



Meeting: Enterprise Partnership Board

Date: 13 February 2009

Report Title: Enterprise Commissioning Prospectus and Plan

Report of: Martin Tucker, Regeneration Manager

1. Purpose

- 1.1 To present to the Board the draft Enterprise Commissioning Prospectus covering the Board's ABG allocation in 2009/10 and 2010/11.

2. Summary

- 2.1 A review of the Area Based Grant was carried out over July and August 2008
- 2.2 The review has recommended that as the ABG is allocated to local authorities on a 3 year basis this stability should be extended to thematic boards and that theme boards will receive two year allocations of ABG from April 2009.
- 2.3 The Enterprise Board agreed at its December 2008 that an officer working group work on a draft prospectus for presentation at a special meeting of the Board in February 2009.
- 2.4 The Enterprise Board should now consider this draft, make comments and recommendations for Final Prospectus to be presented at the next ordinary meeting of the board in March 2009.

3. Legal/Financial Implications

N/A

4. Recommendations

- 4.1 That the Enterprise Board should now consider the draft Enterprise Commissioning Prospectus, make comments and recommendations for Final Prospectus to be presented at the next ordinary meeting of the board in March 2009.

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5. Background

- 5.1 In November 2007 the Department for Communities and Local Government detailed the arrangements for the new Area Based Grant (ABG) as part of the publication 'Development of the New LAA Framework' Operational Guidance.
- 5.2 The ABG is a non-ring fenced revenue grant, which local authorities are free to use "as they see fit to support the delivery of local, regional and national priorities in their areas, including the achievement of LAA target". As of April 2008, the ABG was allocated on a three-year basis to maximise stability and certainty. The allocations for years two and three are indicative and may be subject to change.
- 5.3 The allocation to Haringey Council for the next three year period is £22.24m 2008/09, £23.537m 2009/10 and £23.343m 2010/11. The Haringey Strategic Partnership agreed the allocations to the Thematic Boards for 2008/09 based on a steady state pending a review at six months.
- 5.4 The allocation to the Enterprise Theme Board in 2008/09 was £1.2m.
- 5.5 A review of the Area Based Grant was carried out over July and August 2008
- 5.6 The review has recommended that as the ABG is allocated to local authorities on a 3 year basis this stability should be extended to thematic boards and that theme boards will receive two year allocations of ABG from April 2009.
- 5.7 Theme Boards should commission programmes of activities and interventions to support delivery and achievement of partnership priorities and LAA outcomes and national indicators. Further theme boards also hold the responsibility for de-commissioning programmes of activity and interventions where performance is poor and projects are not delivering against outcomes.

6. Enterprise Commissioning Prospectus and Plan

- 6.1 The Board agreed to take forward the recommendations of the ABG Review around commissioning and decommissioning programmes of activity and interventions which support delivery and achievement of partnership priorities and LAA outcomes and national indicators through development and production of an Enterprise Commissioning Prospectus.
- 6.2 The Prospectus outlines the strategic approach to commissioning, strategic approach on tackling worklessness, skills development, business support and enterprise, identifying gaps in provision, examples of good practice and setting out priorities for programmes of activity and interventions with indicative funding allocations. The draft will also include guidelines for partners and external agencies to apply to deliver programmes of activity and interventions and the process whereby commissioning will be determined and approved.
- 6.3 The Prospectus builds on the work of current ABG programmes of activity:
- (a) Haringey Guarantee
 - (b) Families into Work
 - (c) Business Support and Enterprise
- 6.3 LAA outcomes which these contribute to are:
- i. NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods
 - ii. NI 171 – New business registration rate
 - iii. Stretch (1) – Number of people from the worst twelve wards supported into sustained work
 - iv. Stretch (2) – Number of people on Incapacity Benefit for more than 6 months supported into sustained employment
Plus local indicators on
 - v. Number of registered Haringey Guarantee participants with a completed better off calculation
 - vi. Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace
 - vii. Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace
- 6.4 Baselines and targets for outcomes ii, vi and vii are yet to be established and Haringey is looking to renegotiate outcomes I and iv as part of the LAA Refresh. However these will remain the main outcomes and indicators that the Enterprise Board will have responsibility for in performance management.
- 6.5 The ABG allocation for the Enterprise Board in the years 2009/10 and 2010/11 is £1.61million and £1.43million. This breaks down as:
- (a) Haringey Guarantee - £1.67million
 - (b) Families into Work - £525,000

(c) Business Support & Enterprise - £600,000

(d) Economic Contingency Fund - £250,000

6.6 The Prospectus sets out allocation of ABG against the programmes, themes and interventions and includes an Economic Contingency fund of £250,000 to deal with ongoing effects of the economic downturn.

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

7. Appendices

Appendix 1: Draft enterprise commissioning prospectus and plan 2009-2011

Appendix 2: Draft project application form

Appendix 3: Draft Haringey Guarantee evaluation tender brief

Appendix 1: Draft enterprise commissioning prospectus and plan 2009-2011

1. Introduction

This document sets out the priorities, objectives and outcomes for the Haringey Enterprise Board's allocation of Area Based Grant (ABG) for the period April 2009 to March 2011.

It sets out the Board's strategic approach and processes in commissioning programmes of activities and interventions to support delivery and achievement of partnership priorities and Local Area Agreement outcomes and national indicators.

2. Why a commissioning prospectus and plan?

In July 2008, the Government published statutory guidance under the Local Government and Public Involvement and Health Act (2007) on creating strong, safe and prosperous communities. The guidance reiterates the duty local authorities and other public agencies have in relation to securing best value; more specifically, they would be better able to meet this duty by:

“adopting a commissioning role...in which the authority seeks to secure the best outcomes for their local communities by making use of all available resources – without regard for whether services are provided in-house, externally or through various forms of partnership.”

By publishing this commissioning prospectus and plan we want to ensure that we are taking advantage of the full range of expertise available in the marketplace to enable us to use our limited resources to secure the best possible outcomes for our residents and businesses.

