



Enterprise Partnership Board

TUESDAY, 5TH MAY, 2009 at 14:00 HRS – CHIEF EXECUTIVE'S BOARD ROOM, L5 (N)
RIVER PARK HOUSE.

MEMBERS: See membership list set out below.

AGENDA

1. APOLOGIES

To receive any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any new items of Urgent Business. (Late items of Urgent Business will be considered under the agenda item where they appear. New items of Urgent Business will be considered under the Item 16).

3. DECLARATIONS OF INTEREST

Members of the Board must declare any personal and/or prejudicial interests with respect to agenda items and must not take part in any decisions made in relation to those items.

4. MINUTES (PAGES 1 - 10)

To confirm the minutes of the meeting held on 9 March 2009 as a correct record.

5. APPOINTMENT OF CHAIR FOR 2009/10

To appoint a Chair for 2009/10.

6. APPOINTMENT OF VICE-CHAIR FOR 2009/10

To appoint a Vice-Chair for 2009/10.

7. APPOINTMENT OF REPRESENTATIVE TO THE HARINGEY STRATEGIC PARTNERSHIP FOR 2009/10

To appoint a representative from the Enterprise Partnership Board to sit on the Haringey Strategic Partnership Board for 2009/10.

8. CONFIRMATION OF TERMS OF REFERENCE AND MEMBERSHIP FOR 2009/10 (PAGES 11 - 18)

9. ENTERPRISE COMMISSIONING PROSPECTUS

This report will be sent to follow.

MAIN DISCUSSION ITEM:

10. APPROACHES TO SUPPORTING INCAPACITY BENEFIT CLAIMANTS INTO SUSTAINED EMPLOYMENT (PAGES 19 - 44)

LOCAL AREA AGREEMENT UPDATES:

11. LOCAL AREA AGREEMENT REFRESH

A verbal update will be provided.

12. PERFORMANCE MANAGEMENT EXCEPTION REPORT -FOURTH QUARTER 2008/09 (PAGES 45 - 52)

13. ENTERPRISE BOARD RISK REGISTER (PAGES 53 - 64)

14. TACKLING WORKLESSNESS UPDATE (PAGES 65 - 68)

15. BUSINESS AND ENTERPRISE UPDATE (PAGES 69 - 72)

16. NEW ITEMS OF URGENT BUSINESS

To consider any new items of Urgent Business admitted under Item 2 above.

17. ANY OTHER BUSINESS

To consider any items of AOB.

18. DATES OF FUTURE MEETINGS

To note the dates of future meetings set out below:

- 8 September 2009, 2pm
- 17 November 2009, 2pm
- 2 February 2010, 2pm

Yuniea Semambo
Head of Local Democracy and Member Services
5th Floor
River Park House
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Wood Green
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Xanthe Barker
Principal Committee Coordinator
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Email: xanthe.barker@haringey.gov.uk

24 April 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
Employment and skills	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 Link for London	1	Dennis Handel-Sam
Business and Enterprise	Greater London Enterprise Mall Management	1	Colin Compton
		1	Michael Thompson
	North London Chamber of Commerce	1	Huw Jones
	North London Business	1	Gary Ince
	London Development Agency	1	Isobel Rawlinson
Other rs/Observers	TOTAL	25	

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 9 MARCH 2009**

Present: Dr Ita O'Donovan (Chair), Councillor Kaushika Amin (Vice-Chair), Leo Atkins, Yolande Burgess, Rod Cullen, John Egbo, Denise Gandy, Sharmila Mitre, Martha Osamor, Naeem Sheikh.

In Attendance: Juneed Asad, Xanthe Barker, Kate Dalzell, Kirsty Fox, Christine Piscina, Helena Pugh, Ambrose Quashie, Martin Tucker.

LC90. APOLOGIES

Apologies for absence were received from the following:

Councillor Pat Egan

Paul Head

Sharmila Mitre substituted

Gary Ince

Walter Steel

LC91. DECLARATIONS OF INTEREST

No declarations of interest were made.

LC92. URGENT ITEMS OF BUSINESS

There were no new items of Urgent Business raised.

LC93. MINUTES

RESOLVED:

- i. That, subject to the inclusion of Councillor Amin to the list of apologies given, the minutes of the meeting held on 10 December be confirmed as a correct record.
- ii. That the minutes of the meeting held on 13 February 2009 be confirmed as a correct record.

LC94. COMPREHENSIVE AREA ASSESSMENT

The Board received a presentation on the forthcoming Comprehensive Area Assessment (CAA).

An overview was given of the scope of the CAA and it was noted that this was comprised of two key strands:

Area Assessment

This strand would consider how effectively local public services delivered local priorities, economic prospects, community safety and potential for future improvement.

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Organisational Assessment

The second strand would consider the use of resources and performance management and how the Council delivered value for money through the combined use of resources and performance management.

It was noted that Partners would be inspected by their own inspection regimes and that these would liaise with the Audit Commission.

In assessing this four key themes would be considered:

- Management of finances
- Governing business
- Managing resources
- Managing performance

In terms of the Area Assessment the following key areas would be focussed upon:

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

It was noted that the Local Authority would be required to produce and publish an Annual Summary, which would include an overview of key priorities, overall successes, challenges and future prospects. It was envisaged that these would form a tool for members of the public wanting to obtain an overview of the Borough.

In addition to this a system of red and green flags would be used to indicate areas where arrangements were considered inadequate to deliver improvement or where exceptional or innovative practice was demonstrated.

The Board was advised that that the CAA would take a more holistic approach to assessing performance and would gather evidence over the course of a year rather than focussing on a limited period.

The Chair noted that partners would need to be able to demonstrate that they understood the CAA process in order for the Partnership to be assessed positively. Unlike previous assessment regimes the CAA placed more emphasis on the processes in place to address local issues and it was recognised that this demonstrated a good understanding of the needs and priorities of the local community.

RESOLVED:

That the presentation be noted.

LC95. HARINGEY'S DRAFT HOUSING STRATEGY 2009-19

The Board received a report that provided an overview of the new Haringey Housing Strategy 2009-10 and how this was being developed.

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The Strategy was a Partnership document and its development was being led by the Integrated Housing Board. It would form the overarching strategy and the overall framework for a number of other strategies addressing Homelessness, Affordable Warmth, Private Sector Housing and Older People's Housing.

