



Haringey Enterprise Partnership Board

Enterprise Commissioning Prospectus and Plan 2009 to 2011

March 2009

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Enterprise Partnership Board 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. Our approach

Through this commissioning process we have and will be adopting the following principles:

1. Analysis of current service delivery and identification of unmet need to have a clear understanding of the outcomes we expect to be delivered
2. Planning how to fund activities and develop the approach to secure our desired outcomes
3. Sourcing the most appropriate providers to deliver our desired outcomes
4. Monitoring and reviewing performance against our desired outcomes and adapting our approach where necessary.

We would expect any successful applicants who enter into any sub-contractual arrangements to also abide by these principles

4. 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**

There are six key HSP theme boards that work to deliver the outcomes outlined in the Sustainable Community Strategy:

1. Better Places
2. Children and Young People's Strategic Partnership
3. Enterprise
4. Integrated Housing
5. Safer Communities
6. Well-Being

The interventions outlined in this commissioning prospectus although being directly linked to the work of the Enterprise Board, will also link across to the work of the remaining five theme boards.

5. 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

6. 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.

7. 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](#) 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](#), 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 draft [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.

Business Support Simplification and the Government's Solutions for Business

The Business Support Simplification Process (BSSP) is the Government's attempt to rationalise the plethora of publicly funded or backed business support programmes available nationally and locally. The initial framework was launched early in 2007 and was followed by a consultation exercise in the summer of the same year. Last March, coinciding with Budget 2008, a summary document entitled [Simple Support, Better Business: Business Support in 2010](#) was published.

BSSP maps all the publicly backed business support activities across Britain and streamlines them into a common framework of activities that can be

clearly identified regardless of where they are accessed. This framework is then accessed through regional Business Link contacts. In part BSSP is about branding as much as it is about rationalisation. This is a response to poor take up of some national schemes, while similar local schemes are successful. Some brands will remain such as Train to Gain and UK Trade and Industry (UKTI). The principle goal is to have no more than 100 support activities – cut down from over 3,000 at present.

New London Development Agency Investment Framework

As part of the recasting of the London Development Agency (LDA), a new investment function is required. Future investment will focus upon JOBS, SKILLS and SUSTAINABLE GROWTH. The new programme will run from 2009 to 2013 – encompassing the Olympics. The LDA's investment framework will support the objectives shared with the Mayor of London, namely:

- Growth and development for London and achieving a low carbon economy
- Working with business to remove barriers and enable all Londoners to access employment
- Creating the conditions for business growth and productivity in London

Throughout all activities strong links will be made, or will need to be made, with the securing of the Olympic Legacy and realising the benefits of Crossrail.

The growth agenda will focus upon facilitating the improvement of the built environment, improving transport and accessibility and developing sustainable communities and the environment. There is a focus on developing outer London and Town Centres as growth hubs.

The skills agenda has three strands, the implementation of the London Skills and Employment Board delivery plan, investing in young people and delivery high quality affordable childcare – the latter to facilitate access to employment and also to give children a platform for learning and developing.

The jobs agenda focuses on the creation of employment opportunities through business growth. The role out of Business Support Simplification is a major factor along with innovation and collaboration.

The LDA sees business as a key partner, because it is the principle creator of jobs and a driver of economic growth. Business will play a key role in the development of an Economic Development Strategy. There is also an important role for the London boroughs, because they are best placed to provide local knowledge of needs and priorities. As such the LDA will seek to support the boroughs delivery of their Local Area Agreements and place shaping agendas. Also, because they are best placed in their fields, the Learning and Skills Council (LSC), JCP and the third sector will play a key role in shaping policy and delivery within their respective fields. This also certainly includes the Homes and Communities Agency.

Haringey Compact

A Compact is an agreement between the local council, other public sector agencies, and local voluntary and community sector organisations. It can also include the local private sector.

Haringey's Compact was officially launched in June 2006, titled [Working BETTER Together](#), and identifies the following principles to improve partnership working:

- Improve volunteering
- Valuing the role of BME, Voluntary and Community Groups
- Recognising the role of young people
- Good practice in funding and procurement
- Good practice in communications and consultation
- Promoting partnerships

The document has the following key objectives:

- To promote equality and strengthen voluntary activity throughout the borough
- To recognise and support the vital and unique role that voluntary and community groups play in the lives of Haringey's residents
- To give the voluntary and community sector a real voice in decision and policy making, and service delivery
- To develop a consistent approach to the funding of local voluntary and community organisations
- To assist local public, voluntary and private sector organisations to develop meaningful partnering arrangements
- To simplify public sector processes and procedures, encouraging effective ways of joint working
- To put in place a robust and trustworthy mediation process to sort out disagreements when things go wrong.

The approach identified in this commissioning prospectus and plan has and will adhere to the principles of the Compact and, as such, will be 'Compact Proof.'

8. 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 December 2008) reaching 1.97 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, 26,010 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 12.3 per cent and 11.5 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 70 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 5 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

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).

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 10 of this document.

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 figures from the Department for Work and Pensions (DWP), 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 Greater London Authority (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

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.

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.

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 8,000 businesses, the majority of which are Small And Medium sized Enterprises (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.

For Business and Enterprise our priority is to build upon a culture of entrepreneurship and business growth in the borough. The boroughs stock of VAT registered enterprises has steadily risen year on year, from 5,150 in 1994 to 7,140 in 1998. With the release of the combined dataset of VAT and PAYE registrations – the dataset for NI 171 in our basket of LAA indicators – the trends show that the registration rate has increased from 66 (newly registered businesses per 10,000 population) in 2002 to 83.1 in 2007.