3. Haringey Strategic Partnership

Haringey Council joined with local public agencies, community groups and businesses to create the Haringey Strategic Partnership (HSP) in April 2002. The HSP aims to improve public services and address the key issues in the borough through partnership working.

The shared vision for the future of Haringey and the HSP's priorities are set in the new [Sustainable Community Strategy 2007-2016](#).

The vision for the borough to 2016 is:

“A place for diverse communities that people are proud to belong to.”

The priorities of the new Sustainable Community Strategy are:

People at the heart of change

And, Haringey will:

- 1. Have an environmentally sustainable future**
- 2. Have economic vitality and prosperity shared by all**
- 3. Be safer for all**
- 4. Have healthier people with a better quality of life, and**
- 5. Be people and customer focused**

4. The Local Area Agreement

The HSP has also developed a [Local Area Agreement \(LAA\)](#) which provides a substantial part of the delivery mechanism for the Sustainable Community Strategy.

Our LAA is an agreement with Central Government that sets out our priorities for Haringey over the next 3 years. It focuses on some of the most pressing issues for Haringey such as worklessness, poor housing conditions, health inequalities and low educational attainment.

Officers in the different agencies of the HSP have drawn up action plans for meeting LAA targets and the different Theme Boards of the HSP are responsible for implementing these action plans checking that targets are being met and taking action to keep performance on track.

The Enterprise Partnership Board is responsible for action plans, programmes of activity and interventions around enterprise outcomes and targets in the LAA.

The ABG pools £4bn of central Government funds into one non-ringfenced pot and gives local areas the freedom and flexibility to use this money to support the delivery of local outcomes.

Current Enterprise ABG programmes of activity in 2008/09 are:

- Haringey Guarantee
- Families into Work
- Business support and enterprise

These programmes of activity contribute to the following LAA outcomes:

- NI 153 – Working age people claiming out of work benefits in the worst performing neighbourhoods
- NI 171 – New business registration rate
- NI 79 – Achievement of a Level 2 qualification by the age of 19
- NI 116 - Proportion of children in poverty
- NI 117 – 16 to 18 year olds who are not in education, employment or training (NEET)

- Stretch target (1) – Number of people from the worst twelve wards supported into sustained work (this target is based on long-term Job Seekers Allowance claimants (6 months + and lone parents)
- Stretch target (2) – Number of people on Incapacity Benefit (IB) for more than 6 months supported into sustained employment

Plus local indicators on:

- Number of registered Haringey Guarantee participants with a completed better off calculation
- Adults achieving a Skills for Life qualification and entered employment and those gaining a qualification in the workplace
- Adults achieving a full level two qualification and entered employed and those gaining a qualification in the workplace

5. Regeneration Strategy

Flowing from the Sustainable Community Strategy and LAA is Haringey's Regeneration Strategy which has been approved by the Enterprise Board.

The strategy's vision is to put People, Places and Prosperity at the heart of regeneration in Haringey, and this focus will have a positive impact on all major developments in the borough.

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

Our key priorities are:

- 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.
- 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.
- 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.

6. Other key priorities

Local Development Framework

The Planning and Compulsory Purchase Act 2004 introduced a range of reforms to the planning system. The most significant reform is the introduction

of a Local Development Framework (LDF) to replace the Unitary Development Plan (UDP). The process of replacing the adopted UDP policies and proposals should normally be completed within a three year period from adoption of the UDP. Haringey's UDP was adopted in July 2006 so the policies are automatically saved until July 2009.

The Haringey LDF is made up of a number of documents including the [Core Strategy](#), [Local Development Scheme](#) and [Statement of Community Involvement](#). In line with the HSP's role under the [place shaping](#) agenda, ABG funded projects will be expected to contribute to the delivery of the LDF.

Child Poverty Strategy

Haringey Council recently adopted a Child Poverty Strategy [\[link\]](#) that sets out the Council's (and partners) contribution to the Government's target to reduce child poverty by 2010 with full eradication by 2020. The Strategy contains five key objectives:

1. Addressing worklessness and increasing parental employment in sustainable jobs.
2. Improving take up of benefits and tax credits.
3. Reducing educational attainment gaps for children in poverty.
4. Ensuring children live in adequate housing.
5. Partners within the Haringey Strategic Partnership taking responsibility as corporate bodies for their employees in helping to reduce child poverty.

The Strategy is accompanied by an action plan [\[link\]](#), which sets out how these objectives will be achieved.

Welfare Reform

The Government is currently undertaking a substantial welfare reform programme that will have far reaching implications nationally, regionally and locally. This welfare reform programme has the explicit intention of achieving the Government's aspirational target of an 80 per cent full employment rate. More specifically, the Government want to:

- Reduce the number of IB claimants by 1 million
- Support 300,000 and 1 million more older people into work
- Halve child poverty by 2010 with full eradication by 2020
- Provide equality for all disabled people by 2025

A raft of Green and White Papers have been published in recent years and a [Welfare Reform Bill](#) is currently going through Parliament. Some of the major current and future changes include:

- Introducing the Employment and Support Allowance (ESA) for people with a disability or long-term health condition. Eventually all IB claimants will be transferred to ESA.

- Rolling out Pathways to Work, a support programme for ESA and IB claimants, across the country.
- Replacing the Personal Capability Assessment with the Work Capability Assessment to provide more of a focus on the work activities that a ESA/IB claimant can perform.
- Consolidating the various New Deal programmes into one Flexible New Deal package, which will start to operate from 2009.
- Transferring the majority of lone parents from Income Support to JSA once their youngest child reaches a certain age. The current age trigger is 12, which will be reduced to 10 in 2009 and to 7 in 2010.
- Eventually abolishing IS and creating an out of work benefits system around JSA and ESA.