In developing the Strategy a number of stakeholders forums had been consulted and it also was available online. In addition, each of the HSP Thematic Boards and Area Assemblies were also being asked to consider and comment on the Strategy.

The Board discussed the draft Strategy and the link drawn between housing and employment was welcomed. It was suggested that Voluntary and Community Sector organisations and other local organisations, may be able to provide additional support in a similar way to the Haringey Guarantee and that this should be considered and reflected in the document if appropriate.

There was agreement that further discussion should take place outside the meeting to determine how this could be taken forward.

In response to a suggestion that the Strategy should make reference to the use of local contractors, the Chair advised that procurement issues would be handled within a separate procurement policy. The purpose of this strategy was to provide an overview of Housing priorities and the framework within which these should be delivered.

The Board was advised that there was provision within existing policies to ensure that local contractors were able to participate in the tendering process and there was agreement that this document and any other relevant policies should be circulated to Voluntary and Community Sector members for reference.

It was noted that a significant proportion of the BME Community in Haringey was comprised of Turkish and Kurdish residents and it was requested that the document should be amended to reflect this.

RESOLVED:

- i. That the development of the Housing Strategy be noted.
- ii. That the comments made by the Board be taken into consideration in the drafting of the final document.
- iii. That information in relation to the procurement policy attached to the strategy be circulated to members of the Board that had expressed an interest in it.

LC96. HARINGEY'S FIRST COMMUNITY ENGAGEMENT FRAMEWORK

The Board received a report and presentation setting out the role of the new Community Engagement Framework (CEF) and how it was being developed.

It was noted that there were three key reasons for establishing a CEF:

- To reaffirm the HSP's commitment to community engagement

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- To promote and share partnership understanding of principles and community engagement
- To identify and prioritise areas for development

There were several national and local drivers for forming the CEF including the Local Government and Involvement in Public Health Act and Local Area Agreement (LAA) targets.

The Board was advised that the HSP Performance Management Group (PMG) had established a multi agency sub group to lead on the delivery of the CEF.

The first phase of the consultation process had now concluded and the second phase was due to commence on 5 March. This would include publishing the consultation document on the Council's website and circulating this Voluntary Sector groups for feedback. A questionnaire would also be circulated as part of this seeking specific comments in relation to the vision, definition and principles of the CEF.

During the second phase a each of the Thematic Boards would also be provided with an opportunity to discuss and comment on the draft CEF.

It was noted that the third phase of the consultation process would take place in the Autumn and would focus primarily on the development of the Action Plan.

Members of the Board representing community groups were encouraged to complete the online questionnaire and the Board was advised that this closed on 21 April.

The Board discussed the CEF and it was confirmed that over one hundred community groups had been engaged with as part of the consultation process and approximately seven hundred had been contacted. The Chair suggested members of the Board should advise the Head of Corporate Policy if there were any additional organisations that should be consulted with.

In response to a query, as to whether an Equalities Impact Assessment had been undertaken, the Board was advised that this was being progressed. However, it was being compiled in two stages and would not be completed until the Action Plan had been drafted.

RESOLVED:

That the report be noted.

LC97. ENTERPRISE COMMISSIONING PROSPECTUS

The Board considered a report that presented the draft Enterprise Commissioning Prospectus, which covered the its Area Based Grant (ABG) Allocation for 2009/10.

Comments made at its last meeting had been taken into consideration and were now reflected in the document. In addition to the recommendations set out in the report the Board was also asked to agree to the formation of a sub-group that would consider applications for funding and determine whether they should be granted.

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A further sub-group also would need to be established in order to monitor and evaluate the progress of projects that obtained ABG funding.

In response to suggestions that a more prescriptive approach should be adopted within the breakdown of targets and the achievements that projects were required to meet the Board was advised that this had been discussed. However, it had been felt that this would be too restrictive as there would be clear guidance setting out what contracts were expected to deliver.

The pro forma used would place a weighting on locality and proven performance and innovation would also be recognised and encouraged.

It was confirmed that applications would need to be received in hard copy.

There was agreement that the membership of the sub-groups described above should be agreed outside the meeting and that members of the Board interested in sitting on these should contact the Regeneration Manager.

Representatives from the Voluntary and Community Sector commended the Prospectus and welcomed the recognition of the Compact in the document.

RESOLVED:

That the draft Enterprise Board Commissioning Prospectus for 2009-11 be approved and that the Economic Regeneration Team be authorised to begin the commissioning process.

LC98. LOCAL AREA AGREEMENT UPDATE

The Board considered a report that provided an update on several areas associated with the Local Area Agreement (LAA).

Local Area Agreement Refresh

The Board was advised that the LAA Refresh provided the opportunity for National Indicators (NIs) contained within the LAA to be renegotiated within GOL.

At its meeting in December the Board agreed that NI 153 should be put forward for renegotiation. Following advice received from Communities and Local Government (CLG), that targets would not be fixed for the duration of the current LAA and discussion with Job Centre Plus (JCP), it was considered that advantage should be taken of the additional time that this would allow to build a stronger case for reducing the target.

The Board was advised that data in relation to NI 171 had been published by the Department for Business, Enterprise and Regulatory Reform (DERR) and consequently new targets had been issued to achieve partial convergence to the London average.

It was noted that there had been discussion with the Department of Work and Pensions (DWP) around the Incapacity Benefit (IB) Stretch Target (agreed under the

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previous LAA) and it had been indicated that they would be sympathetic to any request to remove the condition from the target that prevented the Haringey Guarantee from engaging with people on mainstream programmes. At present officers were in discussion with ReedIP to form a Service Level Agreement (SLA) and Business Case to demonstrate that the target could still be delivered while still demonstrate added value to mainstream provision.

Performance Management Exception Report –Third Quarter 2008/09

An overview of performance during the third quarter was provided and it was noted that performance against the IB Stretch Target remained below target. Despite the continued measures and actions being taken to address this it continued to be challenging and these difficulties were shared by neighbouring Boroughs who were also failing to meet the target.

The Board discussed performance against the proportion of young people aged between sixteen and eighteen classed as NEET (not in Education, Employment or Training) and it was noted that although performance was currently above target, the proportion of NEETs whose status was 'unknown' was above target.

