

Meeting: Enterprise Partnership Board

Date: 3 March 2011

Report Title: The Future of Economic Development

Report of: Marc Dorfman – Assistant Director, Planning, Regeneration and the Economy

Purpose

To update the Enterprise Board on implications/options for the future of Economic Development services following budget reductions and new strategic priorities.

Summary

Haringey Council and the HSP are facing substantial budget reductions following the Government's Comprehensive Spending Review in October 2010 and the local government funding settlement of December 2010.

In responding to these the Council has rethought its strategic priorities and vision and has to implement serious budget reductions across all theme boards and services.

Enterprise initiatives and Economic Development services are being impacted and changed to reflect reduced funding and new priorities which will result in new joint offers around Local Economic Partnerships (LEP) involving North London Strategic Alliance and North London Business, developing a Shared Economic Development Service for Haringey and Waltham Forest, ending the current Enterprise ABG programmes with transitional funding for the Haringey Guarantee to continue as a reduced core service engaging with local delivery of the Government's national Work Programme.

This report sets out the background and context, developments on a north London LEP, updates on a new shared service, updates on current Enterprise programmes and outlines the reduced Haringey Guarantee programme in 2011/12.

Legal/Financial Implications

N/A

Recommendations

That the Enterprise Board note this report and approve recommendations around development of North London/Anglia LEP, development of a Shared Economic Development Service, transitional funding arrangements for the Haringey Guarantee and engagement with the Government's Work Programme.

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1. Background

Haringey Council and the Haringey Strategic partnership, as with all local authorities, are facing substantial spending reductions in 2011 onwards and this is/will impact on the future of Haringey's Enterprise Board commissioned programmes of activities and interventions and on the future shape and delivery of economic development services.

The Government's Comprehensive Spending Review (20th October 2010) has placed an enormous challenge on local authorities and other public services to reduce spending over the next few years. Many grants have been trimmed or cut completely, which includes grants that make up the Area Based Grant (ABG) and as a result the ABG will no longer exist after the 31st March 2011. There have also been significant changes in the way council's will receive their funding which will create additional financial pressures on the Council.

The Government released the detailed local authority financial settlement on 13th December 2010 and following this it became clear that Haringey's financial settlement is worse than originally anticipated. The Council will need to reduce its budget by approximately £87 million over the next three years – with more than half of those savings, £46 million, having to be found next financial year, 2011/12, due to the 'front-loading' of these cuts.

In responding to these cuts the Council is setting out a new direction as set out in the Rethinking Haringey document. Rethinking Haringey sets out the challenges facing the council and the council's plans to transform its approach to delivering services, adapting them to meet the changing needs of residents and targeting them at those who need them most.

The new vision is "One Borough One Future: Reducing inequalities – working for a better society" with the aim of sustaining and improving the life chances of residents, especially those who are most vulnerable, and develop a borough which is a good place to be born, learn, work, have fun and grow old.

There are 5 outcomes:

- Thriving
- Healthier
- Safer
- Sustainable
- Empowered

Outcome 1, Thriving, is the most pertinent outcome for the Enterprise Board.

Outcome 1 Thriving

Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty; providing a balance of different types of home which offer quality, affordability and sustainability.

Budget reductions and new strategic thinking means developing new ways of working and new innovative approaches to delivering economic development in Haringey and in North London.

New approaches being explored include:

- a new sub-regional Local Economic Partnership led by NLSA/NLB
- a Shared Economic Development Service for Haringey and Waltham Forest
- ending current Enterprise ABG programmes
- the Haringey Guarantee being reduced and reshaped for local delivery of the Government's Work programme

2. Developing a north London LEP - NLSA/NLB and LAEP

Local Enterprise Partnerships (LEPs) was a policy initiative in the Conservative Party manifesto, but now being brought forward as coalition government legislation. Essentially it is an opportunity to localise the functions of the RDAs in the form of a partnership between business/private sector and local authorities.

