

**Report for:** Overview & Scrutiny Committee, 16<sup>th</sup> October 2017

**Item number:** 10

**Title:** Annual update on the Overview & Scrutiny Committee's Review of the job support market

**Report authorised by :** Lyn Garner, Director of Regeneration, Planning and Development

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**Ward(s) affected:** All

**Report for Key/  
Non Key Decision:** Non Key Decision

**1. Describe the issue under consideration**

1.1 This report provides a second update on work undertaken to progress recommendations made by Overview & Scrutiny Committee's Review of the Haringey Job Support Market. The Review commenced in January 2015, with a final report that Cabinet responded to on 15th December 2015. The first update report was presented to the Overview & Scrutiny Committee on 28<sup>th</sup> November 2016.

**2. Cabinet Member Introduction**

2.1 Supporting local people into employment remains a corporate priority under outcome 4 and a key priority of the Economic Development & Growth Strategy. In December 2015 the Council welcomed the recommendations made by the Overview and Scrutiny Committee as a positive contribution to the issue of providing effective support to long-term unemployed people.

2.2 I noted at the time that some of the recommendations would be challenging to deliver and may be beyond the influence of the council and its partners, but this second update report shows progress continues to be made in implementing the recommendations as far as possible.

**3. Recommendations**

3.1 The Overview & Scrutiny Committee is asked to note the progress made towards implementing its recommendations (attached as Appendix 1).

**4. Reasons for decision**

N/A

## 5. Alternative options considered

N/A

## 6. Background information

- 6.1 The Overview & Scrutiny Committee conducted a review of the Job Support Market, to assess the nature and level of support available to those in long term unemployment. The Committee commenced work in January 2015 and within its plan of work held a number of evidence gathering sessions with local stakeholders, including local long term unemployed people.
- 6.2 Cabinet responded to the recommendations made by the Overview & Scrutiny Panel on 15<sup>th</sup> December 2015.
- 6.3 The first update report on progress made towards implementing the recommendations was presented to the Overview & Scrutiny Committee on 28<sup>th</sup> November 2016.

### Labour market information

- 6.4 In broad terms, the UK labour market continues to perform strongly and for the three months ending July 2017:
- There were 32.14 million people in work, 181,000 more than for February to April 2017 and 379,000 more than a year earlier.
  - The employment rate for people aged 16-64 was 75.3%, the highest since comparable records began in 1971.
  - There were 1.46 million unemployed people (based on the International Labour Organisation's (ILO) definition of unemployment<sup>1</sup>), 75,000 fewer than for February to April 2017 and 175,000 fewer than for a year earlier.
  - The unemployment rate for people aged 16-64 (based on the economically active population) was 4.3%, down from 4.9% for a year earlier and the lowest since 1975<sup>2</sup>.
- 6.5 In Haringey, the current employment rate of 74.7%, over the period April 2016 to March 2017, is just below the London and England rates of 74.9% and 75.6% respectively. The number of people claiming Job Seeker's Allowance in Haringey currently (August 2017) stands at 3,510, 63% (or 5,960) lower than five years ago.
- 6.6 However, despite this strong performance, there are still groups of people that suffer poor labour market outcomes. For example, at November 2016 there were 11,320 people in Haringey claiming Employment Support Allowance/Incapacity Benefit, not significantly different from the position of

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<sup>1</sup> Somebody is defined as being ILO unemployed if: they have actively looked for work in the last four weeks and are available to start work in the next two weeks; or they are out of work but have found a job and are waiting to start it in the next two weeks.

<sup>2</sup> Source: ONS UK labour market statistical bulletin, September 2017 - <https://www.ons.gov.uk/employmentandlabourmarket/peopleinwork/employmentandemployeetypes/bulletins/uklabourmarket/september2017>

12,370 claimants five years earlier. This also reflects the trends across London and England.

### **Project delivery data**

- 6.7 Over the period April 2015 to June 2017, projects delivered, commissioned or supported by Haringey Council<sup>3</sup> have been successful in supporting 903 unemployed and economically inactive residents into employment.

### **7. Contribution to strategic outcomes**

- 7.1 This fits with Priority 4 of Haringey's Corporate Plan, to deliver growth in Haringey through investment in jobs, skills, business and infrastructure.
- 7.2 This also fits with the priorities outlined in the Economic Development and Growth Strategy.

### **8. Update on recommendations**

- 8.1 The current position regarding the Committee's recommendations are contained in full in Appendix 1.

### **9. Statutory Officers comments (Chief Finance Officer (including procurement), Assistant Director of Corporate Governance, Equalities)**

#### **Finance and Procurement**

The cost of implementing the recommendations in this report will be met from existing budgets or as necessary from the Labour Market Growth & Resilience Reserve, which currently has a balance of £790,000.