London Skills and Employment Board

The London Skills and Employment Board (LSEB) was established in December 2006 to provide leadership in improving adult skills and employment in London. The LSEB is chaired by the Mayor of London and will set the framework for the spending of the London Learning and Skills Council's £400m+ annual budget. The LSEB is also able to influence and direct the spending of other key agencies such as the London Development Agency (LDA) and Job Centre Plus (JCP). The Board is accountable to the Secretary of State for Education and Skills.

The LSEB published its strategy, [London's Future: The Skills and Employment Strategy for London 2008 – 2013](#), in July 2008. The strategy has three strategic aims:

1. Working with employers to better support them in providing more job and skills opportunities to Londoners, to the benefit of their businesses and to keep London's economy competitive.
2. Supporting Londoners to improve their skills, job and advancement prospects through integrated employment support and training opportunities.
3. Creating a fully integrated, customer-focused skills and employment system.

There are also two key overarching targets:

1. Raising London's employment rate to 72 per cent by 2013. In achieving this there should be a disproportionate increase in the employment rate of key target groups such as ethnic minorities, women, women with dependent children, people aged between 50 and retirement, disabled people, lone parents and people with no qualifications.
2. Cutting the proportion of London's working age population with no qualifications to 10 per cent by 2013.

7. The Challenge

One of the longest sustained periods of economic growth in UK history came to an end last year when the global credit crunch lurched the UK into its first recession since 1992. The recession is beginning to have a major impact on the labour market with unemployment at the last count (three months to November 2008) reaching 1.92 million. It is anticipated that unemployment, under this measure, could hit 3 million by 2010.

Even when the economy was performing strongly Haringey had high levels of deprivation. The Indices of Deprivation 2007 found Haringey to be the 12th most deprived English district¹.

Despite recent improvements, worklessness remains a persistent problem in Haringey. In the year to June 2008, 66.5 per cent of Haringey's working age population was in employment, lower than both the London and England averages of 70.6 per cent and 74.5 per cent respectively. This employment rate ranks Haringey amongst the bottom 10 per cent local authority areas in England.

Alongside a low employment rate is high numbers of people claiming out of work benefits². At May 2008, 28,010 people in Haringey were claiming out of work benefits, representing 16.7 per cent of the working age population. This rate is higher than the London and England averages of 12.2 per cent and 11.2 per cent respectively, and ranks Haringey amongst the bottom 10 per cent local authority areas in Haringey.

There are two constituents of out of work benefits that are particular priorities in Haringey: Job Seekers Allowance (JSA) and Incapacity Benefit (IB), which together account for 69 per cent of all people in the borough on out of work benefits. This is reflected by the fact that the LAA targets highlighted in section 4 include supporting JSA and IB claimants into sustained employment.

Geographically, worklessness is concentrated in the east of Haringey, predominantly in Tottenham. This is reflected by the fact that of the 26,010 out of work benefit claimants in Haringey, 63 per cent reside in the Tottenham parliamentary constituency. The out of work benefits claim rate in Tottenham, at 20.8 per cent, ranks the area amongst the bottom 5 per cent parliamentary constituencies in England. Within Tottenham some areas suffer from even more acute deprivation. For example, Northumberland Park, according to estimates by the Greater London Authority, has the second highest Job Seekers Allowance claim rate out of all wards in London (behind East India and Lansbury ward in Tower Hamlets). Because Northumberland Park suffers from high levels of worklessness we have recently launched a project that focuses on testing out a family based approach to achieving more successful employment outcomes: Families into Work (FiW). More information about FiW can be found in section 9 of this document.

¹ As measured by the Average Ranks measure of deprivation.

² Out of work benefits include: Job Seekers Allowance, Incapacity Benefit, Severe Disablement Allowance, Income Support and Pension Credit (for claimants below state pension age).

Nationally, and especially in London, there are certain groups of people who are more likely to suffer from labour market disadvantage³:

- Disabled people and people with long-term health conditions
- Lone parents
- Ethnic minorities
- Ex-offenders
- Drug and alcohol mis-users
- Homeless people
- People living in social housing
- Older workers

Despite being one of the richest cities in the world, 40 per cent of children in London grow up in poverty – the highest proportion across the country. Haringey, as one of the most deprived boroughs in the capital, is certainly no exception to this broad London pattern. According to Department for Work and Pensions (DWP) figures, between April 2004 and April 2007 the percentage of children living in families who are in receipt of out of work benefits has declined by 4 per cent to 36.4 per cent. However, there is still much more to be done, highlighted by the fact that there are 105 wards across London where the percentage of children living in families who are in receipt of key benefits is at least twice the national average, and 10 of these wards are in Haringey.

Low educational attainment and low skills levels is a major national problem, which is being exacerbated by the shift to more knowledge based industries. Poor skills go some way to explaining why productivity in the UK still lags behind other industrialised countries such as the United States and Germany. In London, some 43 per cent of jobs are currently filled by workers with level 4 and above qualification (degree level and above) qualifications. The GLA forecasts that by 2020 the demand for highly skilled workers in the capital will increase to the extent that 50 per cent of employees will have a level 4 qualification⁴. Locally, poor education increases the chances of our young people adding to the workless population and being uncompetitive in the labour market.

The latest educational attainment results (2008) show that 42.0 per cent of 15 year olds achieved 5 or more grade A* to C GCSEs, including English and Maths. Although this is a significant improvement from 2003 when the equivalent figure was 28.5 per cent, it still means that nearly 60 per cent of young people are leaving Haringey schools without basic qualifications.

³ For a fuller analysis of the labour market disadvantage suffered by these groups see the following reports:

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

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

⁴ London Skills and Employment Board (2007) *Globalisation, skills and employment: the London story*: London Skills and Employment Board.

There are currently (December 2008) just over 324 young people aged 16 to 18 who are not in education, employment or training (NEET) in Haringey, representing 7.0 per cent of all 16 to 18 year olds in the borough that are known to the Connexions service. Although this is significantly down from a year ago when 10.9 per cent of young people in the borough were NEET, we are committed to reducing our NEET cohort further.