LEPs are about the ability to create investment and service vehicles that can support and deliver local and sub-regional visions for economic growth. Local Authorities have an opportunity to build a formal cooperation platform with local enterprise that can attract and generate investment in the local and sub-regional economy as the public sector shrinks.

The first 30 LEPs to be formally approved by the Department for Communities for Local Government (CLG) were all outside London (aside from Croydon's inclusion in the Coast to Capital LEP with Brighton, Sussex and Surrey). The hiatus in London was a result of ongoing deliberations by the Mayor as to his preferred policy position.

A preferred position was adopted and the Mayor submitted a London-wide LEP proposal to CLG, endorsed by London Councils. Two other sub-regional

proposals were submitted, from the Thames Gateway Partnership and the London Anglia proposal from NLB and NLSA.

On 17th February, the Mayor's LEP proposal was approved by CLG. The press release made no mention of the status of the two sub-regional proposals.

The London Enterprise Partnership will identify opportunities for business and economic growth, innovation, training and job creation. It will also make the case to central Government to ensure London receives its fair share of funds to support economic development. It will be co-chaired by the Mayor and a leading member of the capital's business community.

The governance arrangements are still to be fully detailed and agreed. London Council's is working with the Mayor's office to ensure adequate representation of the borough's across London. It is expected that the remaining economic development capabilities of the outgoing LDA will form the base of the new LEPs operational capacity.

The London Anglia LEP proposal submitted by NLB and NLSA would have formed a partnership of local government and business down the Lea Valley from Harlow to Hackney. This would expand on a long running commitment to the economic development of the Upper Lea Valley as an area of shared economic geography.

A London Anglia Enterprise Partnership report is appended at Appendix 1.

3. Shared Service

Establishing a shared economic development service in Haringey and Waltham Forest would look to increase efficiency and reduce costs through delivering a single service across two boroughs.

The single shared service would be implemented in a phased process:

- **Phase 1 - closer joint collaborative working** across the 2 borough services including initial work on a joint economic development strategy **from January 2011. Development of full business case following Compatibility Analysis and Implementation and Engagement process by March 2011.**
- **Phase 2 – shared joint economic development service** with joint Head of Economic Development overseeing the service and strategic commissioning with commissioning leads for each borough and a soft split between commissioning and operational delivery **by June 2011**
- **Phase 3 – single strategic commissioning economic development service with operational delivery outsourced into a social enterprise established by December 2011.**

The first phase of developing alternative models for delivery will be closer collaborative working between the two borough services with Phase 2 being the establishment of the new shared service. Phase 3 will include the establishment of a social enterprise for operational delivery.

Phase 1 - Development of full business case and model via Compatibility Analysis and the Implementation and Engagement Process

In the last quarter of 2010/11 January – March 2011 work on developing the full business case and model for the shared service based on the approach and processes set out in the agreed Memorandum of Understanding between Haringey and Waltham Forest on Shared Services will be undertaken.

This work will include a **Compatibility Analysis** – high level evaluation - looking at Strategic Fit, IT systems, Processes, Staff arrangements, Governance, Service standards, Cost Sharing, Risks, and Organisational Arrangements and once this is completed progressing through **the Implementation and Engagement Process** including a full business case and design of the new shared service.

Phase 2 – a Shared Service

This service would see the collapsing of current provision in both boroughs to be replaced by a new slimmer service.

Phase 3 - A Social Enterprise

As local authorities retract and refocus on core statutory services over the next few years it is inevitable that more non-statutory services will be delivered by organisations external to local councils.

Economic development and regeneration is currently and will remain a priority for both boroughs as they recognise the importance of tackling worklessness and supporting local businesses in order to deliver economic prosperity through job creation and enterprise. However in light of changing policy priorities and spending reductions it is not a requirement of local authorities to deliver economic development delivery services themselves and this can be outsourced to a local provider through establishing a new social enterprise based on the operational delivery elements of the shared service in Phase 2.

