



NOTICE OF MEETING

Scrutiny Review - Haringey Guarantee

WEDNESDAY, 19TH JANUARY, 2011 at 15:00 HRS - CIVIC CENTRE, HIGH ROAD, WOOD GREEN, N22 8LE.

MEMBERS: Councillors Basu (Chair), Browne, Egan, Schmitz, Solomon and Strang

AGENDA

1. APOLOGIES FOR ABSENCE

To hear any apologies for absence.

2. URGENT BUSINESS

The Chair will consider the admission of any late items of urgent business. (late items will be considered under the agenda item which they appear. New items will be dealt with at item 8 below).

3. DECLARATIONS OF INTEREST

A member with a personal interest in a matter who attends a meeting of the authority at which the matter is being considered must disclose to that meeting the existence and nature of that interest at the commencement of that consideration, or when the interest becomes apparent.

A member with a personal interest in a matter also has a prejudicial interest in that matter if the interest is one which a member of the public with knowledge of the relevant facts would reasonable regard as so significant that it is likely to prejudice the member's judgement of the public interest and if this interest affects their financial position or the financial position of a person or body as described in paragraph 8 of the Code of Conduct and/or it is related to the determining of any approval, consent, license, permission or registration in relation to them or any person or body described in paragraph 8 of the Code of Conduct.

4. GLE GROUP (PAGES 1 - 6)

To hear from Josephine Roarty, Programme Manager and Stephen Boon of GLE Group.

5. ECORYS UK LIMITED (PAGES 7 - 26)

To hear from Chris Hale, Senior Consultant and Jonathan France Principal Consultant, Regeneration & Economic Development, ECORYS UK Limited.

6. MINUTES (PAGES 27 - 70)

To approve the minutes of the meeting held on 7th December 2010.

7. DATE OF NEXT MEETING

Thursday 17th February, 6.30-8.30pm.

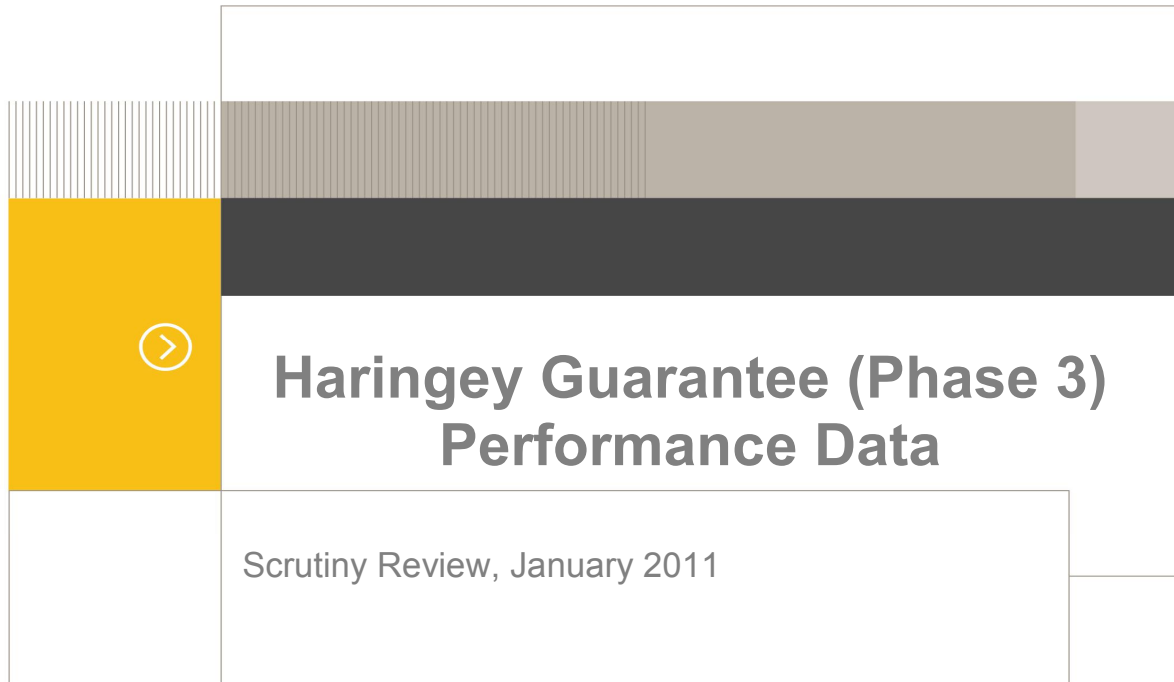
8. NEW ITEMS OF URGENT BUSINESS

To consider any items admitted under item 2 above.

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12th January 2010



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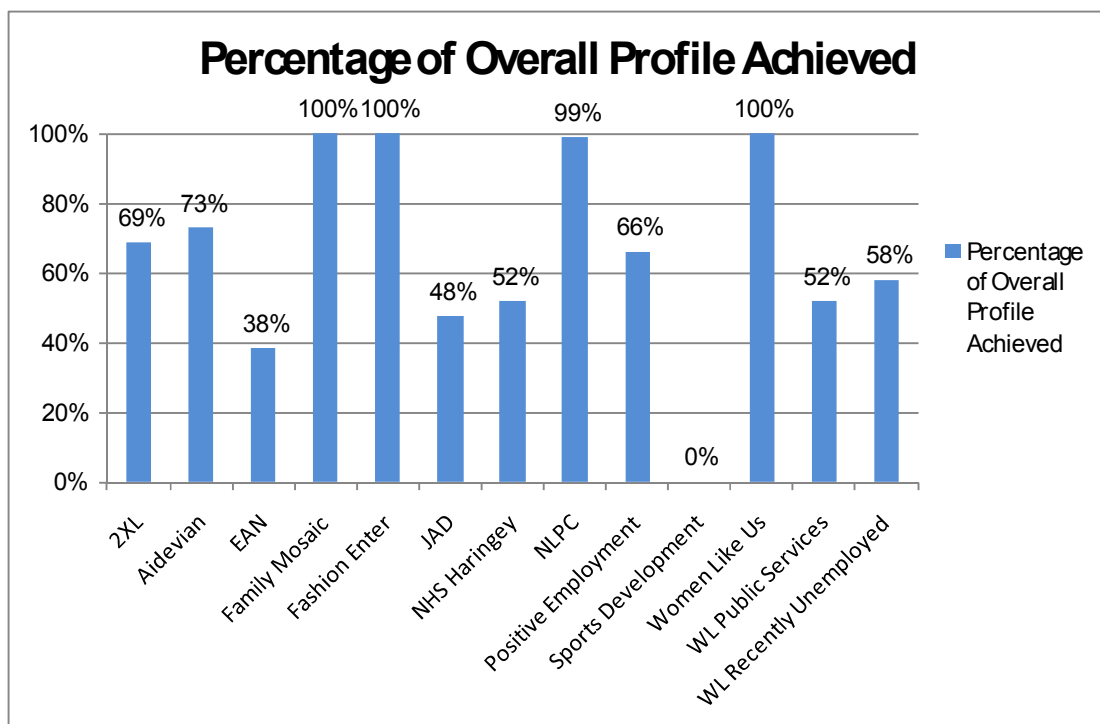
Summary of Haringey Guarantee Performance (up to end of Q6)

The table below summarises the outputs achieved across providers for the Haringey Guarantee programme, up to the end of Q6 (September 2010). The numbers of outputs achieved are then compared with the number of outputs which were profiled up to the end of Q6, showing the percentage of targets achieved up to this period.

	Total Outputs Achieved to Date	Total Outputs Profiled to Date	Percentage of Targets Achieved (%)
Registrations	1385	1509	92%
Better Off Calculations	347	731	47%
Work Placements	221	261	85%
Skills Other	195	190	100%
Skills Level 2	108	140	77%
Job Starts	321	392	82%
Jobs Sustained (13 weeks)	167	237	70%
Jobs Sustained (26 weeks)	86	55	100%
OMP Completers	9	70	13%
Employers Engaged	1773	500	100%
Jobs Posted	593	40	100%
Employers Trained	52	40	100%

Percentage of Overall Profiles achieved by Providers (up to end of Q6)

The graph below offers a summary of each provider's total performance. This graph takes into account all the outputs providers have delivered to date and the total outputs they had profiled in their contracts. This then provides us with a percentage of their overall performance across all their outputs.



(It should be noted that Families into Work and the NEET school projects are not included here as their projects are very different and comparisons would be difficult).