Haringey is characterised by its polarised skills base. Some 22.1 per cent of the borough's working age population has a level 1 or below qualification while 41.8 per cent have a level 4 or above qualification. At 14.6 per cent, Haringey has proportionately more residents with no qualifications than London (12.8 per cent) and England (12.9 per cent). However, Haringey has proportionately more residents with level 4 or above qualifications than London (37.4 per cent) and England (28.3 per cent)⁵.

The Government has a long-term aspirational target to achieve full employment, which would mean 80 per cent of the nation's working age population being in work. For this aspiration to be achieved sub-nationally, just under half a million extra Londoners would need to be employment. In Haringey, this would require over 21,000 extra residents to find work.

Haringey's business community consists of over 8000 businesses, the majority of which are SMEs employing less than 4 people, with the biggest employers being the Council and Haringey NHS. In terms of the local economy there are similarities with national trends, e.g. a decline in manufacturing, and the retail sector is suffering due to the collapse of several high profile national chains. Vacancy rates for retail units are lower than London and England averages, ranging from 5-8% - depending on the town centre or shopping area.

As mentioned earlier in this section, the UK entered into recession last year. It is unclear how deep and prolonged the recession will be but we know that the impact is being felt in Haringey, evidenced by the fact that since May 2008, the number of JSA claimants has increased by 1,049 (17 per cent). Our businesses are also feeling the effects of tighter economic conditions and will need our support. We have outlined our commitment to supporting our residents and businesses by recently publishing a [10 point credit crisis action plan](#). However, we want to go further and use this commissioning prospectus and plan as an opportunity to provide further support, in partnership with other agencies, to our residents and businesses.

We are looking to work with partners in providing retraining for newly unemployed people and specific packages (including support into self-

⁵ **Level 1 qualification:** fewer than 5 GCSEs at grades A-C, foundation GNVQ, NVQ 1, intermediate 1 national qualification (Scotland) or equivalent; **Level 2 qualification:** 5 or more GCSEs at grades A-C, intermediate GNVQ, NVQ 2, intermediate 2 national qualification (Scotland) or equivalent; **Level 3 qualification:** 2 or more A levels, advanced GNVQ, NVQ 3, 2 or more higher or advanced higher national qualifications (Scotland) or equivalent; **Level 4 and above qualification:** HND, Degree and Higher Degree level qualifications or equivalent.

employment) to support residents, who have lost their jobs as a result of the recession, back into work.

We are also committed to continuing the preventative support we offer our young people to ensure that they do not become the workless population of the future.

8. Desired outcomes from commissioning

In the two year period April 2009 to March 2011 the Enterprise Board needs to see progress against its LAA Targets (currently subject to renegotiation) and clear movement to achieving the high level outcomes set out in the Sustainable Community Strategy and Regeneration Strategy.

Programmes of activity and interventions commissioned for delivery to March 2011 will need to demonstrate clear relevance and contribution to achieving a reduction in worklessness, skills development, business support, improved educational attainment, and must target relevant priority groups, including those highlighted in section 7 of this document.

9. Programmes of Activity and Interventions

Haringey Guarantee

The Haringey will be the main vehicle for delivering the employment outcomes we want to achieve through this commissioning process. Established in 2006 the Haringey Guarantee works with employers, schools and colleges, skills training providers, employment services and local communities to deliver:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, training and education for local young people (including under 16's). This will form part of a Young Haringey Guarantee programme that will be reported on separately (but still be part of) the main Haringey Guarantee programme.
- Support for local businesses by providing a local committed and skilled workforce

We offer a guarantee in three parts:

1. That our **local residents** will receive high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities.
2. That **delivery partners and providers** will deliver high quality, focused and professional services to jobseekers and employers.
3. That for **businesses** we will produce committed trained workers to meet recruitment and skills needs.

Since the Haringey Guarantee's establishment the programme has been successful in engaging with over 2,000 residents and supporting over 200 into sustained employment.

We know that the success of the Haringey Guarantee has been acknowledged by our residents. A recent survey of Haringey Guarantee, participants found that:

- 95% believed the quality of support they received was either good or very good.
- 95% believed their needs were at least partly met.
- 81% felt that the support they received from the Haringey Guarantee helped to improve their employment prospects

Also, some 89% of employers felt they received excellent or good support from the Haringey Guarantee team.

We want to build on the success of the Haringey Guarantee by extending and deepening its focus. This commissioning prospectus and plan sets the framework for achieving this ambition.

North London Pledge

The London Development Agency's (LDA) Single Area Programme funds the North London Pledge, an employment and training programme covering the three Upper Lee Valley boroughs of Enfield, Haringey and Waltham Forest. The programme will run from 2008 to 2010 and supports existing activities in the three boroughs and provides a co-ordinated delivery package in relation to the following areas:

- Skills training
- Condition Management Programme
- In work support
- Employer engagement

As the North London Pledge is a sub-regional programme funded by the LDA, it will not be covered by this prospectus and plan.

Employment Action Network and Families into Work

The main points of access to the Haringey Guarantee is through the council run Employment Action Network (EAN) which has been developed in 2008/09 to provide employment support and advice through 12 neighbourhood and community settings. This small team of advisers will continue to provide the front end of the programme in 2009-2011 engaging a minimum 250 residents over the 2 years providing employment support and advice and IAG. **This service through its increased outreach venues is playing and will continue to play a significant role in responding to increased unemployment in the borough.** £100,000 ABG has been ring fenced for the EAN over this period together with LDA North London Pledge funding.

Families into Work is a special project of the Haringey Guarantee and the Enterprise Board agreed a 3 year pilot programme, delivery plan and funding for the project in June 2008.

The project will engage with up to 100 workless families in Northumberland Park who have multiple barriers to taking up employment and training. The team will work with 100 families, 50 recruited in year 1 and 50 in year 2, with each family being supported over a 2 year period.