4. Enterprise Programmes

The Enterprise Board commissioned interventions and programmes of activity in 2008 to tackle worklessness and to support business and enterprise. These programmes run until 31 March 2011 and will then cease although some transitional funding has been requested to enable the Haringey Guarantee to continue as a reduced core service engaging with local delivery of the Government's national Work Programme.

Programme updates are:

4.1 Worklessness

The main programmes tackling worklessness in Haringey are The Haringey Guarantee, Families into Work, The North London Pledge, Future Jobs Fund and School Gates Employment Initiative.

Haringey Guarantee

A new programme for 2009-2011 was commissioned in April/May 2008 and this programme continued to deliver in 2010/11 albeit with a reduced budget and minus some projects decommissioned in 2009/10 and not replaced. However performance has been very good to end of Quarter 3 December 2010 and we can report **239 job starts since April, 152 sustained jobs plus 103 work placements and 235 skills outputs.**

Families into Work

Families into Work has continued to deliver over the first 3 quarters and has now exceeded achieved its lifetime target of engaging with 100 families with **140 families engaged and has supported 30 people into sustained jobs** with 48 residents on training courses and 67 have undertaken work placements.

North London Pledge 2

Haringey Council lead on a LDA funded pilot Sustainable Employment programme on behalf of the ULV boroughs – Haringey, Enfield and Waltham Forest. The programme builds existing programmes in each of the boroughs – Haringey Guarantee, Enfield Jobsnet Waltham Forest Worknet.

The programme targets longer term JSA and IB claimants (more than 6 months) and all Lone Parents claiming out of work benefits and focuses clearly on supporting people into sustained jobs lasting at least 26 weeks

The programme commenced delivery on 1 February 2010.

Total funding is £2million and will run for 18 months from commencement. The programme has targets of supporting 400 workless residents of the ULV into employment.

Haringey has local targets of supporting 400 participants, 200 job starts and 134 sustained jobs (26 weeks) delivered by current commissioned Haringey

Guarantee partners and providers. To date **we have achieved 477 programme starts, 190 job starts and are working on verifying sustained jobs outputs.**

At the end of December 2010 Enfield had 238 programme starts and 87 job starts and Waltham Forest 137 programme starts and 15 job starts.

Future Jobs Fund

Haringey Council has led on a successful partnership Future Jobs Fund that started creating new jobs from February 2010. To date 202 jobs have been filled.

School Gates Employment Initiative

The Child Poverty Unit announced in October 2009 a new School Gates Employment Support Initiative which runs until April 2011. Its goal is to increase the amount of employment and enterprise support provided to parents in and around their child's school. The Employment & Skills team, JCP and Children's Services have agreed a project plan targeting schools in the east of the borough focussing on JCP and Families into Work/Employment Action Network advisers have been delivering employment support and advice throughout 2010 in 8 primary schools with high proportions of children living in low income working and workless households.

4.2 Business & Enterprise

The current ABG Business support programme will end on March 31st 2011. Over the past two years a number of projects have been commissioned to deliver support activity to start up and existing businesses to encourage job creation, business growth and sustainability. This activity has included one to one business mentoring, specialist support for BME business and support to SME's to access mainstream funding and procurement opportunities.

Interventions funded through the programme have also supported the growth and development of six town centre business forums and the Haringey Business Board. The forums have also been funded to deliver initiatives to market local business's and increase town centre footfall. The increased contact between the council and local business community has enhanced and enabled relationships between the two, with the forums being a prominent voice in any public consultation undertaken by the council.

In 2010-11 £71,000 was allocated from the programme to support the growth of a Credit Union in the borough.

Figures from March 2010 to December 2010 show that 359 businesses have been supported through town centre initiatives with town centre forums attracting 65 new members. A further 130 businesses, 86 residents and 32 young people have benefited through other business support activity.

4.3 Termination of ABG Programmes

ABG as a separate ring fenced funding stream ends at 31 March 2011 and this will mean the end of the current Enterprise commissioned programmes Haringey Guarantee, Families into Work and Business and Enterprise.