The Board was advised that the Learning and Skills Council had recently received data in relation to the proportion of NEETs whose status was unknown and there was agreement that this should be circulated as soon possible.

Due to technical software problems it had not been possible to reach the target in relation to the Better Off Calculation. However, this had now been resolved and it was anticipated that performance would improve significantly during the fourth quarter.

In response to a query, as to whether there was a separate centre for job brokerage the Board was advised that this service was delivered in locations across the Borough.

The Board discussed how performance against the IB Stretch Target could be improved and it was noted that the Voluntary and Community Sector did a lot of work with IB claimants to help them get back into work.

There was agreement that there should be a presentation, setting out specific examples of the measures taken by St Mungos to assist people into back into work, followed by a discussion session on how the partnership could learn from this at the next meeting.

Enterprise Partnership Board Risk Register

The Board was reminded that at its previous meeting it had requested that an updated was provided on the risk attached to NI 153 at each meeting.

It was noted that the risk attached to this remained high and forecasts predicted that the economic climate would decline further before an upturn was seen. Work was being undertaken with Job Centre Plus to support new claimants and this would continue to be monitored to see how the partnership should respond.

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RESOLVED:

- i. That the report be noted.
- ii. That the revised targets for inclusion within the LAA Refresh be endorsed.
- iii. That a presentation, setting out specific examples of the measures taken by St Mungos to assist people back into work, followed by a discussion session on how the partnership could learn from this should be received at the next meeting.

LC99. TACKLING WORKLESSNESS UPDATE

The Board considered a report that provided an update on progress in relation to the three key programmes in place to tackle Worklessness.

The Haringey Guarantee

It was noted that good progress was being made and that the Employment and Skills Team were currently working to verify end of year data.

The Haringey Guarantee Employment Zone had been launched in February and aimed to link employers in the Borough to the training, education and skills services offered as part of the Haringey Guarantee and North London Pledge.

Families in Work

A successful event had been held entitled 'New Year New You' that showcased the training and employment opportunities available to local people. At present follow up working was being done with Families that had expressed an interest in engaging with the project.

North London Pledge

Progress continued to be made and at the end of January eighty-one Employment Outputs had been delivered against a target of fifty-seven.

The Steering Group was due to meet on 3 March to discuss plans for 2009/10.

The Board was advised that the forty students identified as being most at risk of becoming NEET were given additional support from the schools which included vocational training.

RESOLVED:

That the report be noted.

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LC100. BUSINESS AND ENTERPRISE UPDATE

The Board received a report that provided an update on business and enterprise activities funded through the Area Base Grant (ABG).

It was noted that an Olympic Procurement Event was taking place on 12 March and that businesses in the Borough were being encouraged to attend this and compete for funding.

At present the Business Pack had been prepared and was ready for distribution. The circulation of this had been delayed as information from local Banks was still outstanding.

The Board was reminded that the Wood Green Film Festival was taking place between 16 and 22 March.

RESOLVED:

That the report be noted.

LC101. HARINGEY BUSINESS BOARD

The Board received a verbal update on the Haringey Business Board.

The Business Board would be Chaired by Andrew Camplin from BT and would take an overview of each of the town centres in the Borough. As the City Growth Project would cease at the end of the current financial year the Board would continue the partnership work with the private sector that it had initiated.

The Board would be administered by North London Business.

RESOLVED:

That the verbal update be noted.

LC102. NEW ITEMS OF URGENT BUSINESS

No new items of Urgent Business were raised.

LC103. ANY OTHER BUSINESS

No items of AOB were raised.

LC104. DATES OF FUTURE MEETINGS

The Board noted the following provisional dates for the new Municipal Year 2009/10:

**MINUTES OF THE ENTERPRISE PARTNERSHIP BOARD (HSP)
MONDAY, 9 MARCH 2009**

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

Dr Ita O'Donovan

Chair

The meeting closed at 3.35pm

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Meeting: Enterprise Board

Date: 5 May 2009

Report Title: Confirmation of Membership and Terms of Reference: 2009/10

Report of: Karen Galey – Head of Economic Regeneration

Summary

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

The full Terms of Reference are attached as Appendix 1.

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

The Enterprise Board is asked to consider inviting Reed in Partnership, the local Pathways to Work provider, to become a full member of the Board to reflect the importance of this provision in meeting local employment and skills outcomes.

Recommendations

1. That the Board confirms its Terms of Reference for the new Municipal Year.
2. That the Board confirms its membership for the new Municipal Year.
3. That the Board agrees to invite Reed in Partnership to become a full Board member.

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

Appendix 1: Enterprise Board Terms of Reference 2009/10

Rationale

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

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

The vehicle for delivering the SCS priorities will be the Local Area Agreement (LAA), which is operational for the three years 2008/09 to 2010/11. The Enterprise Board will have specific responsibility for delivering the enterprise and employment and skills related targets contained in the LAA.

The Enterprise Board will also have an integral role in delivering the Haringey Regeneration Strategy, which has the following priorities:

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

Aims

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

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

Objectives

- To deliver the priorities, projects and targets set out in the SCS and LAA, on behalf of the HSP.
- To contribute to the delivery of the priorities, projects and targets set out in the Haringey Regeneration Strategy.
- To monitor and evaluate the effectiveness of strategies and initiatives relating to enterprise and employment and skills.
- To ensure that the agreed vision and priorities of the Enterprise Board are reflected in the business plans of partner organisations.
- To disseminate decisions and actions to the Haringey Employment Partnership Board and the Haringey Business Board.
- To ensure that the Enterprise Board receives regular updates on the activities of the Haringey Employment Partnership Board and the Haringey Business Board.
- To conduct financial and performance monitoring on a quarterly basis.
- To conduct risk monitoring and analysis on a quarterly basis.
- To ensure that information about the work of the Enterprise Board is disseminated to the main HSP board and the remaining five thematic partnerships.

Actions

Deliver the LAA enterprise related National Indicators (NIs):

- NI 153: Working age people claiming out of work benefits² in the worst performing neighbourhoods – a reduction of 4.7 percentage points.
- NI 171: New business registration rate – reduction in the gap with the London average from 19.5% to 18%

Deliver the LAA enterprise related stretch targets:

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

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

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

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

Deliver the LAA enterprise related local targets:

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

Assist with delivering other relevant LAA targets:

- NI 79: Achievement of a Level 2 qualification by the age of 19.
- NI 116: Proportion of children in poverty – a reduction of 5.9 percentage points).
- NI 117: 16 to 18 years olds who are not in education, training or employment (NEET) – a reduction of 2.7 percentage points.