It is not proposed that new services should be provided but that existing service and projects should be co-ordinated and targeted to the families on the project. Thus FIW will not duplicate existing services but seek to facilitate better use of them.

As the Enterprise Board has already agreed funding for this project (£525,000) to 2011 Families into Work will not be covered by this prospectus and plan.

Families into Work and the Employment Action Network offer complementary services supporting both families and individuals on improving educational attainment and moving into employment. They currently share office accommodation and services at Northumberland Park Resource Centre while delivering their services from a range of neighbourhood settings.

Business Support and Enterprise

Haringey's business community consists of over 8000 businesses, the majority of which are SMEs employing less than 4 people, with the biggest employers being the Council and Haringey NHS. In terms of the local economy there are similarities with national trends, e.g. a decline in manufacturing, and the retail sector is suffering due to the collapse of several high profile national chains. Vacancy rates for retail units are lower than London and England averages, ranging from 5-8% - depending on the town centre or shopping area.

We are continually striving to improve and develop our outward facing services to local businesses, making their interaction with the council as effective and efficient as possible, maintaining an up to date website, encouraging businesses to stay and grow in the borough, and understanding and meeting employers' training and employment needs.

We are also adopting a Town Centre approach to economic development, encouraging and supporting the retail offer across Town Centres in the borough, creating, maintaining and supporting robust business forums and traders associations, that will enable the council to maintain effective dialogue with our local businesses, understanding their needs and taking appropriate action. We will also work with other key stakeholders to ensure that Town Centres are safe, clean and good locations for business.

We will be keen to support interventions that build on the legacy of the Haringey City Growth project, which identified a number of business clusters in the borough, including Food and Drink, Creative Industries, Sports, Leisure and Tourism and Retail and Distribution. We aim to continue to support these business sectors, raising awareness of supply chains and developing capacity to bid for business contracts, assisting with employment and training needs and raising awareness on issues such as VAT, procurement and finance.

We will also be working with businesses in Haringey to ensure that they are aware of the business opportunities that may arise from the Olympics.

Economic Downturn Contingency Fund

The uncertainty of the current economic climate means that we do not want to commit all of our resources to supporting specific projects at this time. Instead, we will be setting aside a small contingency fund to support priorities that are currently unknown, as a result of the current economic climate, and to test innovative ideas in supporting our employment and skills and business and enterprise objectives. We will publish more details about the application criteria for this contingency fund by the end of June 2009.

10. Applications criteria

The Enterprise Partnership welcomes applications from individual organisations, or from partnerships that are strategic and can demonstrate a clear synergy with the priorities outlined in this prospectus and plan, and a proved track record of delivering interventions around tackling worklessness and/or boosting enterprise. In line with Haringey's [Compact](#) agreement the Enterprise Board also welcomes applications from voluntary and community sector organisations. Finally, the Enterprise Board will welcome applications that support key local and regional business sectors (through employment and skills and enterprise interventions) including, but not restricted to:

- Food and drink
- Retail and distribution
- Sports, leisure and tourism

- Creative
- Professional services (including ICT, legal and financial services)

Interventions will need to clearly demonstrate how they relate to Haringey strategic approach to tackling worklessness and boosting enterprise and link with:

- Haringey's Sustainable Community Strategy
- Haringey's LAA
- Families into Work
- North London Pledge
- Haringey's Regeneration Strategy
- Haringey's Child Poverty Strategy
- Local Development Framework
- Haringey's welfare to work for disabled people's strategy
- The Government's welfare reform agenda
- Current and future Job Centre Plus programmes including Pathways to Work and Flexible New Deal (from 2010)
- LSEB priorities and activities
- Learning and Skills Council provision
- Existing information, advice and guidance provision
- Business Support Simplification Programme

(Note: this list is not exhaustive)

Further, **all interventions should be borough based, endeavour to be innovative and work in partnership with all other appropriate employment and enterprise initiatives that are funded through this commissioning process.**

Consistent with the strategic approach to tackling worklessness **the Enterprise Board prefers to see a smaller number of larger interventions. However, where appropriate, we will not restrict funding to one project for the total amount of funding available for each intervention.**

All applicants must prove that they have the skills, knowledge and experience to enable them to deliver in Haringey. With this in mind, **all applicants will be required to demonstrate that they have a proven track record of delivering similar services in the borough or other areas that share similar characteristics with Haringey.**

Equalities

There are a number of equalities targets that apply across the programme. Applicants should ensure that the design of interventions allows them to contribute to these targets. These targets have been set to ensure that groups that have traditionally not accessed employment and/or training and business support are able to do so. The targets are as follows:

- **Number of women beneficiaries: 50%;**
- **Number of BME beneficiaries: 50%;**
- **Number of disabled beneficiaries: 17%**

11. Value of the programmes

The total value of the ABG programmes including the Haringey Guarantee, Families into Work, Employment Action Network and business and enterprise projects is £1.61million in 2009/10 and £1.43million in 2010/11 – a total of £3.04million. Details of funding against interventions are set out below:

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
EMPLOYMENT AND SKILLS				
Schools	Piloting extra support and enhanced vocational training to Year 10 & Year 11 students in secondary school(s) in neighbourhood(s).	250 students on recognised enhanced level 2 vocational programme; cohort identified at risk of becoming NEET receiving additional support.	£250,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Connexions Current vocational programmes in schools Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), the main secondary school in the target neighbourhood(s), all appropriate Haringey Guarantee providers and relevant public agencies</i></p>
Employment Advice and Job Brokerage (1)	Providing employment advice and support to college students and other residents adding value and enhancements to existing provision, delivered by organisations such as CoNEL.	60 supported into sustained employment	£125,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above</i></p>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
				<i>(where appropriate), all appropriate Haringey Guarantee providers and relevant public agencies.</i>
Employment Advice and Job Brokerage (2)	Providing employment advice and support to recently unemployed people adding value to existing JCP and LSC provision	50 supported into sustained employment	£100,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work <i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), JCP, LSC, all appropriate Haringey Guarantee providers and other relevant public agencies.</i>
Public Services	<p>Providing IAG, access to skills training and job brokerage to users of public services thereby supporting people into education, training and employment. Services should be delivered from a range of public services centres including customer service centres, children's centres, housing offices.</p> <p>Projects must demonstrably provide tailored support to various disadvantaged groups including disabled people, long-term benefit</p>	100 supported into sustained employment	£250,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work <i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), Haringey Council, all appropriate Haringey Guarantee providers and</i>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	claimants (Job Seekers Allowance and Incapacity Benefit), residents in social housing, lone parents, ex offenders, young offenders, and drug and alcohol misusers (this list is not exhaustive).			<i>other relevant public agencies.</i>
Health Services	Providing IAG and support services to residents, including patients using local GP surgeries, to reduce numbers in receipt of Incapacity Benefit and support them to upskill and gain employment.	150 participants engaged with 100 on Condition Management Programme and 50 long term claimants supported into sustained employment	£250,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work <i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), Haringey NHS, all appropriate Haringey Guarantee providers and other relevant public agencies.</i>
Volunteering/work placements	Co-ordinated volunteering (linked to employment outcomes), work experience/ work placement intervention(s) which: assesses individuals matches them with organisations make organisations aware of participants aspirations agrees real work programmes supports both individuals and	150 work placements with supported skills development leading to 50 sustained jobs	£125,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	<p>organisations throughout placements Supports individuals into employment once volunteering/work placement(s) completed.</p> <p>This intervention will focus on both long term workless and newly unemployed residents.</p>			<p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and other relevant public agencies.</i></p>
Vocational training and support	<p>Providing employment support and advice through structured vocational training, which have a clear route to employment opportunities.</p> <p>Training can include SIA qualification; sports development, coaching qualifications; childcare and social care courses; language support including pre-entry and entry level ESOL (linked to employment outcomes); creative and cultural courses.</p> <p>Training can also include retraining of newly unemployed people to support them back into employment.</p>	<p>250 accredited qualifications, participant learning action plans showing skills development</p>	£200,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10 North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and other relevant public agencies</i></p>
Careers advice/in work support	<p>Providing structured IAG and careers advice that contributes to supporting participants while they are preparing for work and in the workplace.</p>	<p>150 participants receiving support, attending workshops etc</p>	£60,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Improving Access to Psychological Therapies LDA/ESF Co-financing Programme 2008/10</p>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
				<p>North London Pledge Pathways to Work</p> <p><i>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), all appropriate Haringey Guarantee providers and other relevant public agencies.</i></p>
Employer/Business Engagement	Co-ordinated employer engagement approach and delivery including signposting, recruitment/matching service for local businesses, training needs analysis, workforce development, linkages to complementary programmes	200 employers/businesses engaged with Haringey Guarantee programme, receiving advice, offering work placements and guaranteed interviews	£100,000	<p><u>Train2Gain</u> <u>LSC</u> <u>Haringey Guarantee</u> North London Pledge Business and enterprise provision</p>
Evaluation	An embedded and ongoing evaluation of interventions, overall programme approach and management.	Quarterly progress reports; interim and final reports.	£60,000	<p><u>A separate Evaluation Brief is available on Haringey's website.</u></p>
Monitoring	Ongoing performance monitoring of the programme, interventions and projects verifying outputs and spend.	Quarterly performance and progress reports; project monitoring visits; support for projects.	£60,000	<p>North London Pledge monitoring and reporting</p>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
Employment Action Network	Points of access to Haringey Guarantee through neighbourhood and community settings delivered by small team of advisers.	250 residents engaged receiving IAG, employment support and advice leading to 50 sustained jobs	£100,000	Ring fenced council service
Families into Work	Family focussed project of the Haringey Guarantee		£525,000	Ring fenced council service
SUB TOTAL			£2,195,000	
BUSINESS AND ENTERPRISE				
Business Support	To support business sustainability and growth, encourage inward investment and promote entrepreneurship and self employment among residents	Quarterly progress reports; interim and final reports 150 residents supported 150 businesses supported 150 young people supported	£120,000	Employment and skills provision
Olympic & Paralympic Games	To use the Olympic Action Plan to support and co-ordinate existing activity across directorates and to use the Olympics to maximise business opportunities created through The Games to develop an economy that offers opportunities for sustainable employment, enterprise and investment.	Quarterly progress reports; interim and final reports 30 businesses supported to access Olympic opportunities	£15,000	Proposed interventions must be delivered in partnership with Recreation services, Libraries, Arts and other relevant public agencies

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
Economic Downturn	<p>To support business sustainability, new markets and inward investment through the following type of interventions:</p> <ul style="list-style-type: none"> • Stimulating consumer spending and increasing footfall in retail areas • Procurement and supply chain training and opportunities • Access to Finance • Exporting and foreign markets • Affordable workspace • Franchising • Trade associations and business networking. 	<p>Quarterly progress reports; interim and final reports</p> <p>5 projects to support sustainability</p> <p>50 businesses supported</p>	£75,000	Employment and skills provision
Procurement	<p>Develop local supply chain capacity, and the ability for SMEs to access new procurement opportunities, for example through consortia building,</p>	<p>Establish consortia or collaborations</p> <p>Consortia to secure contracts</p> <p>Quarterly progress reports; interim and final reports</p> <p>100 Businesses</p>	£100,000	Employment and skills provision