A process on consultation around ceasing funding to partners and providers has been agreed across the Council. In order to make informed and equitable decisions regarding proposed reductions to funding, criteria have been developed by council officers in conjunction with the legal department to assist in making decisions on future funding of organisations given the financial pressures the Council is now under following the cuts in funding by the Government. The criteria will form the basis of provisional decisions on funding allocation to organisations, decisions which will then be subject to consultation. It should be noted that the criteria itself shall be monitored throughout the consultation process in order to give due regard to its impact on protected groups under the Council's equalities duties. Consultees will be advised that the criteria are subject to the consultation process and equalities impact assessment.

All Enterprise commissioned projects have received a consultation letter dated 14 February 2011 setting out criteria to be applied and agreed by the Chair of the Enterprise Board together with their individual score and indication whether they may or may not receive any funding in 2011/12. (Funding in 2011/12 will only apply to projects continuing as part of a reduced core Haringey Guarantee programme linked to the government's Work Programme as set out below.) The consultation period will run until 14 March 2011 and organisations/projects are invited to make representations on the criteria adopted and views on the Council's proposal to cease funding.

A full Equality Impact Assessment on this will be carried out during the consultation period.

The criteria applied are appended at Appendices 2 and 3.

5. Haringey Guarantee transitional funding and Work Programme local delivery

£700,000 savings from the 2010/11 programme of £1.2million have been agreed and a case has been made for the remaining £500,000 to be used as transitional funding for the Haringey Guarantee programme.

It is proposed to run a reduced core Haringey Guarantee programme in 2011/12 which is consistent with the priorities as set out in Rethinking Haringey. Working to Outcome 1, Thriving, of Rethinking Haringey - to provide employment opportunities and reduce poverty and low income - the core programme will focus on supporting local residents into employment.

This core programme will be based around core teams and projects offering employment support and advice, work placements and job brokerage; the reduced programme will be focussed on employment support leading to sustained employment and will include delivery partners with the best strategic fit, best performance, value for money plus local presence and connection (the criteria are set out in Appendices 2 & 3.) This will include the LDA 4 Star rated EAN team based in Northumberland Park combined with the

innovative Families into Work project, the successful work placements provision, the NHS led Working for Health focussing on health conditions, IB and disability, and a local LDA 4 star rated job brokerage based in Tottenham with excellent links to BME businesses

This will enable the programme to engage with and win sub-contracts for local delivery from the Government's new national programme to tackle worklessness – the Work Programme. Additional projects and provision including skills development can and will be brought onto the programme once any sub-contracts with the Work Programme are secured.

The Work Programme's main objective is to end all existing welfare to work programmes (mainly Flexible New Deal and Pathways to Work) and to create a single welfare to work programme to help out of work benefit claimants get back into work. The Work Programme will provide a single, personalised welfare to work programme for all client groups, delivered through contracted out provision.

The Government is aiming to have the Work Programme in place nationally by the summer of 2011. Once the Work Programme is implemented it will supersede much of the raft of national programmes currently on offer and these will be phased out.

The Work Programme will give providers longer to work with individuals (up to two years) and greater freedom to decide the appropriate support for them. It will offer significant opportunities for contractors from the private and voluntary sectors to deliver flexible and personalised support, building appropriate partnerships to do so.

Officers from Economic Regeneration have led discussion with potential Work Programme Prime Contractors around sub-contracted local delivery and have secured 4 contract offers from the 9 bidders in the West London Contract Package Area which includes Haringey. Contract offers have been received from A4E, BBWR (includes Remploi), Eaga, Skills Training UK. The other 5 are larger private sector deliverers - Reed in Partnership, Ingeus, CDG, Seetec, Atos - who will seek to undertake local delivery without the Haringey Guarantee.

The 4 contract offers vary from £1.99m over 5 years to £6.76m over 6 years dependent on the number of client referrals and the size of management fees and profit margins of the Prime Contractors.

The outcomes of Prime Contract tenders will be announced on 15 April 2011 and this will lead to further detailed negotiations with any/all of the successful bidders. These negotiations will determine the size and shape of any future Haringey Guarantee programme.