In response to Recommendations 8, 9 and 15, funding has been sought from the Council through Section 106 and funding from Jobcentre Plus and Commissioning.

Recommendation 7, the adoption of the London Living Wage, will have financial implications beyond the budget level set for 2017/18. Currently there are no budgetary provisions for this recommendation.

#### **Legal**

This is an update report on the progress with Scrutiny recommendations. There are no legal issues arising.

#### **Equality**

The Council has a Public Sector Equality Duty under the Equality Act (2010) to have due regard to the need to:

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<sup>3</sup> The projects are: Haringey Employment & Skills Team; Haringey 100 (apprenticeships); Haringey Employment Support Project (GLA funded); and Haringey residents supported into local construction jobs.

- Eliminate discrimination, harassment and victimisation and any other conduct prohibited under the Act
- Advance equality of opportunity between people who share those protected characteristics and people who do not
- Foster good relations between people who share those characteristics and people who do not.

The three parts of the duty applies to the following protected characteristics: age, disability, gender reassignment, pregnancy/maternity, race, religion/faith, sex and sexual orientation. Marriage and civil partnership status applies to the first part of the duty.

Current Haringey Council employment delivery is targeted at and monitored against groups who tend to suffer from labour market disadvantage, including those with protected characteristics as described above. This includes young people, ethnic minorities, parents (including lone parents) and disabled people. We will continue to target employment activity specifically at groups that suffer labour market disadvantage and will monitor outcomes for these groups through our existing delivery plan and for any future work taken forward in response to the Overview and Scrutiny recommendations.

A number of recommendations within the review are of particular relevance to supporting residents with characteristics covered by our equality duty. It is noted that the review recommends improving communication of local employment services to promote better accessibility (recommendation 8). We have addressed this as part of the Haringey Employment and Skills Team's move to Wood Green, which offers a more accessible location for people, including those who are covered by the protected characteristics, to benefit from employment services. We have also undertaken specific promotional project delivery – including the Routes to Work campaign and careers fairs, and engagement events as part of National Apprenticeship Week – that have had a particular focus on attracting young people and adults who suffer from labour market disadvantage.

## **10. Use of Appendices**

- 9.1 Appendix 1 – Responses and updates to the Overview & Scrutiny Committee report recommendations.

## **11. Local Government (Access to Information) Act 1985**

- 11.1 Overview & Scrutiny Committee Review of Job Support Market, Final Report – <http://www.minutes.haringey.gov.uk/documents/g7372/Public%20reports%20pack%2019th-Oct-2015%2019.00%20Overview%20and%20Scrutiny%20Committee.pdf?T=10>
- 11.3 Cabinet Response to Overview & Scrutiny Review of Job Support Market – [http://www.minutes.haringey.gov.uk/documents/s82609/08\\_Response%20-%20OSC%20Haringey%20Job%20Support%20Market%20Review%20FINAL%20updated%20Finance%20comments.pdf](http://www.minutes.haringey.gov.uk/documents/s82609/08_Response%20-%20OSC%20Haringey%20Job%20Support%20Market%20Review%20FINAL%20updated%20Finance%20comments.pdf)

- 11.4 Haringey Job Support Market Scrutiny Project Update –  
<http://www.minutes.haringey.gov.uk/documents/b20204/to%20follow%20pack%2028th-Nov-2016%2019.00%20Overview%20and%20Scrutiny%20Committee.pdf?T=9>
- 11.4 Haringey Economic Development & Growth Strategy –  
[http://www.haringey.gov.uk/sites/haringeygovuk/files/eeconomic\\_development\\_and\\_growth\\_strategy\\_pdf\\_187kb.pdf](http://www.haringey.gov.uk/sites/haringeygovuk/files/eeconomic_development_and_growth_strategy_pdf_187kb.pdf)

## Appendix 1 – Overview & Scrutiny Committee Review of the Haringey Job Support Market – Response and Updates to Recommendations