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

- Increase in Haringey's overall employment rate
- Increase the employment rates of:
 - disabled people
 - lone parents
 - ethnic minorities
 - people aged 50 and over
 - people with lowest qualifications
 - people living in the most deprived local authority wards
- Reduction in the number of people claiming working age out of work benefits
- Reduction in the amount of time people spend on out of work benefits
- Increase the number of new business registrations
- Increase the self employment rate

Operational Protocol

Membership

See Appendix i for membership list.

- Members of the partnership will communicate to their organisations decisions made by the Enterprise Board.
- Members will agree to work co-operatively with each other

- Work in the spirit of partnership and be the ambassadors of the Enterprise Board in Haringey and work within the criteria laid down by the HSP.
- Members who are unable to attend an Enterprise Board meeting will send a representative in their place.

Meetings

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

Decision Making

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

Secretariat support provided by Economic Regeneration and Committee Services:

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

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

Appendix i

Membership

Chair

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

Vice Chair

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

Members

Business Link for London

College of North East London (CONEL)

Community Link Forum

Connexions North London

Greater London Enterprise

Haringey Association of Voluntary and Community Organisations (HAVCO)

Haringey Council

NHS Haringey

Job Centre Plus

Learning and Skills Council London North

Mall Management

North London Business

North London Chamber of Commerce

Reed in Partnership (subject to Enterprise Board's approval)

Observers

London Development Agency

Appendix 2: Enterprise Board Membership 2009/10

SECTOR GROUP	AGENCY	NO. OF REPS	NAME OF REPRESENTATIVE
Local Authority	Haringey Council	9	Dr Ita O'Donovan (Chair) Councillor Kaushika Amin (Vice Chair) Councillor Pat Egan Marc Dorfman Karen Galey Sean Burke Janette Karklins Clare Kowalska Denise Gandy
Voluntary and Community Sector	Community Representatives	1 1 1	Rod Cullen John Egbo Martha Osamor
	HAVCO	1	Naeem Sheikh
Employment and skills	CONEL	1	Paul Head
	Job Centre Plus	2	Walter Steel Linda Banton
	Learning and Skills Council North London	1	Yolande Burgess
	NHS Haringey	1	Leo Atkins
	Reed in Partnership	1	TBC (subject to Enterprise Board's approval)
Business and Enterprise	Business Link for London	1	Dennis Handel-Sam
	Greater London Enterprise	1	Colin Compton
	Mall Management	1	Michael Thompson
	North London Chamber of Commerce	1	Huw Jones
	North London Business	1	Gary Ince
Others/ Observers	London Development Agency	1	TBC
	TOTAL	25	

Lead officer: Martin Tucker, Regeneration Manager, Employment and Skills,
Haringey Council Tel: 020 8489 2932

Email: martin.tucker@haringey.gov.uk

Corporate policy link: Ambrose Quashie, Employment and Skills Policy
Officer, Haringey Council Tel: 020 8489 6914

Email: ambrose.quashie@haringey.gov.uk

Lead Committee Secretariat Co-ordinator: Xanthe Barker, Principal
Committee Co-ordinator (Council), Chief Executive's Member Services,
Haringey Council Tel: 020 8489 2957

Email: xanthe.barker@haringey.gov.uk

Getting the most marginalised people into employment.

Rod Cullen.

Area Manager – Work & Learning
Services.



Opening doors for London's homeless

St Mungos – Employability Facts

- St Mungos has run employment schemes for homeless people for 20 years.
- St Mungos is the largest provider of employability training to homeless people throughout Europe.
- St Mungos currently runs 14 ETE projects for homeless clients with 75 staff.
- St Mungos has run statutory funded projects for the DWP, London Councils, Local Authorities, LSC, The Treasury, LDA and DCLG for 12 years.

St Mungos - Our Clients

- 33% have Alcohol issues.
- 45% have Drug issues.
- 43% have Physical Health issues.
- 56% have a Mental Health issue.
- 35% are Ex-Offenders.
- 49% have Behavioural issues.

St Mungos – Making it work.

- Tackling worklessness among homeless people is more than just providing training, education and job coaching.
- The issues of why people are unemployed must be a forefront of the programme.
- Clients must be made to see the benefits both in the short term and long term of taking this potentially scary change.
- Programmes must work in a “recovery based model” focusing on the clients strengths not weaknesses.
- Staff must be motivated, fully trained and reflective practice promoted.
- Barriers to employment must be removed. These include; Travel fares, literacy levels, addictions and “urban myths”.



Opening doors for London's homeless

St Mungos – and more.

- Programmes must be designed to recognise the clients we work with, less focus on academic qualifications and more on practical qualification.
- Recognise that employers want softer skills as much, if not more than harder qualifications.
- Programmes need to offer real opportunity to clients and fit the skills shortage needed within the community e.g. construction, horticulture, hospitality & retail.

St Mungos – Links with employers.

- Programmes must build links with employers. Clients must see there is a chance for success.
- Placements, Traineeships and volunteering are options pre-employment and are good for clients and businesses.

St Mungos – Three programmes.

- Putting Down Roots.
- Bricks and Mortar.
- Job Coaching.



Opening doors for London's homeless

St Mungos – Putting Down Roots.

- Costs £310K per annum.
- Works with 300 clients volunteering in 10 London green spaces.
- Promotes employability through: meaningful activity, volunteering, training and placements.

St Mungos – Putting Down Roots.

- 125 Level 2 qualifications achieved.
- 50 Clients moving into employment.
- 150 clients volunteering.

St Mungos – Bricks and Mortar.

- Costs £93k per annum.
- Works with 40 clients.
- Promotes employability through training & placements.

St Mungos – Bricks and Mortar.

- 22 Level 2 qualifications.
- 10 volunteering opportunities.
- 4 Jobs achieved.
- Moves to develop into a social enterprise.

St Mungos – Job Coaching.