The Enterprise Board should note that the Work Programme is a **mandatory programme** and as such providers (including the Haringey Guarantee) will have responsibility for ensuring that participants comply with the conditionality imposed on them. **As with other programmes of this nature failure to**

comply with these conditions can lead to participants being sanctioned through loss of benefits.

Appendices

1. London Anglia Local Enterprise Partnership
2. ABG Funding – Generic criteria
3. ABG Funding – Urban Environment/Enterprise Criteria

Appendix 1

London Anglia Enterprise Partnership Report

INTRODUCTION

Both the Leaders' Board of NLSA and the board of North London Business are committed to the formation of a business-led enterprise partnership for an area covering Hackney Wick, Old Street to Finsbury Park north to Stansted Airport and the fringes of Cambridge in the north. This London Anglia Enterprise Partnership will be a formal part of London's Enterprise Partnership, recognised by government and supported by business.¹

NLSA together with NLB are working to form the London Anglia Enterprise Partnership. Firstly, borough LSPs will be invited to nominate business leads to be co-opted on to an interim board which will oversee an open and transparent recruitment of businesses to the full board of the LAEP. The interim board will also approve an outline business plan.

This paper sets out proposals for the main priorities of the LAEP, it is hoped that the interim board will meet for the first time soon after Easter. These priorities are, rightly, derived from previous work of NLSA and NLB. Over the next year to 18 months they will be developed to reflect the opportunities of the whole corridor, with boroughs and districts working together to promote enterprise and jobs growth and higher employment rates within the corridor.

OUTLINE VISION

By 2030 London Anglia will be an attractive and vibrant sub-region which comprises well-connected and sustainable communities which respect their natural assets and heritage and where people and businesses can thrive and realise their aspirations.

OBJECTIVES

Arising from this vision, the strategic objectives for London Anglia are to:

- support people and businesses to fulfil their potential and make a positive contribution to their local communities;
- strengthen town centres and suburbs to ensure they provide safe and thriving places for people to live, work and do business;
- maximise the potential of regeneration and opportunity areas to support enterprise and deliver new homes, jobs and sustainable communities;
- drive the transition to a low carbon economy and maximise the economic opportunities that this will create

¹ The boroughs are: Enfield, Hackney, Haringey, Islington, Redbridge and Waltham Forest. Districts are: Broxbourne, East Herts, Epping Forest, Harlow and Uttlesford. Subject to member agreement, for the first year the districts, which are all members of their respective county LEPs will be associate members of the London Anglia Enterprise Partnership. All district leaders have written in support of joint work with the London Anglia Enterprise Partnership.

- protect and preserve natural and built assets and ensure that they are accessible to all;
- develop an excellent transport network which facilitates the sustainable growth of the sub-region and one which ensures that everyone has access to opportunities.

Under these objectives the following activities are proposed for 2011/12:

ECONOMY AND ENTERPRISE:

- Prepare a prospectus which sets out North London's offer and response to the drive towards a low carbon economy;
- Project manage feasibility study to investigate the commercial case for a decentralised energy network in the Upper Lee Valley and take forward to commercial viability and, subject to studies, implementation;
- Lobby the Mayor for an exemplar green industries project and the supporting infrastructure to be located in north London
- In conjunction with NLB and UCL, develop a strategic case for the creation of cluster hubs for knowledge-based start ups with particular focus on green enterprise;
- Develop bid for innovation centre based on green enterprise;
- Work in conjunction with Social Enterprise London to support social enterprises
- Develop effective partnership arrangements and agree areas for joint action to deliver the Sub Regional Transport Plan and collaborative working to develop and implement smarter travel initiatives
- Support boroughs to improve joint working, particularly in the areas of procurement and management resources, by identifying potential opportunities and agreeing projects;
- A full inward investment service account managing enquiring investors who wish to locate or invest in the borough.
- The maintenance of a panel of estate agents to provide a property search service – chargeable to Agents.
- Presenting a proposition to the new London-wide promotional agency in terms of business investment, visitor investment and other opportunities including case handling referrals from the new Agency.
- Working with the property sector where funded by property clients thereby rebalancing the work of North London Business towards the business sector away from the property sector.