No	Scrutiny Panel Recommendation	Agreed Partially agreed Not agreed	Response	Timescale and lead	November 2016 Update	October 2017 Update
1	<b><i>There is a need to establish a forum where local job search agencies (e.g. Job Centre Plus, Work programme Providers, Haringey Employment &amp; Skills Team, Voluntary Sector Agencies and registered key Housing Providers) can network, share information and develop a more coordinated response to support the needs of local long term unemployed people. It is suggested that this is a sub group of the Employment and Skills Board and reports</i></b>	Partially agreed	<p>This will be taken forward with key partners such as Jobcentre Plus.</p> <p>A discussion paper covering this recommendation will be presented at the next Haringey Employment &amp; Skills Board meeting. It will ultimately be the Board's decision whether such a group should report to it.</p>	<p>March 2016</p> <p>Economic Development Service</p>	<p>This forum, led by Jobcentre Plus, has been set up and met three times, the last time being 11<sup>th</sup> October 2016. The main issues discussed by the group have centred on the introduction of Universal Credit and the lowering of the Benefit Cap.</p> <p>In addition, the council and Spurs Foundation have set up a complementary forum focused on employment opportunities arising from the stadium redevelopment project.</p> <p>These issues are fed into discussions held by</p>	<p>The forum led by Jobcentre Plus last met on 11<sup>th</sup> September 2017 with the main focus being on preparing for the full rollout of Universal Credit in Haringey in 2018.</p> <p>The Haringey Employment &amp; Recruitment Partnership (HERP) has been set up to co-ordinate relationships with employers. A major focus of HERP is to co-ordinate activities to maximise local employment outcomes from the Spurs stadium project. As such, HERP is currently co-chaired</p>

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	<p><i>directly to it.</i></p> <p><b><i>Once established, it is clear that this job support forum should be task centred and aim to resolve a number of working priorities which should include:</i></b></p> <ul style="list-style-type: none"> <li>• <b><i>How to improve data sharing data across for more effective identification and targeted support for local long term unemployed;</i></b></li> <li>• <b><i>The identification of any gaps in the local skills training offer to unemployed people and to develop shared and coordinated response;</i></b></li> </ul>				<p>the Haringey Employment &amp; Skills Board.</p>	<p>by Haringey Council's Head of Employment &amp; Skills and the Tottenham Hotspur Foundation's Chief Executive, and meets on at least a quarterly basis. As well as the Spurs stadium project, HERP has also worked successfully with Premier Inn and Travelodge, that opened new hotels in the borough recently, and is currently supporting Sainsbury's on recruitment for the new supermarket opening in Horsney.</p> <p>All of these activities are reported up to the Haringey Employment &amp; Skills Board, which is chaired by the Cabinet Member for Economic Development, Social</p>

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	<ul style="list-style-type: none"> <li><i>How local agencies can work together more effectively by aligning priorities and pooling resources to develop a more coordinated response to support long term unemployed people - this could encompass targeting the particular needs of specific groups of long term unemployed people (e.g. single parents, those with criminal records, those aged 50 and over and young people) or the specific employment</i></li> </ul>					Inclusion & Sustainability.



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	<p><i>aspirations of unemployed people (e.g. construction industry, retail, office);</i></p> <ul style="list-style-type: none"> <li>• <i>How the range of training and development opportunities available should be collated and presented bringing together the local skills and training offer in a more accessible and coherent way to the long term unemployed;</i></li> <li>• <i>To identify good practice (outcomes) in supporting local unemployed people and to share this across</i></li> </ul>					

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	<p><i>the job support network;</i></p> <ul style="list-style-type: none"> <li><i>To coordinate approaches to local businesses to extend and improve local job opportunities and or work experience opportunities for the long term unemployed.</i></li> </ul>					
2	<p><b><i>People in long term unemployment may face multiple barriers to finding work and therefore present with more complex needs. In this context, long term unemployed require intensive longer-term support across a wide range of services to address all these needs and thus a more coordinated and</i></b></p>	Partially agreed	<p>The feasibility of fully implementing these recommendations will need to be assessed in consultation with relevant Council services and partner agencies.</p> <p>Haringey's Customer Service transformation programme and the Job Centre Plus</p>	<p>March 2016</p> <p>Economic Development Service</p>	<p>There is housing advice and support available to Jobcentre Plus customers as part of the welfare reform hub and the response to the lowering of the Benefit Cap. Further details of actions to support people affected by the Benefit Cap can be found in an update report on the Review of the impact of welfare</p>	<p>Housing advice and support continues to be available to Jobcentre Plus customers as part of the response to welfare reform and, in particular, the response to the lowering of the Benefit Cap.</p> <p>HEST and HALS remain co-located at Wood Green Library and are working successfully to</p>

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	<p><b><i>joined up approach is integral to effective support. Whilst there were many examples of good joint working across services to deliver joined up advice and support to unemployed people, there were a number of gaps and areas where service improvement would be beneficial to assisting long term unemployed;</i></b></p> <p><b><i>a) Advisers at Job Centre Plus and local unemployed people both identified that it would be helpful to have housing advice and support available within Job Centre Plus to provide such specialist on-site</i></b></p>		<p>upcoming review of its physical estate should provide an opportunity to progress this agenda.</p>		<p>reform which will also be presented to this committee on 28th November 2016.</p> <p>The issue of access to childcare is being taken forward as part of the response to the Government's commitment to offer 30 hours of free childcare to 3 and 4 year olds.</p> <p>HEST and HALS are now both located at Wood Green Library, which has lent itself well to more joint activities, e.g. on recruitment for the new Premier Inn that opened recently in Tottenham Hale.</p> <p>The council is also working strategically with CONEL on activities to</p>	<p>join up employment and training and activities. The extends to work with CONEL where, for example, this join up of services resulted in all external vacancies available from the new Premier Inn that opened in Tottenham Hale last year being filled by local people prepared through HERP.</p> <p>Work with the Children's Service is ongoing to improve access to affordable and appropriate childcare, particularly as part of the rollout of 30 hours free childcare for working parents of 3-4 year olds.</p>