Haringey Guarantee Providers' Delivery on the North London Pledge 2 Programme (up to end of Q7)

The table below shows the NLP2 delivery by each Haringey provider (up to end of January 2011), and what each provider has left to achieve before 31st July 2011.

	Haringey Providers	Q7 Delivery	Q6 Delivery	Q5 Delivery	Q4 Delivery	Total Outputs delivered to date	Total Outputs Profiled	% Total Profile Achieved	Outputs left to achieve
Starts on Programme	EAN	49	19	61	54	183	183	100%	0
	NHSHaringey	21	9	21	-	51	70	73%	19
	NLPCLtd	30	28	27	-	85	80	100%	0
	Positive Employment	14	13	13	-	40	50	80%	10
	5ELtd (HG& Barnet)	43	36	24	-	103	160	64%	57
	Train to Job	44	24	-	-	68	100	68%	32
TOTAL						530	643	82%	118
Job Starts	EAN	37	23	14	14	88	88	100%	0
	NHSHaringey	5	3	0	-	8	35	23%	27
	NLPCLtd	18	6	2	-	26	40	65%	14
	Positive Employment	15	12	0	-	27	25	100%	0
	5ELtd (HG& Barnet)	18	9	0	-	27	80	34%	53
	Train to Job	21	6	0	-	27	50	54%	23
TOTAL						203	318	64%	117
Job Sustained 26 Weeks	EAN	13	5	-	-	18	44	41%	26
	NHSHaringey	0	-	-	-	0	23	0%	23
	NLPCLtd	2	-	-	-	2	25	8%	23
	Positive Employment	0	-	-	-	0	16	0%	16
	5ELtd (HG& Barnet)	0	-	-	-	0	52	0%	52
	Train to Job	0	-	-	-	0	33	0%	33
TOTAL						20	193	10%	173

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Families into Work Evaluation

Progress Update and Emerging Findings

This note provides an update and emerging findings from Ecorys' (formally ECOTEC Research & Consulting) evaluation of the Families into Work (FiW) project.

1.1 Overview

The Families into Work initiative is a special project of the Haringey Guarantee. It is a multi-agency approach based in Northumberland Park to address wider social exclusion issues by working intensively with families to improve the life chances of all family members. The initiative aims to:

- Improve the life chances of people in Northumberland Park by working with families to identify and address their barriers to employment
- Support children and young people to achieve success in education and develop knowledge and skills to gain work with career prospects
- To increase family aspirations to succeed and gain independence

The project team work with families:

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

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

1.2 Evaluation methodology and progress update

Ecorys are utilising a range of methods to evaluate the FiW project. The specific strands of the evaluation and details of the tasks undertaken to date are provided below:

Approach	Progress to date
Qualitative in-depth interviews/focus group with project staff	<ul style="list-style-type: none"> • Focus group completed with Project Manager and 4 Family Support Officers
Qualitative in-depth telephone interviews with partners	<ul style="list-style-type: none"> • Interviews completed with 3 partners • Still to be completed: 3 further interviews with partners
Qualitative in-depth interviews with beneficiaries	<ul style="list-style-type: none"> • Interviews completed with 16 beneficiaries • Still to be completed: 2 further interviews with beneficiaries

Focus group with Youth User Forum	• Still to be completed: FG arranged for Tuesday 8 th November
Analysis of MI and Family Action Plans	• Ongoing
Literature/document review to set FiW in context	• Ongoing

1.3 Emerging findings

1.3.1 Project concept and operation

- The evaluation evidence available to date suggests that the concept behind the FiW project (i.e. to provide intensive help to families to deal with other issues which create problems for family members and become barriers to work) responds to the needs of workless families in Northumberland Park. Evidence from partners and beneficiaries suggests that other employment providers do not provide the same intensity and tailoring of support.
- The project team have successfully utilised a range of approaches to market and raise awareness of the project. The most effective referral mechanisms appear to be word of mouth and working in partnership with other organisations based in Northumberland Park. Useful lessons have been learnt about other referral mechanisms:
 - ▶ Whilst large scale advertising has been effective in achieving a volume of potential beneficiaries, this has generated interest from outside of the defined geographical boundaries within which the project is operating, so some referrals could not be registered.
 - ▶ Fewer than expected referrals have been received from Jobcentre Plus as a result of the defined geographical focus of the project (i.e. advisers would need to carefully check postcodes to assess eligibility for referral, as a result it is perceived that they are referring to other programmes).
- There is potentially a need to raise the profile of the FiW project and further establish its identity as a unique whole family approach to worklessness. Project staff and partners feel that FiW may not stand out sufficiently as one of several programmes that Jobcentre Plus advisers could refer beneficiaries to. Project staff also reported some confusion over their job titles as 'Family Support Officers' with some partners misunderstanding the employment focus of the project.
- The voluntary aspect of the project is considered by project staff, partners and beneficiaries to be important in facilitating initial engagement. Beneficiaries, in particular, reported that they were more likely to engage and maximise the support available if they felt they weren't being forced to engage.
- The range of employment support offered includes working to identify aspirations and barriers to employment, building confidence, updating and enhancing skills and job search assistance. In line with the aim to address wider issues that if unresolved become barriers to work, there was also examples of FiW staff providing support to deal with debts, including contacting providers on a beneficiaries behalf to agree a repayment plan, arranging alternative accommodation for a beneficiary to move away from domestic violence and facilitating relationships between parents and schools to address educational issues.

- Beneficiaries were generally very positive about the support and advice they had received from the FiW project. Beneficiaries particularly appreciated seeing the same adviser, who built up knowledge about their circumstances and who contacted them regularly to check on their progress.

1.3.2 Outputs and outcomes

- The FiW project has exceeded its targets in terms of beneficiary engagement. The target was to register 50 families in year one and a further 50 in year two, by the end of the first year, the project had registered approximately 70 families.
- To date there have been 33 positive outcomes for FiW beneficiaries. This includes 11 employment outputs. (*Figures as at September 2010*).
- Regardless of whether or not individuals have so far found work, the evidence suggests that FiW has impacted on soft outcomes and job readiness. Beneficiaries suggest that the support from FiW made for more effective job search, boosted their confidence and broadened their horizons.

- ▶ In many instances the beneficiaries was suffering from severe loss of **confidence** after lengthy disengagement from the labour market or from never having engaged with the labour market; in these cases FiW staff were supportive, providing reassurance and boosting confidence regarding skills and abilities as suggested by this beneficiary:

"It [engaging with FiW] gave me a bit more confidence as I didn't really have confidence before I went there. It brought me out of myself. I now deal with 100s of students everyday, but before my confidence wasn't very high and I wouldn't have been able to deal with that." (Beneficiary 11)

- ▶ The intensity and personalised support offered by FiW staff was felt by beneficiaries to have a **motivational** impact:

"She [FiW FSO] showed a lot of interest right through the whole programme. She'd ring me up to find out how I was getting on and if everything was okay. The fact that my adviser rings me up to check on progress spurs me on to keep looking for work." (Beneficiary 5)

"I feel more focused and ambitious than before I went to them. Before I went to them I was feeling low that I couldn't do many things but they made me aware that this is not the end that I can build myself up." (Beneficiary 12)

1.3.3 Case study

The following example is illustrative of the support and impact of FiW:

Beneficiary A was finding it difficult to find or focus on looking for employment as she had 3 teenage sons who were at risk of offending. After a period of building trust with the family, FiW engaged all members of the family through individual sessions; providing support and advice to the sons about college courses and job search and coaching support for the mother. The family is now thriving, with all three sons in college and Beneficiary A undertaking an apprenticeship working towards an NVQ in Business Administration.

1.4 Next steps

The next steps for the evaluation are to complete the programme of beneficiary and partner interviews and focus groups. The evaluation will continue to gather and analyse the MI data and evidence contained within family action plans. All strands of the evaluation will be brought together to produce a final report and findings will be disseminated at the celebration event planned for early December.

1.0 Haringey Guarantee Evaluation

This paper provides headline preliminary findings from ECORYS' Evaluation of the Haringey Guarantee.

1.1 Haringey Guarantee

1.1.1 Economic impacts

- Estimates of economic impact are based on a survey of 100 participants of the Haringey Guarantee undertaken in July 2010.
- Survey evidence suggests that the number of participants supported into work has been underestimated (26 percent of those recorded with no employment outcome on MegaNexus reported that they had obtained employment by July 2010). Ecorys estimate that 600 participants (from 1,700 registered) had moved into employment at this stage (in contrast to the 259 recorded on MegaNexus).
- The programme as been most successful in moving people into part-time work (with 66 percent of those moving into employment obtaining part-time employment). Those moving into employment reported an average hourly wage of £7.76 (low in comparison to borough averages). Ecorys estimate those moving into work are collectively earning £5.8m per annum (an average £9,593 per annum each). This equates to a GVA impact of £10.7m.
- Responses to the survey indicated that 45 percent of those moving into work would not have done so without the support they received from the Haringey Guarantee (see table below).