- Provision of quarterly reports on businesses moving into the Borough.
- Introducing all new businesses to job creation/placement/ apprenticeship agencies;
- Maintaining a business board in each Borough with a broad membership of businesses with that covers the business population of the borough, including maintaining a website and database of members.
- Arrangement of sponsored business breakfast for Top 20 Business Clubs.
- Maintenance of Top 20/Top 100 Business database.
- Produce annual report for Business Board

TRANSPORT

- Continued development of effective working / coordination arrangements for the north London sub region, including providing ongoing support for the North London Transport Forum and engagement with a wide range of partners and other sub regional partnerships;
- Work with partners to identify and deliver priority solutions as identified in the Sub Regional Transport Plan
- Secure appropriate levels of funding to support partnership activities
- Respond to funding announcements, consultations on the long term strategy for developing the network and TfL work on options for the Chelsea-Hackney Line;
- Support the West Anglia Routes Group - This will include influencing strategic plans and making sure the Routes remain a national priority for investment;
- Secure national and European funding for active travel programmes;
- Deliver an effective bus service in north London including a review of bus services to secure improved services in north London;
- Provide feed back on the development of, and Input into, the Upper Lee Valley Transport Study – By May 2011

SUSTAINABLE COMMUNITIES

- Provision of an online prospectus of the key development areas and sites within the growth area as well as in information source about key growth data. Framework on-line resource with the LDA
- Commission Building Research Establishment to review carbon reduction plans in boroughs
- Development of a joint approach to regeneration and shared service delivery centred on Finsbury Park and Seven Sisters corridor looking at the investments needed to deliver these
- North London Design Surgeries: subject to confirmation from boroughs provision of a minimum of 6 design surgeries for boroughs
- Facilitate housing growth with boroughs and HCA on delivery models with particular focus on small sites below 0.25 ha
- Support GLA and boroughs to co-ordinate the development and implementation of the Opportunity Area Planning Framework;
- In association with NLDIF and Design for London, develop a Design and Sustainable Homes Code which can establish design and sustainability standards across the ULV

POLICY, PROFILE AND COMMUNICATIONS

- Develop a Communications Strategy, which promotes the overarching brand including web site, promotional literature, presentations and associated networks and databases. This to have a strong underpinning green agenda.
- Organise tours and visits for investors, key officials and politicians
- Lobby for and raise profile of London Anglia nationally and specific areas such as the Upper Lee Valley, Finsbury Park, Tottenham Hale
- Maintain borough fact sheets profiling each borough details and borough welcome packs;
- Distribution of Connect magazine to businesses
- The maintenance of an investors suite and promotional material.
- Production of a property newsletter.
- Provide co-ordinated responses to regional and national policy e.g. London Plan;

- Set up and provide support to the London Anglia Enterprise Partnership and ensure this is recognised and is supported by the GLA, BIS and CLG;

OUTLINE TIMETABLE 2011

April – first meeting of the Interim Board of the London Anglia Enterprise Partnership;

June – September - recruitment of business members to the permanent board;

December – meeting of the full LAEP board. At this point, subject to decision by NLSA Leaders and NLB board, it is anticipated that NLSA and NLB will cease to exist.

APPENDIX 2

Generic criteria

Criteria	Rationale
Link to Strategic Priorities <ul style="list-style-type: none"> ▪ Council priorities ▪ SCS outcomes ▪ Agreed HSP thematic board outcomes 	How this activity is essential to achieving council and partnership priorities
Link to statutory obligations	Why the council needs to fund this activity
Maximise outcomes: link into performance measures	How this activity improves the well-being of local communities
Impact/effect/improvement(s) of service delivery to local community	<ul style="list-style-type: none"> ▪ How can we focus this activity on people most in need ▪ What can make this activity more effective ▪ Other local bodies exist which could provide this activity e.g. the private sector, third sector or citizens could provide this activity, whole or in part ▪ How we make sure that payment to service provides link to achievement
Maximise value for money: including long term and short term savings	How we can provide this activity at lower cost
Local connection / presence in Haringey	

Appendix 3

Urban Environment/Enterprise Board Funding criteria

Organisations need to meet a minimum score of 35 out of a total of 45 to be eligible for any potential funding. For organisations who delivered under the Haringey Guarantee an additional criterion related to delivery of the Work Programme has been added which raises the threshold to a minimum score of 40 out of a total of 55.