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	<p><i>support to help clients assess the viability of potential work opportunities and possible impact on welfare benefits;</i></p> <p><i>b) Quicker and more effective processing of Housing Benefit claims to ensure that claimants receive the benefits that they are entitled to and that any adjustments are made quickly to ensure claimants do not go in to debt;</i></p> <p><i>c) Evidence from providers and unemployed single parents identified the lack of childcare as a significant gap in supporting local unemployed people. Of particular</i></p>				<p>help more people into apprenticeships.</p>	

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	<p><i>concern was the lack of provision in the evening and weekends, when more part-time positions were available. A more strategic oversight and commissioning strategy of childcare provision may be needed.</i></p> <p><i>Improved linkage between job support agencies and local education and training providers (e.g. CONEL and HALS).</i></p>					
3	<p><i>Whilst there is clearly some work taking place to support those with mental health problems back in to work (e.g. employability course offered through MIND, Individual Placement and Support (IPS))</i></p>	Agreed	<p>Employment services are already linked in with services to support people with mental health conditions.</p> <p>However, improvements to the</p>	<p>Ongoing</p> <p>Economic Development Service</p>	<p>The borough-led ESF bid to support people with common mental health problems was unsuccessful. However, discussions are taking place with the successful bidder, Shaw Trust, about the delivery</p>	<p>Following changes in government policy and focus, there has been a delay with signing a health devolution deal for London, although this is expected to be completed in October 2017. This delay has</p>

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	<p><i>service), providers noted that this issue would benefit from a more strategic response involving all job support agencies and BEHMHT to:</i></p> <p><b>a) Provide greater recognition and awareness of this issue within existing support programmes;</b></p> <p><b>b) Upscale local capacity and coordinate a response to this issue;</b></p> <p><b>c) Provide further training to local job support providers to help in the identification and onward referral of clients with experiencing mental ill health;</b></p>		<p>current offer and partnership structures are being explored – for example, through an ESF bidding opportunity to support with common mental health problems (involving IPS linked with IAPT and wider employment support).</p>		<p>approach.</p> <p>In addition, the council is actively pursuing two relevant lines of enquiry linked to devolution:</p> <p>a) Preventative support for people issued with a sick note to increase the chances that they'll return to work rather than making a subsequent claim for the Employment &amp; Support Allowance.</p> <p>b) Through the council's membership of Central London Forward, exploring, as part of a devolution deal for London, the possibility of getting more local control over how the</p>	<p>limited our ability to make significant improvements to job retention services for people with mental health conditions. Nevertheless, we have worked hard to promote existing national retention services – Fit for Work and the Workplace Mental Health Support Service (MH strand of Access to Work) to GPs, local employers and residents (where appropriate) in order to increase uptake and benefit of these free services. In addition, we have increased promotion of a range of general and specialist employment support services to GPs via their portal, to enable GPs to signpost their patients to</p>

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	<p><b>d) <i>Aid the identification of those with an undiagnosed mental health condition and the range of support available.</i></b></p>				<p>Government's new Work &amp; Health Programme is commissioned and delivered.</p>	<p>appropriate forms of support.</p> <p>Public Health has also convened a working group of providers and commissioners of employment related support (including JCP, BEH, CCG and VCS organisations) to share good practice, identify areas for collaboration and support the local implementation of the Work and Health Programme.</p> <p>JCP has recently recruited a specialist Mental Health community partner to strengthen links between work coaches and the local voluntary sector and improve the support provided to job seekers</p>

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						<p>with mental health conditions.</p> <p>Central London Forward, a partnership of Inner London boroughs of which Haringey Council is a member, is commissioning a provider to deliver the devolved Work &amp; Health Programme. Three providers have been shortlisted, one is scheduled to be appointed in November 2017 and the programme will be operational by the end of March 2018. This arrangement will enable the Council to have more control over how mainstream employment support is delivered.</p>
<b>4</b>	<b><i>There is a need to develop work</i></b>	Partially agreed	This is currently being considered as part of	April 2016	The council's immediate focus, as an employer,	The council's main focus has been on preparing