Table 1.1 Additionality of employment outcomes

Response 'How likely is it that you would have found this job without the support you received?'	Number of respondents	Percentage of respondents	Assumed additionality
Would definitely have found this job anyway	22	42	0.00
Would probably have found this job anyway	8	15	0.25
Would have found a job, but at a later date	4	8	1.00 ¹
Would have found a job, but with lower wages	0	0	1.00
Would possibly have found this job anyway	5	9	0.75
Would definitely not have found this job anyway	14	26	1.00
Total	53	100	0.45

Source: ECORYS Participant Survey

¹ While the outcomes associated with those that have would have found a job at a later date are assumed to be 100 percent additional, the impacts are assumed to endure only on a temporary basis (see section 1.7 below).

- The majority of respondents (89%) would not have found similar alternative support in the absence of the programme.
- Overall, it is estimated that Haringey Guarantee has helped move 240 individuals into employment that would not have done so without the programme, with associated GVA impacts of £4.2m.
- Accounting for substitution effects, displacement, leakage and multiplier effects, it is estimated that the programme supported 200 net additional residents into employment (creating £3.6m of GVA).
- At the London level, the net impact of the programme is estimated at 70 residents supported into employment (£1.2m in GVA). Impacts at the London level are estimated to be lower as Haringey residents will have displaced residents of other boroughs competing for vacancies.

Table 1.2 Net additional employment and GVA impacts

Net additional impacts	Haringey	London
Net additional people supported into employment	201	70
Net additional GVA created (£m per annum, residence based)	3.6	1.2

Net additional impact = Gross additional impact x (1 – Substitution) x (1 – Leakage) x (1 – Displacement) x Multiplier effects

1.1.2 Value for Money

- Over the first year of programme delivery, projects funded through the Haringey Guarantee spent £556,500¹.
- This equates to a cost per net additional person into employment of £2,800 (£7,900 at the London level) and a return on investment of £6.3 in GVA per £1 of spending (£2.2 at the London level).
- The cost per net additional person supported into employment is low in comparison to other initiatives, although GVA per £1 invested is broadly comparable. This is likely due to the high proportion of participants that have obtained part-time employment.
- Overall, this suggests the Haringey Guarantee has demonstrated good value for money to date. Additionally, the programme is likely to generate further impacts in the future as a result of new and past participants, which may further improve value for money measures.

¹ Note that this excludes payments made to projects in Year 1 for outputs that would be delivered in year 2.

Table 1.3 Value for Money Benchmarks

Programme	Local impacts		Regional impacts	
	Cost per net additional job created (£)	£ of GVA per £1 invested	Cost per net additional job created (£)	£ of GVA per £1 invested
Haringey Guarantee	2,800	6.3	7,900	2.2
Relay London Jobs ¹	-	-	13,700	1.4
Local Employment and Training Framework ²	-	-	13,900	2.0
London South Central Enterprise and Employment Programme ³	-	-	14,600	4.8
Thames Gateway JobNet ⁴	-	-	10,400	2.1

1.1.3 Wider survey evidence

- The labour market and social demographic characteristics of beneficiaries of the Haringey Guarantee illustrate that the programme has been relatively effective in terms of engaging with and supporting those that furthest from the labour market and experiencing long-term worklessness.
- Job Centre Plus has played a significant role in terms of raising awareness, signposting and referring beneficiaries to the programme with over one third becoming aware of the programme this way. There are also indications of efforts to raise awareness of the Haringey Guarantee's intervention amongst linked health and employment practitioners which proved to be a valuable means of communicating the nature of support on offer.
- However, there is much which can be done to improve the overall visibility of the Haringey Guarantee brand, to raise the profile of the programme amongst its target group. 77 percent of participants were not aware of the programme before they accessed support.
- Overall, 82 percent of beneficiaries regarded the quality of the support they received to be of a good or very good standard, with around 70 percent of beneficiaries completed their course of advice or training.

¹ Source: Evaluation of the London Employment and Skills Taskforce, ECOTEC Research and Consulting, 2010. Results include multiplier effects but exclude monetised losses of leisure time to ensure comparability.

² Source: Evaluation of the London Employment and Training Framework, Roger Tyms and Partners, 2009. This study assumed the GVA effects of the programme would endure for 3 years, not 1 as assumed here.

³ Source: Evaluation of the London South Central Employment and Enterprise Programme, ECOTEC Research and Consulting, 2009. Results include effects of a range of enterprise projects, for which impacts are assumed to endure for 3 years.

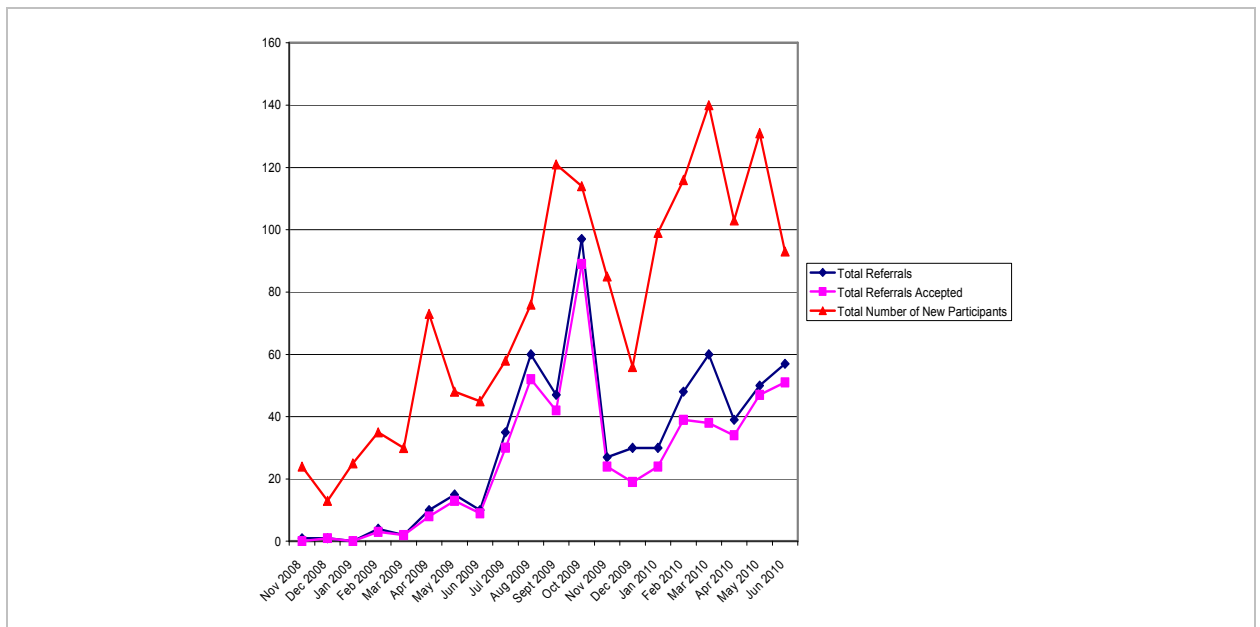
⁴ Source: Interim Evaluation of the Thames Gateway JobNet, Adroit Economics, 2008, results are based on all sources of funding, note that £ of GVA per £1 invested rises to £4.1 where impacts are assumed to endure for 3 years.

- The reported benefits and outcomes were varied, but many beneficiaries claimed that it has helped them to improve their confidence at interviews, enhance the quality of their CV and job applications, and help them to identify what employers were looking for.
- Approximately a quarter of beneficiaries have also gained a qualification as part of the support they received. Additionally, nearly two thirds of those supported through the programme that applied for jobs were interviewed and just over half were offered employment. The type of work secured was predominately in the service sector including public administration, education and health.

1.1.4 Referral analysis

- MegaNexus data has been explored specifically for the purposes of investigating the quality of the referral process.
- Amongst the 1,528 participants for which data was available in July 2010, 319 or 21 percent of participants benefited from at least one referral during the course of the programme. 642 referrals were made by the initiator organisation in which 534 were accepted by the recipient organisation.
- Both participation in the Haringey Guarantee *and* the number of referrals have been rising steadily over time, with no evidence to suggest that projects are increasing the rate at which they refer to partners.