- Costs £165k per annum.
- Works with 350 clients.
- Promotes employability through job coaching, motivation, training, job brokerages, placements and volunteering.



Opening doors for London's homeless

St Mungos – Job Coaching.

- Gets 125 clients into work.
- Gets 10 people into self-employment.
- Breaks down the culture of worklessness in hostels.

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Supporting long term IB Claimants into work

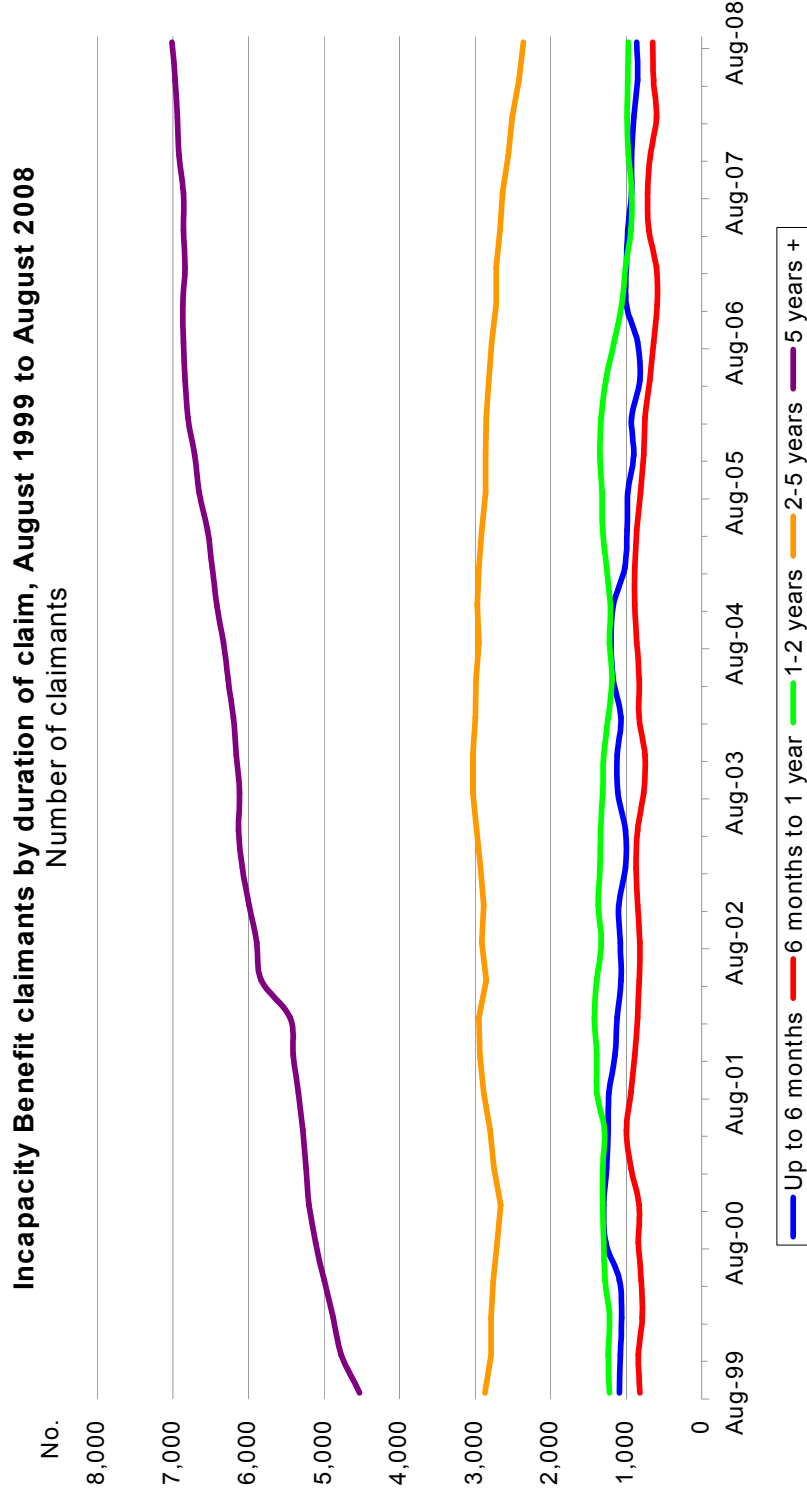
Enterprise Partnership Board
5 May 2009

The Challenge

Numbers claiming Incapacity Benefit in Haringey

- August 1999 10530
- August 2007 12780
- August 2008 11850

The Challenge

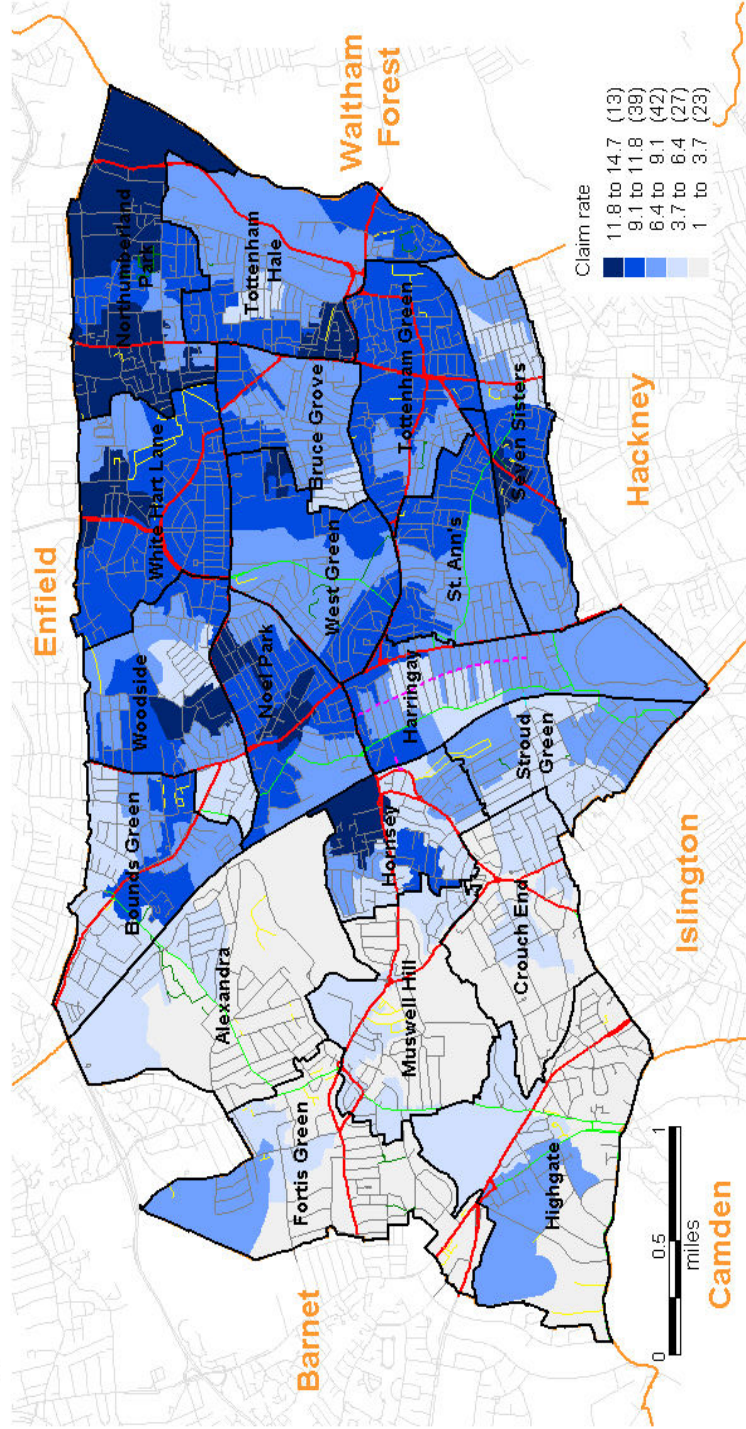


Source: Work & Pensions Longitudinal Study



The Challenge

Incapacity Benefit claimants, Haringey Lower Layer Super Output Areas August 2008



Source: Work and Pensions Longitudinal Study
 Produced by Economic Regeneration, Haringey Council
 This product includes mapping data from Ordnance Survey with the permission of the Controller of Her Majesty's Stationery Office. Crown copyright 2009. All rights reserved LBH License number 1000191999



The Challenge

Stretch Target 2007-2010

180 people who have been claiming an incapacity benefit for **6 months or more**, helped by the London Borough of Haringey into sustained employment of at least 16 hours per week for 13 consecutive weeks or more, as measured by London Borough of Haringey performance data

Haringey will engage with new customers not already engaged within a mainstream JCP or their delivery partners' programme.

The Haringey Guarantee

Haringey Council's flagship scheme tackling worklessness in the borough and reflects an innovative approach working with employers, providers and communities.

The programme aims to work with employers, local schools and colleges, skills training providers, employment services, council services and communities to secure:

Support for local businesses by providing a single point of access for support in recruiting and training a local, committed and skilled workforce

The Haringey Guarantee

- Additional employment & skills advice to service users in service settings – council, health, education, children's services
- Employment Action Network – delivering advice & support in neighbourhood and community settings

The Haringey Guarantee Approach

17% Disability target

All projects/contracts expected to work towards this target
Contracts in 2008/09 revised to provide greater emphasis on
“stretch targets”

Increased payments for “stretch target” outputs

The Haringey Guarantee Approach

Working for Health Project

- Haringey Teaching PCT offer one-to-one employment support alongside a Condition Management Programme to assist residents in managing a disability or long-term illness in the work place and support in returning to work.
- The Condition Management Programme is a 12-week programme which aims to help understand and manage a health condition or disability.

The Haringey Guarantee Approach

Working for Health Project

It offers one-to-one support from a practitioner to develop a package, which might include:

- Cognitive Behaviour Therapy
- Physical health and exercise programmes
- Stress and anxiety management
- Advice and information about health and lifestyle