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	<p><b><i>experience opportunities among the long term unemployed as these can help to build confidence, benchmark skills and identify additional training needs. Four key areas for development identified within the review included:</i></b></p> <p><b><i>a) To substantially increase the <u>volume and quality</u> of work placement opportunities available locally;</i></b></p> <p><b><i>b) That there needs to be a more coordinated approach by local job support agencies to local employers in seeking work placement / job</i></b></p>		<p>the Haringey Academy. However, this will also need to be considered in the context of the available organisational capacity to offer the necessary pastoral support to maximise the work experience benefits.</p> <p>Work experience is already offered to long-term unemployed people – for example, through Jobcentre Plus and the Haringey Employment Support Project. However, it is agreed that businesses should be consulted on what more can be done to increase the availability of work experience</p>	Economic Development Service	<p>has been on setting up an apprenticeship scheme that has resulted in 20 apprentices being recruited since April 2015.</p> <p>The possibility of setting up a work experience scheme is still being considered within the context of organisational capacity.</p> <p>Work to develop a more co-ordinated approach to sourcing job and work placement opportunities is being taken forward by the Haringey Employment &amp; Recruitment Partnership (a consortium of major local support agencies, including the council, Jobcentre Plus, CONEL</p>	<p>for the Apprenticeship Levy, which was introduced in May 2017.</p> <p>However, within the context of current organisational capacity, the Council continues to offer work experience to:</p> <ol style="list-style-type: none"> <li>1. Student Internships (those with less than 1 year as part of a UK based further or higher education course)</li> <li>2. Interns carrying out observations</li> <li>3. School work experience placements of compulsory school age</li> </ol> <p>The two ESF employment and skills</p>

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	<p><i>opportunities (e.g. to avoid duplication and streamline efforts);</i></p> <p><b>c) That the Council (and Homes for Haringey) should lead by example and establish an explicit work experience programme for local long term unemployed, and should also encourage other public sector and key employers to follow suit;</b></p> <p><b>d) That the Council should consult and engage with local businesses (especially small to medium size) to identify what support they would</b></p>		opportunities.		<p>and the Spurs Foundation).</p> <p>Through the Council's project with the East London Business Alliance, 12 people were supported into work experience opportunities.</p> <p>The council will also seek to increase the work experience offer through two ESF employment support and skills project that will be co-commissioned with London Councils and the GLA.</p>	<p>projects that are referenced in the November 2016 update are still being commissioned but will contribute towards increasing the availability of work placement opportunities.</p> <p>In addition, the launch of the Tottenham Charter will help to provide further work placement opportunities and, based on feedback from employers, a co-ordinator is being recruited oversee connecting local people to opportunities offered by businesses through the Charter.</p>

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	<i>need to extend and improve work experience opportunities for local long-term unemployed people.</i>					
5	<b><i>It was evident from the submissions of both job support providers and from unemployed people themselves that the transition from unemployment to work can require significant social and economic adjustments. The evidence would suggest that there is a need for greater transitional support to help the long term unemployed adjust to and sustain new employment. This support should</i></b>	Agreed	Assistance (financial and advisory) of this nature is already made available directly to people who receive support from employment support providers. This includes the Haringey Employment and Skills Team where financial assistance is available from existing budgets, and Budgeting Loans that are available to Jobcentre Plus customers.  However, a menu of	May 2016  Economic Development Service	Details of complementary provision is available as part of the commissioned IAG service that is delivered by the Citizen's Advice Bureau.	Details of complementary provision continues to be available as part of the commissioned IAG service that is delivered by the Citizen's Advice Bureau.

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	<p><i>include:</i></p> <p><b>a) Additional financial assistance where there is a lag between the curtailment of benefits and receipt of first pay cheque;</b></p> <p><b>b) Benefits advice and guidance to help people understand the changes that will result from new employment (e.g. housing benefit, council tax exemptions, tax credits);</b></p> <p><b>c) Budgeting and financial planning advice (how to manage money), this should include the</b></p>		<p>complementary provision that is also accessible (e.g. credit union) will be developed to enhance the current offer.</p> <p>This recommendation should also be fed through to the commissioning team with reference to their procurement of wider IAG services</p>			