Going forward we have proposed a challenging target to raise our performance relative to the London wide average. As a result of this, we will

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.

expect business support provision that we commission to further develop the spirit of enterprise in the borough, and to promote equality by encouraging key groups in the Black, Asian and Minority Ethnic (BAME) communities, amongst women and those with disabilities.

At this time of recession, there are significant opportunities for new business to adopt a social enterprise model. Increasingly there is an appetite for more ethical and community driven business practice and through the use of the SROI tool (Social Return on Investment) the benefit to the community can be measured. Through this prospectus we will seek to expand the diversity of our business community to include social enterprises.

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 1,348 (22 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-employment) to support residents, who have lost their jobs as a result of the recession, back into work. **However, the overwhelming focus of our tackling worklessness interventions will remain on supporting our residents that are furthest from the labour market.**

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.

9. 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 8 of this document.

10. 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 LDA's 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

As mentioned earlier in this document, 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 look to support residents, local businesses and the Third Sector in Haringey respond to the increased challenges of the economic downturn.

We will publish more details about the application criteria for this contingency fund by the end of June 2009.

11. Applications criteria

- i. 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 proven track record of delivering interventions around tackling worklessness and/or boosting enterprise. 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:
 - Economic development and prosperity in town centres
 - Food and drink
 - Retail and distribution
 - Sports, leisure and tourism
 - Creative industries
 - Professional services (including ICT, legal and financial services)

- ii. 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)

- iii. 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.**

- iv. 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.**
- v. Whilst the total amount of funding available covers a two year period **we will consider projects that last from three months to two years and will expect project costs to reflect the determined duration.**
- vi. 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%**

12. 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	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) Haringey Council Area Action Plans 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), the main secondary school in the target neighbourhood(s), all appropriate Haringey Guarantee providers and relevant public agencies</i>
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	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans 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
				<i>Proposed interventions must be delivered in partnership with the interventions listed above (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) Haringey Council Area Action Plans 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	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. Projects must demonstrably provide	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) Haringey Council Area Action Plans 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
	tailored support to various disadvantaged groups including disabled people, long-term benefit 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>Proposed interventions must be delivered in partnership with the interventions listed above (where appropriate), Haringey Council, all appropriate Haringey Guarantee providers and 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) Haringey Council Area Action Plans 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	150 work placements with supported skills development leading to a minimum of 30	£125,000	Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	<p>make organisations aware of participants aspirations agrees real work programmes supports both individuals and organisations throughout placements Supports individuals into employment once volunteering/work placement(s) completed. This intervention will focus on both long term workless and newly unemployed residents.</p>	sustained jobs		<p>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>
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>	250 accredited qualifications, participant learning action plans showing skills development	£200,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans 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	Providing structured IAG and careers advice that contributes to supporting participants while they are preparing	150 participants receiving support, attending	£60,000	<p>Business and enterprise provision CoNEL expanded advice and guidance service Employ ULV</p>

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
	for work and in the workplace.	workshops etc		<p>Families Into Work Flexible New Deal (from 2010) Haringey Council Area Action Plans 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>
Employer/Business Engagement	Co-ordinated employer engagement approach and delivery including signposting, recruitment/matching service for local businesses (including the Third Sector), 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>Business and enterprise provision Haringey Council Area Action Plans Haringey Guarantee LSC North London Pledge Train2Gain</p>
Evaluation	An embedded and ongoing evaluation of interventions, overall programme approach and management.	Quarterly progress reports; interim and final reports.	£60,000	<u>A separate Evaluation Brief is available on Haringey's website.</u>
Monitoring	Ongoing performance monitoring of the programme, interventions and projects verifying outputs and spend.	Quarterly performance and progress reports;	£60,000	<u>A separate Monitoring Brief is available on Haringey's website.</u> The monitoring of the Haringey Guarantee must

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
		project monitoring visits; support for projects.		link to and complement monitoring of the North London Pledge monitoring and reporting
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 Haringey Council Area Action Plans
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	Quarterly progress reports; interim and final reports 30 businesses	£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
	to develop an economy that offers opportunities for sustainable employment, enterprise and investment.	supported to access Olympic opportunities		
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 • Supporting Third Sector organisations respond to the downturn 	<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 Haringey Council Area Action Plans

INTERVENTION	INTERVENTION DESCRIPTION	MINIMUM OUTPUTS AND TARGETS	VALUE	RELATED INTERVENTIONS
Procurement	Develop local supply chain capacity, and the ability for SMEs to access new procurement opportunities, for example through consortia building,	Establish consortia or collaborations Consortia to secure contracts Quarterly progress reports; interim and final reports 100 Businesses supported	£100,000	Employment and skills provision Haringey Council Area Action Plans
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	Employment and skills provision Haringey Council Area Action Plans <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 Haringey Council Area Action Plans <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	Business and enterprise provision Employment & skills provision Haringey Council Area Action Plans <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. Support for Third Sector organisations as employers and businesses will also be funded through the contingency fund.</p>		£250,000	<p>Business and enterprise provision JCP provision including 5 point pledge and LSC funding Rapid Response Service</p>
TOTAL			£3,040,000	

13. 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 review the applicant's case. The application will be passed for rescoreing 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. Reports on all appeals and assessment will be forwarded to the **Enterprise Partnership Appraisal Panel**. This panel **will make final decisions on assessments, recommendations for funding and appeals**. 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