- Positive thinking techniques about getting back to work including referral for practical support

On completion of the Condition Management Programme participants come back for employment support and advice to Working for Health

CMP is available to all Haringey Guarantee participants

The Haringey Guarantee Approach

Draft SLA between Reed in Partnership (Pathways to Work) and Haringey Council (Haringey Guarantee)

Withdrawal of stretch target condition to facilitate improved partnership working and improved outcomes for claimants

Haringey Guarantee engaging and assessing voluntary registrations, providing IAG, skills development, CMP

Pathways providing employer links, vacancies and support into employment and in-work support

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Meeting: Enterprise Board

Date: 5 May 2009

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

Report of: Karen Galey – Head of Economic Regeneration

Purpose

To provide an update on the key enterprise related LAA performance highlights from the fourth quarter of 2008/09.

Summary

The key performance highlights are in relation to National Indicator (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.

Performance in relation to the Incapacity Benefit Stretch Target remains a concern. We are attempting to renegotiate this target with CLG.

Legal/Financial Implications

N/A.

Recommendations

That the report is noted.

For more information contact:

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Introduction

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) NIs, Stretch Targets and Local Indicators.

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.

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.

The proportion of NEETs in Haringey is currently 6.5 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. It should be noted that the proportion of NEETs whose status is unknown is 7.3 per cent, below the target of 9.9 per cent. Meeting the unknowns target is necessary to validate the achievement of the overall NEETs target.

In quarters 1 to 4, it is forecast that 70 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.

Exception commentary

Performance in relation to the Incapacity Benefit (IB) Stretch Target remains a concern with nine sustained jobs reported in quarters 1 to 4 (including unverified data for quarter 4). Since April 2007, 18 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 attempting to renegotiate this target with CLG. As part of this we are exploring with Reed in Partnership how we can work together to support more IB claimants into sustained employment. We are also now operating and taking referrals from Job Centre Plus, as well as seven GP surgeries, which will help to improve performance.

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.

126 (includes unverified data for quarter 4) Better Off Calculations (BOCs) with Haringey Guarantee participants have been completed against an overall target of 400. There have been issues with the installation of the better off calculation software and training providers, which have now been resolved. Although the target of 400 has not been met, the infrastructure is now in place to ensure that significantly better performance will be achieved in 2009/10.

