at Blanche Moore, Highgate Wood, Greg City Academy, Northumberland Park and John Loughborough.

FinFuture are making steady progress to establishing a traders association in the west of the borough with a number of businesses in Stroud Green coming forward to pull a formalised group together.

18 new businesses have now joined a traders association in Crouch End through work with the Crouch End Project. The project website is now live www.crouchendproject.com and almost 1,000 people have signed up to the loyalty card programme which provides special offers and discounts in local shops.

2. Single Business Account

Work continues with Customer Services to implement the Single Business Account.

We have gathered data concerning businesses and their contact details from Business Rates, Environmental Health and the Food Registration Team

Business records gathered from various systems:

NNDR ----- 6,867
Food Reg ----- 1,633
All Business ----- 3,037

Total Business Records collated: 11,289

Cleaning up the address data has established that these 11289 business records are based at 6909 unique addresses.

We have 4377 unique business records at unique addresses which leaves 8639 business records sharing 2352 addresses.

The next phase is to identify the correct business details from these duplicate records before we create the Single Business Account. We will be matching the information held on each file to ascertain the correct business name and contact details.

Once this unique list of businesses that interact with Haringey Council is complete, we will create them as records within SAP CRM to form the home of the Single Business Account. This work is on track to be completed by the end of 2008/09.

Further Development

Once the Single Business Account is live in SAP CRM, a number of options become available for further development of the SBA to maximise the benefits of this project:

1. Master Data Management: procure software to keep business records aligned between major IT systems so when a business tells us they have moved address for example, they only need to tell us once and this automatically updates all relevant systems. This would demonstrate joined up thinking on behalf of the Council to streamline our contact with businesses.
2. Develop the SBA to hold additional information against the business records, providing analysis by business sector: retail, manufacture, food for example. SAP CRM already has well developed reporting capabilities which would

enable SBA users to analyse contact with businesses on the basis of their location, sector of work or whatever additional information is incorporated into the SBA.

3. Introduce a marketing element to the single business account to record membership of trade associations, neighbourhood management schemes or interest in green initiatives for example. Outbound email, text or postal campaigns can then be actioned at a push of a button.

3. Olympics

John Armitt, Head of the Olympic Delivery Authority and Huw Edwards the ODA Government and Business Relations Executive were taken on a tour of key sites in the borough on 19th December

They met with Cllr Amin, Cllr Peacock, Nick Schlittner, Karen Galey, John Morris and Diane Edmonds. The visit raised awareness to the ODA of the Olympic opportunities that could be generated in the borough and how Haringey will be key to the success of The Olympic Legacy Plan.

An Olympic Procurement event will take place at CoNEL on the 12th of March Organised by Economic Regeneration, Corporate Procurement and The London Business Network.

The London Business Network lead on Olympic Procurement and will promote the CompeteFor web portal where businesses can register for procurement opportunities.

The Draft Olympics Action Plan is currently being reviewed by the Olympics group and will be finalised in April.

4. Town Centres

A framework is being established for producing improvement plans for the following town centres:

- Wood Green
- Tottenham
- Crouch End
- Muswell Hill

This framework will consider town centres from the perspectives of planning policy, economic development strategy and core service delivery and will begin with a summary of current condition and a health check exercise. This health check will advise on priorities for each of the four centres. It is still proposed to look at four themes within town centres:

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

5. Business Pack

The Business Pack and Information leaflet are both ready for print.

We are planning to include information from local banks with the packs and are awaiting this copy

6. Recession Action Plan

This is the update of the 10 point action plan, produced by Economic Regeneration in December 2008. Further proposals include development of a credit union in the borough, a green new deal and stepping up our activities on apprenticeships and direct labour in major regeneration projects.

10 point plan updates

10 Point Plan	Updates
Launch of the Employer Zone in early 2009 to support residents and open up increased employment opportunities to Haringey Guarantee participants	Employer Zone launched 11 February 2009 – target to engage up to 100 businesses signposting them to Haringey Guarantee and Train2 gain provision with jobs and guaranteed interviews for Haringey Guarantee participants
Extra consideration to be given to funding projects through the Haringey Guarantee that specifically focus on engaging with people who have become recently unemployed	One main job brokerage contract on current HG programme reconfigured to allow engagement with and support to “non-stretch” target residents – i.e. short term unemployed
Closer working relationship with Jobcentre Plus so that appropriate jobseekers are referred to the Haringey Guarantee	SLA in place between JCP and Haringey Council allowing referrals from JCP to Haringey guarantee provision an HG advisers in Jobcentres.
Extra engagement with residents through the Haringey Guarantee programme after outreach venues were increased to 40	Outreach venues established across the borough and increased numbers engaging with the HG.
Meeting with local bank managers in late January 2009 to discuss support for local businesses	Meeting took place with X banks in attendance. Further meetings scheduled to take place throughout course of year.
Details of support for business to be circulated with annual rate demand in March 2009	A flyer promoting business support agencies will be circulated to businesses with the annual rates request. It will direct businesses to local and regional agencies that are able to provide professional advice, information and guidance on all aspects of running a business including business planning, access to finance, procurement, staff training, recruitment, trade associations and business networks.
New business pack to be circulated to businesses in March 2009 outlining relevant council services and support available from other agencies	The business pack is at the final design stage and will be distributed in March. The pack provides information on the services that the council provides to businesses, with full contact details for each service and sections on

	<ul style="list-style-type: none"> • Business advice and support • Business Rates • Commercial Environmental Health • Commercial Property • Greening your business • Licensing • On-line services • Planning • Recruitment and staff training • Selling to the council • Trading standards • Neighbourhood management
<p>Increased support to be offered to Homes for Haringey to help it further develop its apprenticeship applicants attracted more than 200 responses</p>	<p>The Employment and Skills team are working with CONEL and Homes for Haringey to develop their recent Expression of Interest sent to the LSC, to train a number of apprentices under the LSC Apprenticeship Expansion Programme.</p>
<p>Increased support to give local businesses more chance of successfully tendering for public contracts and the Olympic procurement programme CompeteFor</p>	<p>An Olympic Procurement event will take place at CoNEL on Thursday 12th March. It will be delivered by CompeteFor in partnership with The Business and Enterprise and Procurement Teams. CompeteFor will promote Olympic opportunities with the Procurement Team and local providers also be in attendance to advise on and signpost businesses to other procurement opportunities and relevant training CompeteFor estimate 100 businesses will attend and promotion will begin next week with flyers and a press release.</p>
<p>A requirement for all contractors involved in the Building Schools for the Future (BSF) programme to engage apprentices on their schemes</p>	<p>KPIs are currently being negotiated with contractors regarding the recruitment of local labour and the numbers of apprenticeship positions which will be offered.</p> <p>RM contractor for ICT managed services to schools have provisionally agreed to provide 10 IT apprenticeships on a rolling basis. Broadly this will be one apprentice at</p>

	<p>each secondary school site. These apprenticeships will prioritise young people in Haringey.</p> <p>Contractors have agreed in principle to offer 'work & skills' development for NVQ level 3 & 4 in the Value Bidding Stages of their Contracts, while the BSF programme itself has also employed an apprentice for administration.</p>
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7. Wood Green Film Festival

The 7th Wood Green International Short Film Festival will take place 16-22nd 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.

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

The Big Green Bookshop will be showing a series of films during the Film Festival. A Film Quiz will take place at The Gate public House.

Youth Film Festival

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

Business Engagement

23 businesses will be offering special offers during the festival. These will be promoted through the film festival website, programme. Flyers and on screen during the festival.

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