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS supported	VALUE	RELATED INTERVENTIONS
Town Centres	To maintain the economic vitality of our town centres. Supporting a strong retail, cultural and leisure offer through proactive business engagement and marketing and promotion. Develop and exciting and accessible urban environment and maintain it to high standards of cleanliness and safety	<ul style="list-style-type: none"> • Increase visitor numbers and spending • Quarterly progress reports; interim and final reports • 5 projects delivered • 300 businesses to benefit from project interventions. 	£125,000	<i>Proposed interventions must be delivered in partnership with Haringey Council and other relevant agencies</i>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
VAT & PAYE Registration	To use the national indicator NI171 (new business registration rate) to demonstrate business growth in the economy	<ul style="list-style-type: none"> • Commission projects to sell the benefits/obligations of VAT/PAYE registration • Target to be agreed by GOL) • Quarterly progress reports; interim and final reports • 100 businesses supported. • 30 to achieve VAT registration 	£80,000	Employment & skills provision <i>Proposed interventions must be delivered in partnership with Haringey Council and other relevant agencies</i>
Social Enterprise	To develop a support mechanism for businesses wishing to start-up a social enterprise model and to deliver the objectives of the draft social enterprise strategy, and to assist organisations with access to finance	<ul style="list-style-type: none"> • Training for potential social enterprises • Quarterly progress reports; interim and final reports • 50 businesses 	£50,000	Employment & skills provision Business and enterprise provision <i>Proposed interventions must be delivered in partnership with Haringey Council and other relevant agencies</i>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
		supported		
SUB TOTAL			£600,000	
Contingency	<p>Economic Contingency Fund.</p> <p>Fund to be used to respond to and address significant local effects of ongoing economic downturn. This can include retraining, business support, self-employment initiatives and flexible working initiatives.</p>		£250,000	<p>JCP provision including 5 point pledge and Rapid Response Service</p> <p>LSC funding</p>
TOTAL			£3,040,000	

12. Application Process

All applications for all the interventions (except the Evaluation) must be submitted on the Enterprise Board Intervention Application Form available on Haringey's website. Please submit **TWO copies of your application by post, courier or hand.**

Applications clearly marked **Enterprise Board ABG Programme Intervention Application** must be returned to:

**Haringey Council
Economic Regeneration
2nd Floor, River Park House
Wood Green
London N22 8HQ**

By 5pm Friday 3 April 2009.

Late applications will not be considered.

Tenders for the Evaluation should be submitted as per the guidance on the Evaluation Framework Brief available on Haringey's website.

Tenders clearly marked **Tender – Enterprise Board ABG Programme Evaluation** should be returned to:

**Haringey Council
Economic Regeneration
2nd Floor, River Park House
Wood Green
London N22 8HQ**

By 5pm Friday 3 April 2009.

Late applications will not be considered.

Economic Regeneration will carry out an assessment/ scoring exercise of all applications which will be presented to the Enterprise Board's Appraisal panel in April and then to full Enterprise Board for ratification in early May.

Contracts and delivery

SLA/Contracts will be issued in May 2009.

Monitoring and reporting on your project

Economic Regeneration has to report regularly to the Enterprise Board on the progress of the ABG programme. These reports must include data on beneficiaries, on intervention activities and on total expenditure.

Successful applicants will therefore be required to submit reports at the end of each quarter. Organisations will be given full advice on the information which

must be recorded and reported and the implications for project procedures and systems.

Appeals Procedure

Applicants who have not been selected for funding have the right to appeal. However, the grounds for appeal are limited and follow good practice.

Before considering whether to make an appeal against the decision reached during the selection process, please consider the following appeal guidelines carefully.

Applicants must submit their appeal with 5 working days of the date of their notification letter. Any late appeals that are received will not be considered and the appeal will fail automatically.

Basis for appeals

For an appeal to be considered, the applicant must make a case (by presenting convincing evidence) that the scoring panel and / or appraisers either:

1. Demonstrated bias against the proposed project; or
2. Made a decision that no reasonable person would make

A simple disagreement with the score will not suffice – most disappointed applicants tend to think that their bid deserved a higher score – nor will repetition of information already provided in the application. No new information can be considered, but clarification of an answer could be relevant.

Procedure

1. All appeals will be passed to the Regeneration Manager, who will assess the applicant's case. If suitable grounds for appeal are presented, the application will be passed for rescoring by an officer who did not score the application originally.

This rescore could result in an increase, decrease or no change in the total score.

2. This assessment will be forwarded to the appraisal panel. The panel will be made up of members of the Enterprise Theme Board Sub-group tasked with assessing the original applications. If the score is higher than the original score, this panel will then assess the project's fit to the measure under which it applied and its strategic fit to the programme as a whole.

The results of the appeal process will be conveyed to the applicant organisation, with reasons for the decision. Should the appeal be successful the project initiation process will commence as soon as possible.

Further advice and support

If you require any further advice and support with this commissioning process please contact:

Haringey Council Economic Regeneration Team

Tel: 020 8489 6914

Email: economic.regeneration@haringey.gov.uk

Appendix 2: Draft project application form

Enterprise Partnership Board ABG Project Pro Forma 2009/11	
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Project Title:		Address:	
Project Manager		Telephone:	
Job Title:		Email:	
Organisation(s):			

1. Please provide a description of the project in full including how the project will address the tender specification for which you are bidding:

2. What problems / issues currently exist that mean there is a need for this project and what innovative approaches will be taken to tackle these?

3. What are you hoping to achieve with this project during 2009/10 and 2010/11, please include headline outcomes and outputs.

4. How will this project add value to or influence existing services?

5. It is important that the ABG funded projects work together in partnership. Please explain how this project will contribute to an effective partnership approach.

6. Please explain how the project will meet the performance targets identified in the prospectus and how this will be demonstrated

7. The ABG is also expected to help deliver Haringey's strategic approach to tackling worklessness and enabling business support and enterprise. Please explain how this project will do this.

8. Please detail your measurable outputs, that will be supported by evidence, that you hope to achieve over the next two financial years.

9. What do you expect to be the longer term outcomes for the project?

10. How will this project be evaluated to ensure that the approach taken and the outputs and targets achieved are appropriate?