Figure 1.1 Total Number of New Participants, Referrals, and Accepted Referrals by Month



- Employment Action Network appear to be the most active of the projects in terms of Haringey Guarantee (referring 179 individuals, or 29 percent) of any the Haringey Guarantee organisations, with KIS Training making a large number of referrals to Working Links.

- The evidence suggested that projects were willing to refer participants to a wide range of partners (suggesting they understood the types of provision they offered) but not in large volumes.
- The efficiency of the referral process appears to have improved over the duration of the programme, particularly in 2010, with the average duration between a referral being initiated and being accepted falling from a peak of 45 days in December 2009 to under 5 days in June and July 2010. However, there is evidence that some projects take substantially longer than others to accept referrals.
- The evidence suggests that beneficiaries of referrals are equally likely to reach positive outcomes as the average Haringey Guarantee participant, with around 13 percent finding work, and 2 percent sustaining employment for 26 weeks. However, these outcomes are achieved over 154 days rather than 114 days.
- This could either be a sign that the referral process is working well (i.e. those in need are receiving more intensive support from a wider range of projects), or of inefficiency (the referral process introduces delays which slow down the realisation of the final outcome).

1.1.5 Next steps

- Qualitative research with projects and participants to explore the issues raised by the survey evidence and monitoring data in more detail, and to identify areas for potential improvement.
- Research with non-participants to explore branding issues in more detail.

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1.0 Haringey Guarantee: Economic Impact Assessment

This paper provides an assessment of the economic impacts associated with the support provided through the Haringey Guarantee to those individuals participating in the initiative between April 2009 and July 2010. The assessment covers the impacts of the two Haringey Guarantee Extension projects (Women Like Us and 5E).

The results are based on a survey of 114 Haringey Guarantee participants undertaken in July 2010. The methodology employed has been designed to comply with the Government's guidance on establishing the economic impacts of employability initiatives, including the HM Treasury's Green Book, and the Impact Evaluation Framework (and supplementary guidance, such as the IEF plus¹) developed by the Department for Business, Innovation and Skills.

1.1 Analytical Framework

This section sets out our approach for estimating the net economic impacts of the Haringey Guarantee, and is based on the general framework set out in the Homes and Communities Agency's Additionality Guide for assessing the economic impact of area based initiatives. This states that the economic impact should be estimated using the following:

Net impact = Gross Impact – Deadweight – Crowding Out – Substitution Effects – Leakage – Displacement + Multiplier Effects

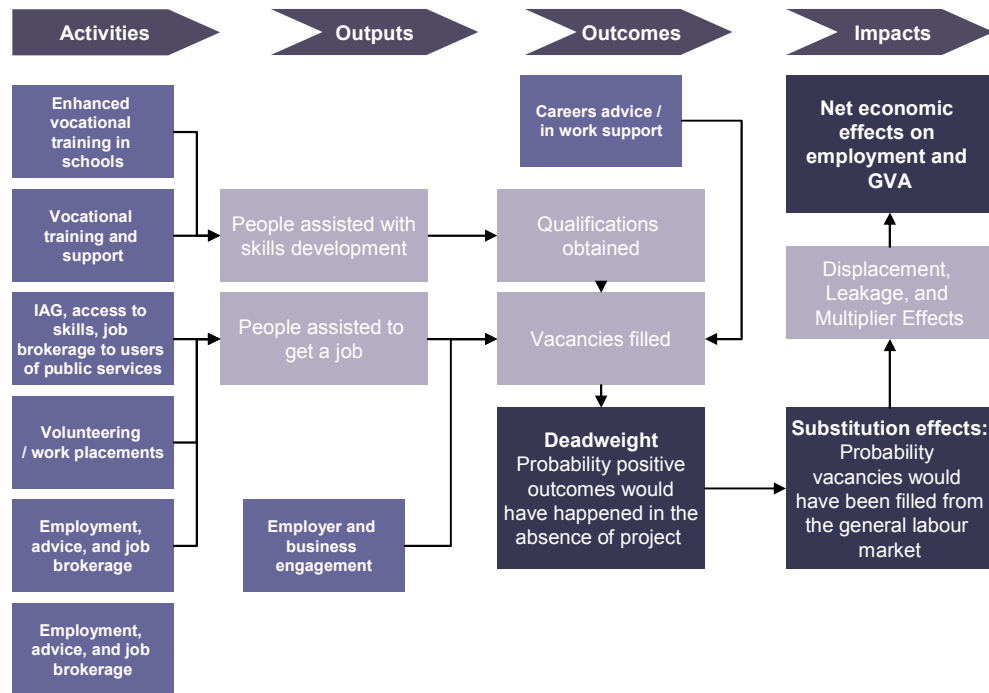
Where:

- **Gross impact** is the positive economic impacts achieved by programmes among participants. In the case of the Haringey Guarantee, these will be achieved where programme participants enter employment, and generate GVA impacts.
- **Deadweight** is the extent to which those gross impacts would have occurred in the absence of the intervention (i.e. the number of participants that would have entered employment in the absence of the programme).
- **Crowding Out** is the extent to which programme investment has crowded out private sector investment in similar initiatives. Crowding out is assumed not to apply in the case of the Haringey Guarantee; it is unlikely that Haringey's investment in the initiative has prevented the private sector developing pre-employment support schemes.

¹ Practical Guidance on Implementing the Impact Evaluation Framework, BIS, December 2009

- **Substitution Effects** occur where employers filling vacancies with participants of the Haringey Guarantee would have filled vacancies with other residents of the borough in the absence of the scheme. Related to this, it is also important to consider whether firms have been able to recruit workers that were more suitably trained or at an earlier date than in the absence of the programme.
- **Leakage** occurs where the benefits of the programme go to other areas outside Haringey. For example, if a resident that is supported into employment leaves the borough, then this impact benefits another area. Where residents of the borough have been supported into jobs outside the borough, then the GVA impacts are lost to Haringey (although Haringey retains the employment impact).
- **Displacement** may occur where firms filling vacancies with Haringey Guarantee participants are able to produce more and generate more sales. If these sales are taken away from other firms in Haringey then there are potentially negative effects on employment
- **Multiplier Effects** occur through two main mechanisms: firms filling vacancies with Haringey Guarantee participants may increase procurement spend among local firms, generating positive local impacts (supply chain multiplier effects). Further benefits will be gained by local firms where the additional income (i.e. the increase above any benefits participants may be claiming) are spent by programme participants in the local economy (induced multiplier effects).

Our overall analytical framework is set out in the diagram below.



1.2 Gross Employment and GVA Outcomes

1.2.1 Gross employment outcomes

At the beginning of July 2010, there were 1,751 participants of the Haringey Guarantee registered on MegaNexus, of which 259 were recorded as entering employment¹. All respondents to the survey were asked to report whether they had entered employment since receiving support as a means of verifying the monitoring data.

The survey evidence suggests that 26 percent of participants with no employment outcome recorded in MegaNexus had in reality entered employment at the time of the survey, while 22 percent of participants that had been recorded as achieving an employment outcome reported that they had not entered any employment since receiving support.

Overall, this suggests that the 259 employment outputs recorded by MegaNexus are an underestimate of the total gross employment outcomes of the Haringey Guarantee by July 2010. Applying the results above to the numbers of participants in the programme (by employment outcome), it is estimated that around 600 Haringey Guarantee participants have obtained employment since receiving support (closer to 35 percent).

Table 1.1 Gross employment outcomes

Employment outcome recorded on MegaNexus	Number of participants	Percentage of survey respondents reporting they had obtained employment	Estimated number of participants obtaining employment
Employment outcome	259	78	201
No employment outcome	1,492	27	403
Total	1,751	-	604

Source: MegaNexus and Participant Survey

1.2.2 Gross GVA outcomes

The Haringey Guarantee will also generate economic effects in terms of GVA as a result of the output created by those individuals supported into work. The income based measure of GVA is defined as the sum of wages received by employees and profits accruing to owners of firms. More productive workers (i.e. those able to generate more GVA per hour worked) tend to obtain higher wages.

In order to assess the economic contribution of the Haringey Guarantee in terms of GVA, respondents were asked to report their average hourly earnings, and whether they worked full-time (30 or more hours per week) or part time (less than 30 hours per week).

On average, respondents reported they earned an hourly wage of £7.76. This is low in comparison to borough averages, with residents of Haringey earning £14.65 per hour in full-time work, and

¹ Either recorded and verified as a job entry, job sustained for 13 weeks, or job sustained for 26 weeks.