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	<i>promotion of the local credit union and financial services available to the unemployed and those on low incomes.</i>					
6	<b>Evidence from Council officers, Job Centre Plus and from unemployed people themselves highlighted local disparities in the level of careers advice provided to unemployed people. This suggested that there is a need for the development of a local careers guidance strategy to ensure that:</b> <b>a) There is consistent and comprehensive careers education and guidance to</b>	Agreed	This need has consistently been identified in consultation with residents and stakeholders.  As a consequence, careers provision (or lack thereof) will be one the areas considered by a forthcoming Employment and Skills review of pathways into secure employment for Haringey residents.	Ongoing  Economic Development Service	As part of the school age careers project, a careers tool for practitioners has been created and is available on the council website - <a href="http://www.haringey.gov.uk/children-and-families/services-young-people/haringeys-career-ambition">http://www.haringey.gov.uk/children-and-families/services-young-people/haringeys-career-ambition</a>  The council is organising a major careers fair on 16 <sup>th</sup> November 2016 for young people – <a href="http://www.haringey.gov.uk/jobs-and-training/help-getting-">http://www.haringey.gov.uk/jobs-and-training/help-getting-</a>	A careers tool for practitioners, Haringey's Career Ambition, continues to be available on the council website – <a href="http://www.haringey.gov.uk/children-and-families/services-young-people/haringeys-career-ambition">http://www.haringey.gov.uk/children-and-families/services-young-people/haringeys-career-ambition</a>  The second Routes to Work careers fair is scheduled to take place on 8 <sup>th</sup> November 2017 at Alexandra Palace.  The National Careers Service weekly drop in

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	<i>young people throughout schooling;</i> <b>b) Careers guidance continues to be available to adults and those seeking work.</b>		The review will make recommendations on areas for further investment.  In the interim the Economic Development team are running a careers education pilot for three Tottenham secondary schools and a National Careers Service adviser is based at HEST on a part time basis.		<a href="#">job/routestowork</a>  HEST has set up a strategic relationship with the National Careers Service, which involves weekly drop in sessions for adults seeking careers advice.	from the HEST office in Wood Green Library is still operational.  The first phase of the Tottenham Charter will be focused on connecting employers with schools, partly with the aim of improving careers support to young people.
<b>h</b>	<b><i>One of the most significant barriers to work is the level of pay offered to those in long term unemployment. From the evidence of the long term unemployed, it was noted that many instances, it would not</i></b>	Partially agreed	The procurement team have been requested to conduct a review of wage levels paid by Council contractors.  It should be noted that increasing all contractor employees' salaries to LLW levels	Ongoing  Economic Development Service	The council's procurement documentation now includes a question on whether bidders pay the London Living Wage. However, it is the case that cost implications mean that paying the London Living Wage is	The specification for the devolved Work & Health Programme contains targets for pay progression. The appointed provider will outcome payments based on client earnings. These performance-related

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	<p><b><i>be financially viable to take on part-time or even full time employment once rent and other essentials had been accounted for. The Council was noted to be committed to the provision of the London Living Wage, though the Committee was unsure of the degree to which this applied to contractors (and sub contractors) and if this could be effectively monitored. In this context, the Committee recommended that:</i></b></p> <p><b><i>a) The Council and its partners should continue to press for more widespread adoption of London Living Wage to increase the viability of</i></b></p>		<p>may have cost or service delivery implications for the council.</p> <p>Responding to this agenda, the Haringey Employment Support Project (funded by GLA through the Tottenham programme) has been set targets around helping people increase their earnings levels from minimum wage to LLW.</p> <p>The move to Universal Credit should also mean that Job Centre Plus advisers start providing support to people to access better paid work and that they will continue to provide support for</p>		<p>not always a contractual requirement.</p> <p>The GLA funded Haringey Employment Support Project has had limited success in supporting people into jobs paying at least the LLW. Many of the people the providers have engaged, such as parents, have considered some of the costs (e.g. higher travel costs and loss of benefits) associated with taking a higher paid job to outweigh the benefits of an increase in earnings.</p>	<p>payments, that will include incentives to support people into work paid at least at the LLW, will be worth at least 50% of the contract value and help ensure that accessing well-paid employment is a priority.</p>

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	<p><i>working options for unemployed people;</i></p> <p><i>b) The Council should undertake an audit of council contracts to fully assess the degree to which the London Living Wage is paid to employees;</i></p> <p><i>c) Undertake further work to assess what support is currently provided for those that are in low waged work and identify priorities for additional support and how this can be provided across the job support market.</i></p>		people in work with low earnings.			
8	<p><i>(i) Members of the panel were encouraged by the work of the Haringey Employment and Skills Team (HEST)</i></p>	Agreed	HEST has recently moved from Northumberland Park to Wood Green Library which has been helpful in raising its profile across the borough	Ongoing  Economic Development Service	Co-location is taking place with a number of partners including Jobcentre Plus and the National Careers Service.	HEST continues to be a well used service and in 2016/17, supported 165 people into employment.  Co-location with services, such as the