Appendices

Appendix 1 -Scorecard

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Quarterly Performance Review - 2008/09						Quarter 4
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>LAA Lead</p> <p>"The target for this indicator is based on a reduction from the baseline, which is currently 28.4%. As a consequence the reductions achieved, rather than the actual benefit claim rates are used in this scorecard to measure progress. Data for this indicator are only available quarterly from central government and go up to Aug 08. The next update (for November 2008) will be published on 13 May.</p> <p>Comment</p>					
		Green	Green			Green
	Baseline - 28.4% (year to May 2007)	-1.8%	-0.2%			-2.0%
	<p>NI 171 New business registration rate</p> <p>Target Reduce the gap between the Haringey and London averages to 19%</p> <p>LAA Lead</p> <p>Data for this indicator are only available annually. The next update is expected in late 2009.</p> <p>Comment</p>					
	Baseline - 19.5% (2007)					
<i>Local</i>	<p>Number of registered Haringey Guarantee participants with a completed better off calculation</p> <p>Target 400</p> <p>LAA local Lead</p> <p>Data for quarter 4 is unverified and therefore subject to change</p> <p>There have been issues with the installation of the better off calculation software and training providers which have now been resolved. Although the target of 400 has not been met, the infrastructure is now in place to ensure that significantly better performance will be achieved in 2009/10.</p> <p>Comment</p>					
	N/A	Amber	Amber	Red	Red	Red
		0	4	32	90	126
<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>LAA local Lead</p> <p>Data to measure progress from the baseline will be available in Spring 2009</p> <p>Comment</p>					
	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										
	Target	Qualifications - 740	Jobs - TBC	Qualifications in the workplace - 900		Lead										
	Comment	Data to measure progress from the baseline will be available in Spring 2009														
Q - 740																
J - 0																
Q - 400																
<i>Stretch</i>	Number of people from the worst twelve wards helped into sustained work					LAA stretch										
	Target	73 (40 JSA and 33 Lone Parents)				Lead										
	Comment	Data for quarter 4 is unverified and therefore subject to change. The figure for quarter 4 is sustained jobs plus a forecast for those participants currently in work who will sustain next quarter.														
		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.														
104		Green	Green	Green	Green	Green										
		22	7	10	31	70										
<i>Stretch</i>	Number of people on incapacity benefit for more than six months helped into sustained employment					LAA stretch										
	Target	85				Lead										
	Comment	Data for quarter 4 is unverified and therefore subject to change.														
		Achieving this stretch target remains a significant challenge and we are attempting to renegotiate this target.														
		In an attempt to improve performance we are now operating and taking referrals from Job Centre Plus, as well as 7 GP surgeries, which will help to improve performance. A SLA with Reed in Partnership, the Pathways to Work provider, has been agreed in principle, which will help to increase the support available to this client group.														
		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	Red	Red	Red	Red										
		2	1	3	3	9										
<i>Stretch</i>	NI 79 Achievement of a Level 2 qualification by the age of 19					LAA Cross										
	Target	68% (target for 07/08 academic year)				Cutting										
	Comment	Annual collection. Data collected from number of different sources and published in DCSF statistical first release in February.														
66% (2006/07)																
	NI 116 Proportion of children in poverty					LAA Cross										
	Target	34.5%				Cutting										
	Comment	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></th> <th>% 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%	
	% of children in poverty															
April 2004	40.4%															
April 2005	39.7%															
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										
	Target	11%				Cutting										
	Comment	March figure relates to November performance. No YTD figure available														
10.4%		Green	Green	Green	Green											
		8.4%	9.5%	6.7%	6.5%											

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>%</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	%	Haringey	78	England	78.9	London	78.6												
Area	%																				
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>%</th> </tr> </thead> <tbody> <tr> <td>Haringey</td> <td>41</td> </tr> <tr> <td>England</td> <td>31.8</td> </tr> <tr> <td>London</td> <td>39.5</td> </tr> </tbody> </table>	Area	%	Haringey	41	England	31.8	London	39.5												
Area	%																				
Haringey	41																				
England	31.8																				
London	39.5																				
41.0%																					
	<p>NI 6 Participation in regular volunteering</p> <p>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%																					

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Meeting: Enterprise Partnership Board

Date: 5 May 2009

Report Title: Enterprise Board Risk Register

Report of: Karen Galey – Head of Economic Regeneration

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 Local Area Agreement (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 full updates on a six monthly basis.

The Enterprise Board should note that the likelihood of the inherent risks identified for the two employment stretch targets and NI 171 (New business registration rate) being realised has been increased from medium to high due to economic conditions continuing to deteriorate.

The Risk Register is included in Appendix 1 of this report.

Recommendations

That the Enterprise Board notes this report.

Financial/Legal Comments

N/A.

For more information contact:

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 Tel: 020 8489 6914
 Email address: ambrose.quashie@haringey.gov.uk

Appendix 1: Enterprise Board Risk Register

Enterprise Board – Significant Risks

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 membership is not wide 	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>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 <p>Risk Owner: Regeneration</p>	H	H	<ul style="list-style-type: none"> Using ABG allocation to commission employment and skills interventions. 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 	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. Conduct a

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	Manager (Employment & Skills) and External Relations Manager (JCP)			Business Account. <ul style="list-style-type: none"> • Improving employer engagement, through initiatives such as the Employer Zone and Local Employment Partnerships to widen the employment opportunities available to Haringey Guarantee residents • 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 LEP programme 			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>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 • [Add control around volunteering] • Rapid Response Group, which includes JCP, Haringey Council and LSC, meets on a 6 weekly basis to ensure co-ordinated and effective response. 			

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
				Control Owner: Regeneration Manager (Employment & Skills) and External Relations Manager (JCP)			
New business registration rate							
NI 171	<ul style="list-style-type: none"> The economy continues to deteriorate making it more difficult for businesses to generate the turnover £67k to become VAT registered automatically. Or inhibiting the number of start-up businesses in the borough. <p>Risk Owner: Business and Enterprise Manager</p>	H	M	<ul style="list-style-type: none"> Using ABG allocation to commission business support interventions. 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 support long-term Job Seekers Allowance claimants and 	M	H	<ul style="list-style-type: none"> Using ABG allocation to commission employment and skills interventions. Delivery partners are regularly monitored on outcome and 	M	M	<ul style="list-style-type: none"> Evaluating the role of Haringey Guarantee delivery

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	<p>lone parents into employment</p> <ul style="list-style-type: none"> • Delivery partners do not achieve specified outcome targets <p>Risk Owner: Regeneration Manager (Employment Skills)</p>			<p>financial performance.</p> <ul style="list-style-type: none"> • Performance and progress reports are received at every Enterprise Board meeting. • Increasing the outreach facilities from which the Haringey Guarantee operates. • Improving employer engagement, through initiatives such as the Employer Zone to widen the employment opportunities available to Haringey Guarantee residents <p>Control Owner: Regeneration Manager (Employment & Skills)</p>			<p>partners where appropriate.</p>
Number of people on incapacity related benefits 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 long-term incapacity related benefit 	M	H	<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 	M	M	<ul style="list-style-type: none"> • Evaluating the role of delivery partners where appropriate.