£9.19 in part-time work¹, suggesting that participants have mainly found employment in lower skilled occupations. 34 percent of those finding work reported they had entered full-time time employment, and 66 percent entered part-time employment. Applying these results to the average weekly hours worked by residents of Haringey (37.5 hours for full-time workers, and 16.7 hours for part-time workers²) it is estimated that participants entering employment work on average 23.8 hours per week, earn a weekly wage of £184, and an annual wage of £9,600.

Table 1.2 Average Weekly Hours and Earnings, Participants Entering Employment

Response to: Do/did you work full time or part time?	Total	Percentage	Average Weekly Hours / Earnings
Full time (more than 30 hours per week)	18	34	37.5
Part time (less than 30 hours per week)	35	66	16.7
Total	53	100	23.8
Average hourly earnings			£7.76
Average weekly earnings			£184.48
Estimated average annual earnings			£9,593.21

Source: Participant Survey (ECOTEC), Annual Survey of Hours and Earnings (ONS)

On the basis of average annual earnings of £9,600, the 600 individuals entering employment since participating in the Haringey Guarantee are estimated to earn a total of £5.8m per annum. In London, wage expenditure represents 54 percent of total GVA³ (i.e. every £0.54 spent on wages generates £1 of GVA), implying the Haringey Guarantee has had a total gross impact on GVA of £10.7m per annum to date.

Table 1.3 Gross GVA Created

GVA Estimates	
People supported into employment	604
Estimated average annual income (£)	9593
Estimated total annual income (£m)	5.8
Ratio of Wage Expenditure to GVA	0.54
Estimated total gross GVA impact (£m per annum)	10.7

Source: Participant Survey

1.3 Additionality

A crucial consideration in establishing the net economic impacts of the Haringey Guarantee is how far participants would have found employment without the support they received. This comprises two elements: how far the participants entered employment as a direct result of the support

¹ Annual Survey of Hours and Earnings, Office for National Statistics, 2009

² Annual Survey of Hours and Earnings, Office for National Statistics, 2009

³ Annual Business Inquiry, Office for National Statistics, 2008

provided, and how far participants would have obtained an alternative source of similar support that would lead to the same outcomes.

1.3.1 Additionality of employment outcomes

Respondents that had entered employment were asked to report how likely they would have been to find a job if they had not received the support from the Haringey Guarantee. More than a quarter of respondents reported that they definitely would not have found a job without the support they received, and a further 10 percent reported that they would only possibly have found a job, suggesting that in many cases, the programme is making a direct contribution to the employment prospects of participants.

However, a substantial proportion (57 percent) reported that they would have definitely or probably found their job without the support they received. No respondents reported that they were able to obtain a job with greater earnings as a result of support, perhaps reflecting the low earnings received by participants. Using the additionality assumptions outlined in the table below, it is estimated that, on average, 45 percent of participants obtaining employment would not have done so without the support.

Table 1.4 Additionality of employment outcomes

Response 'How likely is it that you would have found this job without the support you received?'	Number of respondents	Percentage of respondents	Assumed additionality
Would definitely have found this job anyway	22	42	0.00
Would probably have found this job anyway	8	15	0.25
Would have found a job, but at a later date	4	8	1.00 ¹
Would have found a job, but with lower wages	0	0	1.00
Would possibly have found this job anyway	5	9	0.75
Would definitely not have found this job anyway	14	26	1.00
Total	53	100	0.45

Source: Participant Survey

1.3.2 Additionality of support

Respondents were also asked to report if they would have been able to find a similar level of support from an alternative source, and if so, how likely they would have been to use it. The survey results suggested that only a minority (13 percent) would have been able to find similar support elsewhere, indicating the support provided by the programme has added substantial value to support provided locally.

Using the additionality assumptions outlined in the table below, it is estimated that 89 percent of participants would not have obtained similar alternative support in the absence of the Haringey Guarantee.

¹ While the outcomes associated with those that have would have found a job at a later date are assumed to be 100 percent additional, the impacts are assumed to endure only on a temporary basis (see section 1.7 below).

Table 1.5 Additionality of support

Response to 'Do you think you could have found a similar level of support elsewhere?'	Number of respondents	Percentage of respondents	Assumed additionality
No	99	87	1.00
Yes	15	13	-
<i>If yes, how likely is that you would take up this alternative support?</i>			
Definitely	7	6	0.00
Likely	8	7	0.25
Neither likely nor unlikely	0	0	0.50
Unlikely	0	0	0.75
Definitely not	0	0	1.00
Total	114	100	0.89

1.4 Gross Additional Employment Outcomes

Estimates of the gross additional impacts of the Haringey Guarantee in terms of people supported into employment, and associated GVA, are set out in the table below.

Table 1.6 Additionality of employment outcomes

Impact	Gross outcome	Additionality of outcomes	Additionality of support	Gross additional outcomes
Gross additional people supported into employment	604	0.45	0.89	240
Gross additional GVA created (£m per annum)	10.7	0.45	0.89	4.2

Gross additional impact = Gross impact x Additionality of outcomes x Additionality of support

1.5 Substitution Effects, Leakage, Displacement, and Multiplier Effects

1.5.1 Substitution effects

Substitution effects depend on how far employers would have recruited other labour market participants (either from Haringey or elsewhere in London) in the absence of the support provided by the initiative. Employer research has not yet been completed as part of the evaluation, so a value for substitution effects has been assumed on the basis of meta-research undertaken by BIS in 2009 that suggested that prior evaluation studies found a value for substitution effects of 7.6 percent (at the regional level) for employability programmes.

Applying this assumption implies that 7.6 percent of the vacancies filled by Haringey Guarantee participants would have been filled by other residents of London in the short term. It is assumed of

these, 50 percent would have been Haringey residents (on the basis that many jobs will have been sourced locally), suggesting a value for local substitution effects of 3.8 percent¹.

1.5.2 Leakage

The economic impacts of the Haringey Guarantee will leak outside of the borough (or London) to the extent that non-residents have benefited from support provided by the programme. Analysis of the postcodes of participants (as recorded in MegaNexus) suggested a small share (2 percent) of participants lived outside the borough of Haringey, and none lived outside London. Leakage is therefore assumed to be 2 percent at the local level, and zero at the regional level.

1.5.3 Displacement and Multiplier Effects

Displacement and multiplier effects depend primarily on the extent to which employers recruiting Haringey Guarantee participants compete and procure from with other firms in the borough (or London at the regional level). Assumptions for displacement are taken from a review of City Challenge programmes that suggested training programmes led to displacement of 31 percent at the local level, and 78 percent at the regional level². Most programme participants obtained employment in service industries, and assumptions for composite multiplier effects (for B1 office land use classes) of 1.29 at the local level and 1.44 at the regional level have been taken from the Homes and Communities Agency Additionality Guide³.

1.5.4 Gross to net additionality assumptions

Gross to net additionality assumptions are set out in the table below.

Table 1.7 Summary of gross to net additionality assumptions

Spatial Level	Substitution Effects	Leakage	Displacement	Multiplier Effects
Haringey	0.02	0.04	0.31	1.29
London	0.00	0.08	0.78	1.44

1.6 Net Additional Employment Impacts

Estimates of the net additional impact of Haringey Guarantee by July 2010 are set out in the table below. Overall, it is estimated that the programme has supported 201 net additional residents of Haringey into employment, with an associated GVA impact of £3.6m per annum. Owing to primarily high rates of assumed displacement at the London level, this impact falls to 70 net additional people into employment, and £1.2m per annum in GVA, at the level of the region.

¹ These assumptions will be updated on completion of the employer survey.

² Additionality Guide, Homes and Communities Agency, 2008

³ Again, these assumptions will be updated on completion of employer research

Table 1.8 Net additional employment and GVA impacts

Net additional impacts	Haringey	London
Net additional people supported into employment	201	70
Net additional GVA created (£m per annum, residence based)	3.6	1.2

Net additional impact = Gross additional impact x (1 – Substitution) x (1 – Leakage) x (1 – Displacement) x Multiplier effects

1.7 Present value of GVA impacts

In order to estimate the total GVA impact of the Haringey Guarantee, it is necessary to take to further elements into account:

- **Persistence:** The impacts outlined above measure the annual GVA impact associated with individuals supported into employment, whereas the total impact will depend on how long individuals are able sustain employment. Tracking of participants (to be undertaken over the remainder of the study) will be used to develop an understanding of the sustainability of employment outcomes. In the interim, and in line with IEF plus guidance (for the intervention type 'Matching People to Jobs'), it is assumed that impacts endure for a period of one year.
- **Accelerated effects:** Eight percent of participants reported that they would have obtained employment, but at a later date. On average, these respondents reported that they would have found a job 9 months later than they did, so in eight percent of cases, impacts are assumed to endure for 0.75 years only.
- **Discount rate:** In line with the principles of the HM Treasury Green Book, a discount rate of 3.5 percent per annum should be applied to monetary values. As the impacts of the programme have only accumulated over a single year since the programme started, an adjustment of 3.5 has been made.