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	<p><b><i>in providing in-depth support and advice to local unemployed people. It was felt that this intensive model of support, as well as access to practical services (e.g. IT services), best suited the needs of the long term unemployed. Many long-term unemployed people however, seemed unaware of this service and the support that it provided, and it was thus recommended that:</i></b></p> <p><b>a) <i>HEST would benefit from improved communications and promotion to improve the</i></b></p>		<p>and increasing referrals to and from the Adult Learning Service. The HEST relaunch was well attended by stakeholders and service users.</p> <p>A number of co-location opportunities are being pursued with JCP and also the Adult Learning Service and the National Careers Service.</p> <p>The Head of Economic Development &amp; Growth is considering options to put HEST on a firmer financial footing from 2016/17, subject to savings targets.</p>		<p>Strategic relationships, involving sharing vacancies and joint training activities, are ongoing with partners such as the College of Haringey Enfield and North East London, and the Tottenham Hotspur Foundation.</p> <p>Revenue funding has been secured to continue with the HEST service in 2016/17. The current proposal is to use Section 106 funding to maintain the service beyond this financial year.</p>	<p>National Careers Service, is ongoing.</p> <p>The team also delivers activities outside of Wood Green Library to promote its services. For example, as part of the recruitment activities for the new Sainsbury's opening in Hornsey information sessions are being run across the borough to promote the jobs and support available from HEST.</p> <p>Revenue funding was secured to continue with the HEST service in 2017/18 and discussions are ongoing with Planning about the use of Section 106 to enhance the current offer.</p>

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	<p><i>accessibility of the services it provides;</i></p> <p><i>b) The presence of a HEST adviser (sessional) within Job Centre Plus may help to improve the interlinking and onward referral between these services;</i></p> <p><i>c) The operation of HEST at additional sites outside of Northumberland Park may contribute to improved accessibility of this service.</i></p> <p><i>(ii) The Committee noted that there has been financial uncertainty around</i></p>					

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	<p><i>the future funding of HEST for a number of years which was detrimental to the operation of the service. It appears that such operational uncertainty will however continue in the short term as funding is only assured until 2016/17 within the current MTFS. In this context, the Committee recommended that:</i></p> <p><i>a) That increased income through S106 monies should be used to put HEST on a more stable financial footing to enable it to</i></p>					

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	<i>consolidate and extend the valuable services it provides to local unemployed people.</i>					
9	<b><i>Interviews with local unemployed people highlighted the centrality of access to IT computers and the internet to support their job search activity. The Committee noted that those claiming Job Seekers Allowance were required to undertake a minimum number of hours in job search activity each week and that applications for jobs (for whatever grade) almost exclusively needed to be</i></b>	Partially agreed	<p>Longer periods of access at libraries need to be balanced against the requirement to make PCs available to as many residents as possible, and library PCs are not solely intended for job search purposes.</p> <p>We are exploring the possibility of incorporating improved domestic broadband access into the specification for the Development Vehicle, which should over time</p>	Ongoing  Economic Development Service	<p>The council's Economic Development Service is exploring a range of options to bring superfast and ultrafast broadband into key business locations. Some of the broadband suppliers engaged have indicated that their offer to the borough could also include free Wi-Fi and internet to public buildings and spaces as well as community buildings.</p> <p>The Economic Development Service has also fed this</p>	<p>JCP and Commissioning have recently reached an agreement to fund a resource provided by CAB to support the introduction of Universal Credit, with a focus on access to IT given the Universal Credit requirement to manage claims online as well as debt advice)</p> <p>There are computers in the front-of-house areas of local branches of Jobcentre Plus, and people who bring their own devices are supported to access</p>

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	<b><i>completed on line. With many of the long term unemployed being unable to afford a PC or have internet access at home, local libraries and other community access points had become important hubs for local job search activity. It is apparent however that these sites were often crowded (especially out of school hours) and where access can be limited (1 hour slots). In addition, many of the long term unemployed required ongoing IT advice and support which was not available at such community hubs and therefore further restricted their job search activity. It is</i></b>		<p>improve internet access for disadvantaged households.</p> <p>HEST also makes computers available for client jobsearch where possible.</p>		<p>recommendation into the High Road West Developer Partner procurement process and the vision to create a Tottenham High Road Library Learning Centre.</p>	<p>JCP wifi.</p> <p>In addition, computers are available, for job search and applications, via HEST and HALS at Wood Green Library. This pooled resource is being used, for example, to help local people complete online applications for the new Sainsbury's supermarket opening in Hornsey.</p>