Ref	Risk Identified	Inherent Risk		Controls	Residual Risk		Further Action
		Impact	L.hood		Impact	L.hood	
	<p>claimants into employment</p> <p>Risk Owner: Regeneration Manager (Employment & Skills)</p>			<p>reports are received at every Enterprise Board meeting.</p> <ul style="list-style-type: none"> Improving employer engagement, through initiatives such as the Employer Zone to widen the employment opportunities available to Haringey Guarantee residents Seeking to renegotiate this stretch target with CLG SLA in place with Reed in Partnership (the local Pathways to Work provider) to better support this target group (subject to CLG approval) <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

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haringey strategic partnership

Meeting: Enterprise Partnership Board
Date: 5 May 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 forecast 295 job entries and 269 sustained jobs in this phase of the programme and final returns for 2008/09 are currently being verified. 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 44 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 and 2008/09 Skills outputs being verified.

Final year outturn figures will be reported at the meeting on 5 May.

Legal/Financial Implications

N/A.

Recommendations

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

For more information contact:

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Background

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

The Haringey Guarantee

Following completion of 2008/09 delivery the Employment & Skills Team are working with providers to verify outputs achieved and compile accurate outturn figures for the year's performance.

By the end of Quarter 3 580 residents have registered with the programme with another 150 forecast in Quarter 4 – currently being verified.

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 being verified for Quarter 4.

129 people have been supported into work by December 2008 with another 166 forecast by March 2009 to be verified, 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 56 businesses have engaged with the zone resulting in 28 job vacancies for Haringey Guarantee participants and 56 training requests.

Families into Work

44 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.

A new value added project with Northumberland Park Community School – providing training, work placements and job outputs for parents of school students has commenced. Further projects will be worked up in 2009/10

North London Pledge

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

In 2008/09 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. Final outturn figures are currently being verified.

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

Delivery in 2009/10 is underway with the next NLP Steering Group in May 2009.

Initial discussions are being held with the other boroughs, NLSA and the LDA about developing a North London Pledge 2 programme as part of LDA's pilot sustainable employment programmes. An outline proposal building on the current programme is being presented to the LDA in late April 2009 with profiled start in autumn 2009.

Appendices

None.

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Meeting: Enterprise Partnership Board

Date: 5 May 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 Economic Downturn.

Legal/Financial Implications

NA.

Recommendations

That the Enterprise Board notes the report.

For more information contact:

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1. Area Based Grant 08/09

The project has achieved full spend and has exceeded business support outputs. Nine Business Support Initiatives were delivered by partner organisations across the borough. Initiatives were 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 supported our project objectives and by 31/03/09 had achieved the following outputs to support business sustainability and growth, encourage inward investment, and promote entrepreneurship and self employment among our residents. In light of the economic downturn the figures for VAT registration and business start-up are low, but in line with other London boroughs. We expect to see more VAT registered businesses over the next three months and will continue to monitor all projects over the next 12 months.

At 31/03/09

- 360 businesses received support to encourage growth and sustainability
- 14 businesses have achieved VAT registration
- 116 residents received support and mentoring towards business start up.
- 9 residents were working towards business start up
- 2 residents started their own businesses
- 258 young people at key stage 4 participated in enterprise training programmes
- A new traders association has been established for businesses in Stroud Green
- 20 businesses have joined existing traders associations
- 9 residents have completed the Open University Introduction to Business Module

ABG 09/10

We are currently reviewing proposals that will address the Business and Enterprise agenda over the next two years. The ABG panel is scheduled to meet 30th April to approve projects.

2. Single Business Account

The first phase of the Single Business Account project has been delivered in partnership with Customer Services and a Business Description Schema has been created for 7,300 businesses in the borough.

These details will be created 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

An Olympic Procurement took place at CoNEL on Thursday 12th March. It was delivered by CompeteFor in partnership with The Business and Enterprise and Procurement Teams. 103 Haringey Businesses registered for the event and 63 attended.

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

As part of a series of visits to Town Centres, the Leader and our executive member Cllr Amin will be visiting green Lanes and Tottenham In May; there will also be follow up visits to Crouch End and Muswell Hill.

The newly created Wood Green Business Forum is scheduled to meet for the first time in early June, as is the first meeting of the Haringey Business Board.

5. Business Pack

The Business Information pack has been distributed to 7,300 companies in the borough with contact information provided through the SBA Data.

The pack contains information and contact details for all the services that the council provides to businesses.

It has also been distributed through our partner organisations that provide business support services.

A booklet outlining external business support services was also sent out to all business rates payees in March.

6. Responding to the Recession

The information on applying for Small Business Rates Relief was sent out to potentially eligible businesses. Officers prepared a statement on the how the recession is affecting council service delivery and this was submitted to Overview and Scrutiny Committee in February. Work is underway to reassess the viability of Credit Union's in the borough, a steering group has been set up to guide the creation of apprenticeship programmes in the borough and a recession taskforce is being formed to do horizon-scanning and flag up service issues related to the economic downturn.

7th Wood Green International Short Film Festival 16-22 March 2009

This year the festival successfully expanded to a week-long event (previously 3 days) in order to increase the focus on Wood Green town centre, and engage and involve the local businesses. The fringe events during the week consisted of special interest film screenings and filmmaking workshops.

The main film festival screenings took place at Cineworld Wood Green, and attracted just under 1000 attendees throughout the weekend. Festival-goers were directed to of local businesses via a campaign of special promotional offers. The event was co-ordinated by the Business & Enterprise Team in Economic Regeneration, with external partners delivering some events.