11. Please show which partners you have consulted in the developing your application and show details of all funding and in-kind support received by the project (excluding ABG):

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12. What is the level of funding sought for this project? Please provide a breakdown on the table below:

Year	Salaries		Beneficiary Costs		Other Costs		Total
	<i>ABG</i>	<i>Other Funding</i>	<i>ABG</i>	<i>Other Funding</i>	<i>ABG</i>	<i>Other Funding</i>	
2009/107							
2010/11							

13. If this project is funding salaries please provide details of each post on the table below:

<i>Job Title</i>	<i>Approx. Annual Salary (inc. on-costs)</i>

KEY RISKS			
Potential Risk and Owner	Impact (H/M/L)	Probability (H/M/L)	Mitigation Plan Summary

Appendix 3: Draft Haringey Guarantee evaluation tender brief

Introduction

Haringey's Enterprise Partnership Board, as part of the process of allocating its Area Based Grant allocation, is commissioning projects that fall under the Haringey Strategic Partnership's (HSP) flagship employment programme, the Haringey Guarantee, and the Board requires an embedded evaluation to be undertaken for the period April 2009 to March 2011.

This brief forms part of the Enterprise Board's commissioning prospectus and plan for 2009-2011, sets out the specification for the evaluation and invites tenders based on this specification. The main commissioning prospectus and plan is available on the Haringey Council website and should be read alongside this document. [\[link\]](#).

The Haringey Guarantee

The Haringey Guarantee is the HSP's flagship employment programme. Established in 2006 the Haringey Guarantee works with employers, schools and colleges, skills training providers, employment services and local communities to deliver:

- Jobs for unemployed local people who already have skills to a level required by employers
- Jobs for local people with relevant skills following completion of training courses and/or work placements
- Routes into structured, relevant, training and education for local young people
- Support for local businesses by providing a local committed and skilled workforce

We offer a guarantee in three parts:

4. That our **local residents** will receive high quality information, advice and guidance, tailored education and training, and guaranteed interviews for job opportunities.
5. That **delivery partners and providers** will deliver high quality, focused and professional services to jobseekers and employers.
6. That for **businesses** we will produce committed trained workers to meet recruitment and skills needs.

Since the Haringey Guarantee's establishment the programme has been successfully in engaging with over 2,000 residents and supporting over 200 into sustained employment.

We know that the success of the Haringey Guarantee has been acknowledged by our residents. A recent survey of Haringey Guarantee, participants found that:

- 95% believed the quality of support they received was either good or very good.
- 95% believed their needs were at least partly met.
- 81% felt that the support they received from the Haringey Guarantee helped to improve their employment prospects

Also, some 89% of employers felt they received excellent or good support from the Haringey Guarantee team.

We want to build on the success of the Haringey Guarantee by extending and deepening its focus. The evaluation will be crucial in helping us to assess the success of our interventions over the next two years.

The Evaluation

Purpose

The purpose of the evaluation is not only to assess the programme's success in meeting its objectives but to highlight good practice, lessons learned and identify areas for further development and focus.

Aims

The key aims of the evaluation are to assess:

- The effectiveness of the Haringey Guarantee.
- Whether the Haringey Guarantee principles are being put into practice.
- If the Haringey Guarantee principles are correct.
- If there are any missing Haringey Guarantee principles.
- The effectiveness of partnership arrangements (delivery and strategic partners).
- The strength of the Haringey Guarantee brand.

Other key aims include:

- Establishing with the Enterprise Board a framework to measure progress against objectives.
- Increasing the knowledge base around how successful employment interventions can support the regeneration of Haringey's most deprived neighbourhoods (and the wider borough) and improving delivery and strategic practices.
- Tracking participants through the programme (including those participants who leave the programme prematurely) and assessing individual and group outcomes.
- Seeing what has been achieved (intentionally and unintentionally) and what impact the programme has had
- Sharing experiences - identifying good practice
- Identifying strengths and weaknesses
- Reporting to partners.

The evaluation will need to have regard to the business and enterprise projects that are part of this commissioning process and the [Families into Work](#) project, the HSP's pilot project to test a family based approach to tackling worklessness.

Methodology

Methods **must** include but **are not restricted** to:

- Surveys and questionnaires
- Interviews with key officers, partners, residents and employers
- Observation of meetings and events
- Focus groups
- Participatory methods, involving local people, service users and key stakeholders in collecting information

Innovative and creative approaches to surveying and tracking both participants and non-participants of the programme (including participants who have left the programme prematurely) are particularly invited.

Outputs and Outcomes

- Quarterly progress and highlight reports
- Interim report (March 2010)
- Final report (March 2011)

Budget

A total budget of **up to £60,000** is available for this evaluation.

Evaluator Specification

Tenders for this evaluation are invited from experienced and/or local evaluators who have:

- Experience of evaluating (or the capacity to develop) complex regeneration interventions and programmes.
- Experience of practice and delivery in interventions tackling worklessness.
- Knowledge of current and developing national, regional and local policy relating to regeneration and worklessness.
- Knowledge and experience of innovative and creative approaches to evaluation.
- Knowledge of the economic and social profile of Haringey.
- Knowledge of local factors pertaining to worklessness in Haringey.

Tenders

Submission of tenders

Tenders to carry out the above evaluation should comprise no more than 8 sides of A4 and comprise the following:

- Details of relevant experience including examples of two similar evaluation projects undertaken.
- Outline methodology, including details of approach, evaluation framework, proposed timescales and methods to be used.
- Statement of experience and qualifications of key personnel in the team and an indication of the number of days each will devote to the contract.
- Detailed budget.
- Details of two referees.
- Five copies of the tender should be submitted in a single envelope. Only hard copies delivered by post, courier or hand will be accepted. Documents submitted by fax or email will not be accepted.
- All envelopes should be clearly marked: **Tender – Haringey Guarantee Evaluation.**
- **Tenders should be returned to:**

**Haringey Council
Economic Regeneration
Employment & Skills Team
2nd Floor, River Park House
Wood Green
London N22 8HQ**

By 5pm Friday 3 April 2009.

Late applications will not be considered.