Estimates of the total present value of the GVA impacts of the Haringey Guarantee by July 2010 are set out in the table below.

Table 1.9 Present value of net additional GVA impacts

Net additional impacts	Haringey	London
Present value of GVA created (£m, residence based)	3.5	1.2

1.8 Value for money

Over the first year of programme delivery, projects funded through the Haringey Guarantee spent £556,500¹. This equates to a cost per net additional person into employment of £2,800 (£7,900 at

¹ Note that this excludes payments made to projects in Year 1 for outputs that would be delivered in year 2.

the London level) and a return on investment of £6.3 in GVA per £1 of spending (£2.2 at the London level).

These value for money ratios are compared against the results of recent evaluations of other London based employability programmes in the table below, which have tended to focus on impacts at the regional rather than the local level:

- The cost per net additional person supported into employment is low in comparison to other initiatives. GVA per £1 invested is broadly comparable, and is likely due to the high proportion of participants that have obtained part-time employment.
- It should be noted that, some of the evaluation studies made more favourable assumptions than utilised here. For example, impacts were assumed to endure for 3 years (rather than the 1 year assumed here) for the Local Employment and Training Framework, which will inflate estimates of impact as compared to estimates here.
- Overall, this suggests the Haringey Guarantee has demonstrated reasonably good value for money. Additionally, the programme will generate further impacts in the future when further current and new participants enter employment, which may further improve value for money measures.

It should be noted, however, that these estimates do not reflect all costs involved in delivering the programme and associated employment outcomes. Participants may have received support from other public sector agencies that may have contributed to these outcomes either directly or indirectly, and the costs of these interventions are not reflected here. In addition, participants themselves incur costs (including additional transport costs, childcare costs, and loss of leisure time) that are not captured in this estimate of return on investment.

Table 1.10 Value for Money Benchmarks

Programme	Local impacts		Regional impacts	
	Cost per net additional job created (£)	£ of GVA per £1 invested	Cost per net additional job created (£)	£ of GVA per £1 invested
Haringey Guarantee	2,800	6.3	7,900	2.2
Relay London Jobs ¹	-	-	13,700	1.4
Local Employment and Training Framework ²	-	-	13,900	2.0
London South Central Enterprise and Employment Programme ¹	-	-	14,600	4.8

¹ Source: Evaluation of the London Employment and Skills Taskforce, ECOTEC Research and Consulting, 2010. Results include multiplier effects but exclude monetised losses of leisure time to ensure comparability.

² Source: Evaluation of the London Employment and Training Framework, Roger Tyms and Partners, 2009. This study assumed the GVA effects of the programme would endure for 3 years, not 1 as assumed here.

Programme	Local impacts		Regional impacts	
	Cost per net additional job created (£)	£ of GVA per £1 invested	Cost per net additional job created (£)	£ of GVA per £1 invested
Thames Gateway JobNet ²	-	-	10,400	2.1

¹ Source: Evaluation of the London South Central Employment and Enterprise Programme, ECOTEC Research and Consulting, 2009. Results include effects of a range of enterprise projects, for which impacts are assumed to endure for 3 years.

² Source: Interim Evaluation of the Thames Gateway JobNet, Adroit Economics, 2008, results are based on all sources of funding, note that £ of GVA per £1 invested rises to £4.1 where impacts are assumed to endure for 3 years.

Draft minutes of panel meeting held on 7th December 2010

Item 1. Apologies for absence

Cllr Schmitz

Item 2. Urgent Business

None

Item 3. Declarations of interest

None

Item 4. Feedback from visits

The Panel has visited three projects which are funding via the Haringey Guarantee programme and provided their feedback and views on the projects.

Families into work

Visited by: Cllr Basu, Cllr Browne & Cllr Strang

The Panel felt that Families into Work is an impressive project which has engaged over 140 families, above their target number of 100 families.

The project works intensively with families furthest away from employment and assists them in overcoming a range of barriers back into work. The panel were impressed with the holistic approach of the project and the way in which it works around the family to consider aspirations rather than just trying to fit a person to a job role.

The panel also noted that the families being worked with have a huge range of barriers, including knowledge, experience, skills, understanding of the job market, lack of role models, child care, education etc. The panel noted the high level of dedication and enthusiasm of the staff and were impressed with the wide ranging, complicated and labour intensive support provided to each family whilst being able to build strong and trusting relationships with those being supported over a long period.

There is a challenge is encouraging people to work outside of their immediate area, with the idea of travelling even across the borough alien to some families. There are also challenges such as travel costs and gang/post-code culture for younger people.

The panel feels that excursions for young people, such as taking them into central London, where they have often never been, is beneficial in beginning to break down these barriers.

There is a need to engage with Spurs and encourage them to see themselves as a local employer and at the same time try and break down the concept of not travelling to work. The panel were concerned that the jobs created by the Spurs regeneration would not necessarily go to local residents as there are people who are willing to travel to find work, as has been the case in Tower Hamlets with the Docklands regeneration.

The panel feels that the model used by Families into Work could benefit a number of other areas in the borough and feels that the project is an example of good practice which should be shared widely. The panel noted that this is a unique project nationally and feels that the positive outcomes of the project should be disseminated widely nationally as best practice.

The panel noted the lack of certainty for the future of the project with concern. The panel were also greatly concerned about the gap in funding from March 2011 to September 2011 should the project secure funding under the forthcoming Work Programme.

Northumberland Park Community School

Visited by: Cllr Schmitz and Cllr Solomon

The Northumberland Park Community School project works with 40 students per year who are at risk of becoming NEET (Not in Education, Employment or Training). The panel noted that as well as supporting this number of students annually the staff are also supporting the 40 students from the preceding year as well as having an 'open door policy' for other students who have been supported.

The panel were again impressed with the dedication and persistence of the staff who offer systematic mentoring in a very personalised way to the students on the project. The staff had gained the trust of the young people and in turn the young people had begun engaging in education and training. The panel was also interested to note that the young people each spoke of having to break away from their circle of friends in order to achieve this.

The panel were also impressed with the turn around of the young people who were at the visit. The young people had gone from either not attending school or being extremely disruptive at school to getting qualifications and started college courses. It was also noted from the young people that the support they had received had a positive impact on their home lives.

The panel noted with concern the uncertain funding, both long term and in the shorter term for the project.

Positive Employment

Visited by: Cllr Basu

Positive Employment is a job brokerage organisation which receives referrals from the Haringey Guarantee, Job Centre Plus and word of mouth.

As well as helping people to find work Positive Employment also walks people through the process into sustained work. For example, interview techniques, what to ask, coaching, follow up phone calls, provision of references etc, they also call people when a job becomes available.

The panel was again impressed with the dedication of the staff and the high level of support provided to people who use the facilities.

The panel noted with concern the uncertain funding of the project.

Item 5. Working for Health – Leo Atkins

The Panel received a presentation on the links between employment and health and the Healthy Communities Programme currently running in Haringey.

Please see attached presentation.

Points to note:

It is important to ensure that the wider determinants of health are considered, including employment and the positive link between with health. This link is there nationally but not necessarily locally. For example, NHS Haringey often focuses on the clinical aspects and not the wider determinants.

Employment has a positive impact on people's wellbeing, for example social interaction and engagement.

Concern over the fact that prevention is the first area to suffer in times of budgetary constraint. This is not cost effective and will mean that further down the line more money is needed at the acute end.

Any discrimination around employment opportunities tends to be weighted towards people with mental health needs and employers perception of these mental health needs.

Ongoing support is key in getting people back into sustained work.

The Healthy Communities programme relies almost exclusively on funding from the Haringey Guarantee.

The Employment and Health Network was launched in July 2010.

Most sick notes are written at the end of GP consultations as there is little time for any further exploration or discussion. GPs do not always know what services there are available to enable them to refer to services appropriately. This is particularly the case in relation to employment support services.

Discussion around motivators for employment, for example financial advantages.

Discussion around whether the Council is providing conflicting views on the advantages between work and health, for example in encouraging people to work from home where there is very little social interaction with colleagues.