Criteria	Rationale	Urban Environment	Scoring
<p>Link to Strategic Priorities</p> <ul style="list-style-type: none"> ▪ Council priorities ▪ Sustainable Community Strategy outcomes ▪ Agreed Haringey Strategic Partnership thematic board outcomes 	<p>How this activity is essential to achieving council and partnership priorities</p>	<p>Link to main outcomes and priorities set by the Council in delivering its vision of “One Borough One Future: Reducing inequalities – working for a better society”</p> <p>Rethinking Haringey sets out the challenges facing the council and the councils plans to transform its approach to delivering services, adapting them to meet the changing needs of residents and targeting them at those who need them most</p> <p>Outcome 1 Thriving Regenerating the borough; creating opportunities for employment and educational attainment; tackling low income and poverty; providing a balance of different types of home which offer quality, affordability and sustainability</p> <p><i>Shaping our Future (Public consultation October – December 2010.)</i> More: Regeneration and jobs</p> <p>Sustainable Community Strategy Outcomes Economic vitality and prosperity shared by all</p> <p>Regeneration Strategy To put People, Places and Prosperity at the heart of regeneration in Haringey.</p> <ul style="list-style-type: none"> • To unlock the potential of Haringey residents through increasing skill levels and raising employment so that they can contribute to 	<p>10</p>

		<p>and benefit from being part of one of the most successful cities in the world.</p> <ul style="list-style-type: none"> • 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. 	
Link to statutory obligations	Why the council needs to fund this activity	There is no statutory requirement to deliver economic development activities but the Local Democracy, Economic Development and Construction Act 2009 requires local authorities to carry out local economic assessments	5
Maximise outcomes: link into performance measures	How this activity improves the well-being of local communities	<p>Performance indicators and measures as set out in Enterprise Commissioning Prospectus – supporting workless residents into sustained employment, skills outputs</p> <p>LAA targets – supporting residents in “worst” wards into employment including Lone Parents, long term JSA and IB claimants</p> <p>Sustainable employment targets – supporting residents into work lasting 26 weeks or longer</p> <p>Business and enterprise targets</p>	10
Impact/effect/improvement(s) of service delivery to local community	<ul style="list-style-type: none"> ▪ How can we focus this activity on people most in need ▪ What can make this activity more effective ▪ Other local bodies exist which could 	<p>Interventions focussing on priority groups – longer term unemployed residents including lone parents, benefit claimants, young people</p> <p>Interventions directly delivering quality provision to local residents that create opportunities for employment and tackle low income and poverty</p> <p>Ensuring provision does not duplicate other services and is additional to that provided by other sectors</p>	10

	<p>provide this activity e.g. the private sector, third sector or citizens could provide this activity, whole or in part</p> <ul style="list-style-type: none"> ▪ How we make sure that payment to service provides link to achievement 	Output related funding closely linked to high level performance	
Maximise value for money: including long term and short term savings	How we can provide this activity at lower cost	Output related funding closely linked to high level performance	5
Local connection / presence in Haringey		Prioritising local agencies; those with a local presence and track record of delivering outputs and outcomes	5
Additional criterion for Haringey Guarantee Employment programme providers.			
Link to Work Programme priorities and delivery - supporting longer term benefit claimants into sustained employment of up to 2 years.(for employment and skills projects only)	Ability to deliver Work Programme outputs and outcomes	Experience and track record of delivering output/outcome related funded programmes – payments by results on sustained employment outcomes.	10