There is work to be done in light of government changes to work with GPs and ensure that all agencies are working to the same outcomes, e.g. holistic views of wellbeing and the wider determinants of health.

Approximately 75% of those on Incapacity Benefit in Haringey have been on this benefit for 2 years or more. Statistically, people who have been on Incapacity Benefit for 2 years or more are more likely to die than to work.

Work Capability Assessments are more focused on what people could do in a work context as opposed to what they are unable to do. These assessments are done by Government appointed Doctors. This contract has been given to Atos by the Department for Work and Pensions.

<http://www.dwp.gov.uk/healthcare-professional/guidance/atos-healthcare/>

The Healthy Communities Programme did have a Health Employment Advice Service in the Laurels, this came to an end due to issues at the health centre. However, there are now Health Trainers at the centre.

The Haringey Health Employment Advisers come from a range of background, e.g. Reed and the Strategic Health Authority. The personal support and trusting relationship built between the Advisers and clients helps in incentivising people on this programme.

Item 6. Community Link Forum

Deferred

Item 7. Meganexus

Meganexus is a web based software system used by the Haringey Guarantee and also by the North London Pledge.

License cost is £10,000 per annum.

Information collected on service users is transferred onto Meganexus. This ensures a central record is held.

Levels of accessibility are customisable for different providers and Officers.

Is used for performance management and also for monitoring service users progress into sustained employment.

Referrals between projects can also be done via the software.

Providers only get paid once they have input all of the relevant data and this has then been verified by GLE.

Discussion around whether we are fully utilising the capabilities of the system.

Direction of travel under the Work Programme is likely to be more of a move towards increased use of the system, for example allowing service users to log onto the system to view their details, store papers e.g. CVs.

We need to ensure that with any expansion in use data security issues are considered.

DRAFT

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Employment and Health

Health is a state of complete physical, mental and social well-being and not merely the absence of disease or infirmity.



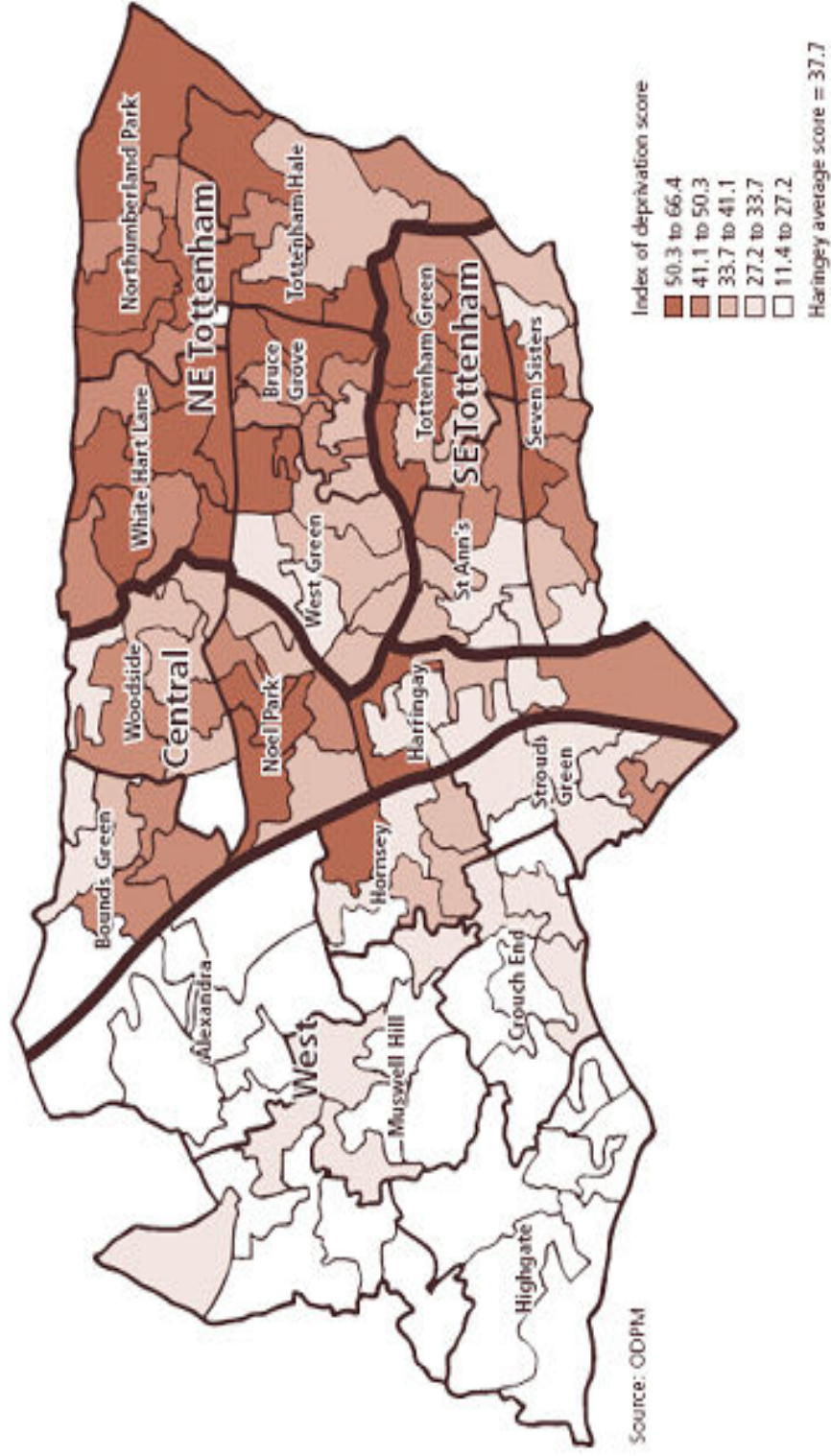
World Health Organisation

“Employment and working conditions have powerful effects on health equity. When these are good, they can provide financial security, social status, personal development, social relations and self-esteem, and protection from physical and psychosocial illness.”



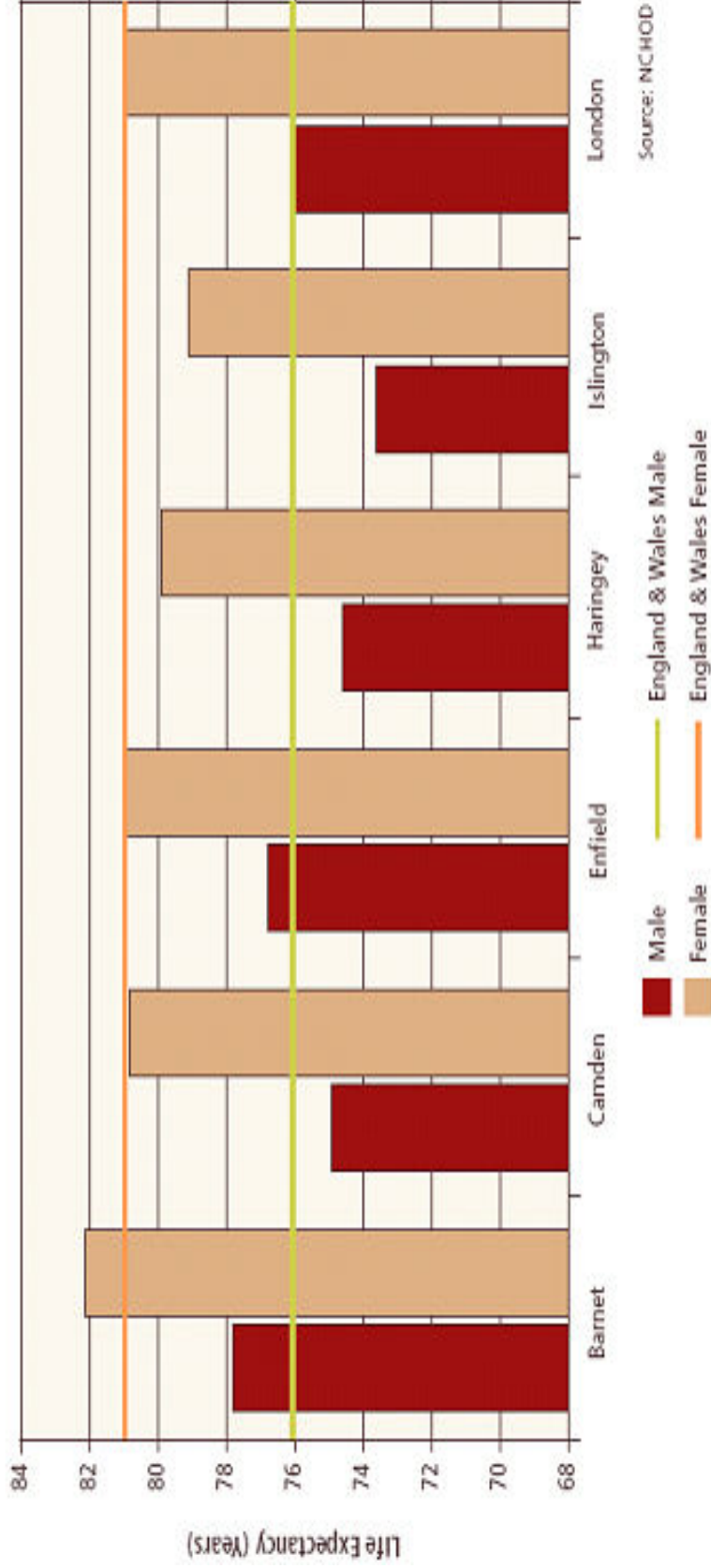
Scale of deprivation

Figure 11 Index of deprivation scores by ward



Life Expectancy

Figure 14 Life expectancy in males and females in Haringey compared to London, England and neighbouring boroughs (2002-2004)



Local Context

- 12,000 IB/ESA claimants in the borough of which for approximately 45%, a mental health condition is the main reason for their claim.
- Haringey Welfare to Work for Disabled People Strategy 2005 - 2015

National Policy Context

- Government are increasingly saying:
‘Unemployment is bad for your health, working is good for your health’
- Increased policy weight on links between a healthy workforce and a healthy national economy
- The new Public Health White Paper draws heavily on the Marmot Review

The Marmot Review of Health Inequalities

- In February 2010 Professor Sir Michael Marmot published his Strategic Review of Health Inequalities in England post 2010, Fair Society, Healthy Lives
- This followed his work chairing the World Health Organisation's Commission on the Social Determinants of Health.

The Marmot Review of Health Inequalities

“It is harder for many people to accept that serious health inequalities exist here in England. We have a highly valued NHS and the overall health of the population in this country has improved greatly over the past 50 years. Yet in the wealthiest part of London, one ward in Kensington and Chelsea, a man can expect to live to 88 years, while a few kilometres away in Tottenham Green, one of the capital’s poorer wards, male life expectancy is 71.”



The Marmot Review of Health Inequalities

- The prevalence of unemployment is unequally distributed across society, leaving those in lower socioeconomic positions at higher risk of ill health. There are substantial income inequalities in England leading to material deprivation amongst the worst off.

The Marmot Review of Health Inequalities

- Adverse effects on health are most visible among those who experience long-term unemployment
- In addition to material deprivation, many psychosocial stressors contribute to poor health not only among the unemployed themselves, but also among their partners and children

The Marmot Review of Health Inequalities

- Participation in the labour market offers a range of life chances and opportunities through regular wages and salaries.
- Exclusion means loss of a core role in social life that is crucial for one's sense of identity.

The Marmot Review of Health Inequalities

- There is a greater health risk in jobs with multiple stresses, physically demanding or dangerous work strenuous tasks with low control, low wages and high job instability.
- Technological progress, economic growth globalised markets with a high risk of volatility and financial crises have resulted in new types of tasks.

The Marmot Review of Health Inequalities Recommendations

- Create fair employment and good work for all: improve access to and availability of ‘good quality jobs’ and promote greater security and flexibility in work
- Strengthen the role and impact of ill health prevention: four per cent of the NHS budget is currently spent on prevention activities

Employment and Health

The Research

EXISTING RESEARCH EVIDENCE

- The weight of evidence suggests unemployment is bad for your health but impacts vary by length of unemployment and characteristics such as age
- There is less evidence on the impact of return to work on health although about half of studies suggest a positive impact

University of Glasgow Study

(Training and Employment Research Unit)

Focused on individuals moving from health related unemployment and benefits into work

Research tasks

- In-depth interviews with 80 individuals
- Focus groups with frontline employment support staff



Haringey Community Health Services

Objectives

- To focus on individuals moving from health related benefits to employment
- To assess impact of work on health, health behaviours and demands on health services
- To evaluate the role of key services in supporting job entry and job sustainability

BARRIERS TO WORK

- Loss of confidence, partly related to health condition, partly length of time out of work
- Takes people a long time to convince themselves they can work again
- Real and perceived discrimination
- Concerns about the impact of work on health condition
- Benefit trap

IMPACTS OF RETURN TO WORK

- Impacts on health when working compared to unemployed
- Changes in behaviours likely to impact on health
- Changes in demand on health services

Health Changes in Employment

	No Change	Improvement	Deterioration
General Health	7%	90%	3%
Emotional Health	13%	81%	6%
Mental Health	12%	79%	9%
Physical Health	15%	77%	8%
Social Functioning	17%	75%	8%
Vitality	22%	66%	12%
Physical Functioning	28%	63%	9%
Bodily Pain	32%	52%	17%

IMPACTS ON HEALTH

- Significant improvement in relation to each of 8 aspects of health
- Percent claiming improvement dominant group, with deterioration for small minority
- Differences statistically significant in all cases

Changes in Health Behaviours After Getting a Job

	Made changes since began working	Thinking of making change in next 6 months
Increased physical activity	60%	23%
Eating healthier	60%	12%
Controlling weight	41%	17%
Cutting down smoking	33%	12%
Cutting down alcohol	29%	1%

GP Use After Moving Into Work

More often	5%		
Less often	61%		
About the same	33%		



CHANGES IN BEHAVIOUR AND DEMAND ON HEALTH SERVICES

- Evidence shows less use of GP and other health services after moving into work
- Significant percentages reporting positive change or planned change in health behaviour
- Even if there is no immediate improvement in health, positive behaviour change can impact positively on future health



Services Used to Gain Employment

- Nearly 60% used 3 or more different services leading up to re-employment
- Health services are an important part of the service package, working alongside employment support services

Range of Health Services Used

Services used	
Psychological or psychiatric services	19%
General Practitioner	18%
Addiction services	15%
Occupational therapists or physiotherapists	8%

OVERVIEW OF SERVICE ISSUES

- The research revealed considerable variability in service access and quality for clients with health issues
- Service variability needs to be reduced by identifying good practice localities and bringing up standards

RECOMMENDATIONS

- Employment support staff need to have skills to recognise health issues, not put pressure on clients with health issues
- Health professionals need to see potential value of work for their patients
- Matching clients with employers who will support individuals with continuing health problems to perform effectively and on going support post job-entry is key

NHS RESPONSE

“The NHS should deal with the full parameters of a patient's recovery; including helping them return to work and get their life back after illness.”

Care Services Minister Paul Burstow on the link between poor mental health and deprivation, September 2010



Haringey Community Health Services

The Haringey Guarantee

- In 2006 the Haringey Strategic Partnership identified worklessness as a key priority for the borough. NHS Haringey developed a strong alliance with the Employment and Skills team at Haringey Council to address these inequalities with a long-term approach, to establish employment pathways within the NHS, and to support individuals facing barriers to work related to illness or disability.



NHS Haringey Community Health Services

The Healthy Communities Programme



Haringey Community Health Services

Working for Health

The “Working for Health” project provides employment support in GP practices and healthcare settings. Employment advisers provide one-to-one support to patients to help them improve their skills, access training and work experience and to gain employment. The project aims to reduce the number of people who are claiming benefits as a result of poor health.



Condition Management Programme

The Programme addresses the needs of individuals claiming Incapacity Benefit who require support to return to work. Patients suffering with mild to moderate mental health problems, back or neck pain and cardio-respiratory conditions have all benefited from this service which links to other NHS services and includes pain control and life style change advice.



Employment Support Service for IAPT

Employment Advisers from the Working for Health team are attached to each of the IAPT (Improving Access to Psychological Therapies) teams in Haringey to support the IAPT service in achieving its benefit reduction targets which is regarded as a measure of recovery.

Additional Support

- The Expert Patients Programme is a self-management course for people with long-term conditions.
- NHS Community Health Trainers support people on a one to one basis to make lifestyle changes, increase physical activity, stop smoking and improve diet.

Funding



Haringey Council



Haringey



Haringey Community Health Services

Haringey Employment and Health Network

Aims of the Network

- To provide opportunities to share good practice in reducing health inequalities through employment and workplace health promotion..
- To support innovation through shared learning around key themes linked to Government policy objectives in employment, health, reduction of health inequalities and social inclusion.



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Haringey Community Health Services