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	<p><i>therefore recommended that:</i></p> <p><i>a) Providers may wish to consider shared or pooled services to (1) further promote PC and Internet access the borough (2) provide more intensive and ongoing IT support targeted to those with less developed IT skills.</i></p> <p><i>b) There should be improved signposting to IT services and support among providers.</i></p>					
10	<p><i>In evidence from providers, a Guaranteed Interview Schemes for those meeting essential criteria for job</i></p>	Agreed	<p>The Council already offers guaranteed interviews to local unemployed people. The use of the scheme has, however, reduced</p>	<p>March 2016  Economic Development Service</p>	<p>Work to explore the possibility of extending the guaranteed interview scheme to temporary vacancies is still being progressed.</p>	<p>The council's main focus has been on preparing for the Apprenticeship Levy, which was introduced in May 2017.</p>

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	<p><b><i>vacancies was noted to be a positive development which encouraged local unemployed people to focus and apply for local jobs. Whilst acknowledging that awareness of this scheme may be low and there are currently limited suitable vacancies, the Committee recommended that:</i></b></p> <p><b><i>a) There needs to be further promotion of the Haringey Guaranteed Interview Scheme to ensure that relevant vacancies are actively promoted with local job support market providers;</i></b></p> <p><b><i>b) That once a working model of this scheme is re-established, it is</i></b></p>		<p>in recent years due to the reduction in employment opportunities with the council.</p> <p>However, the possibility of extending the guaranteed interview scheme to temporary vacancies will be explored with HR.</p> <p>The possibility of extending the scheme to other employers, such as Homes for Haringey, will also be explored.</p>		<p>Extending the scheme has been taken forward with some employers – for example, guaranteed interviews were a feature of the recent recruitment for the new Premier Inn that opened in Tottenham Hale.</p> <p>Work to extend the scheme to Homes for Haringey is still being progressed.</p>	<p>Improving the operation of, and access to, the council's guaranteed interview scheme will be considered within the context of the new Haringey Resourcing Hub.</p>

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	<i>replicated within Homes for Haringey and suggested to other local partners: c) That the Council consider opening up this scheme to vacancies recruited through agencies.</i>					
11	<b><i>The Committee noted that Job Centre Plus is centrally commissioned and that service levels are prescribed accordingly, and in this context there may be little scope for local service variations. It was also noted that Job Centre Plus staff face a difficult task in both monitoring compliance with required job search activities (and thus eligibility for</i></b>	Partially agreed	<p>While implementation of this recommendation would undoubtedly improve services DWP do not typically allow local flexibilities.</p> <p>Discussions are underway about some devolution of commissioning powers for employment support. If achieved this is likely to focus on claimants supported through</p>	Ongoing Economic Development Service	Through the council's membership of Central London Forward, we are exploring, as part of a devolution deal for London, the possibility of getting more local control over how the Government's new Work & Health Programme is commissioned and delivered.	By jointly commissioning the Work & Health Programme through its membership of Central London Forward, the Council will be able to exercise more control over how support is delivered than if support were commissioned by the DWP and delivered via JCP. Three providers have been shortlisted to deliver the Work & Health Programme, with one to be awarded the contract in November



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	<p><i>benefits) as well as providing personalised advice and support for job search activity. Evidence from service users would appear to indicate that whilst Job Centre Plus was the key service for accessing training and support, awareness and access to such training courses was perceived to be 'ad hoc' which was mostly dependent on the experience of their personal adviser or the relationship that they had with their personal adviser. In addition, the Committee noted that there were instances where local unemployed people missed out on training opportunities as JCP</i></p>		<p>Work Programme Plus, a similar group to those prioritised for this review. There may be some scope to increase flexibility and sensitivity of provision (including access to training) at this stage.</p>			<p>and the programme to be operational by March 2018.</p>

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	<p><i>advisers did not have authority to sign-off relatively small sums of money for training (as higher authorisation was required which took too long). It is therefore recommended that:</i></p> <p><i>a) A new system for promoting work and training opportunities is developed for local job seekers at JCP;</i></p> <p><i>b) A higher financial limit /lower threshold is established to enable JCP advisers greater flexibility to authorise funding to support training courses for unemployed.</i></p>					

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12	<b><i>Interviews with local unemployed people noted that job search activities were hampered by the cost of travel. Whilst some had access to reduced priced Oyster Cards and received support for travel to interviews, awareness of such schemes and take up was by no means universal. It was therefore recommended that: a) Further work should be undertaken to promote those schemes or agencies which are able to provide financial assistance for travel for unemployed people (e.g. improved signposting</i></b>	Partially agreed	<p>There is ongoing work – for example, with Stansted Airport – to promote appropriate financial assistance.</p> <p>However, it is accepted that more could be done to other to promote other means of support (e.g. travel discounts for apprentices). This will be taken forward as part of the response to recommendation 5.</p> <p>We have recently raised the authorisation threshold for the HEST manager to facilitate timely access to discretionary support for travel, interview clothes etc for HEST clients.</p>	<p>May 2016</p> <p>Economic Development Service</p>	<p>Discretionary support of this nature is still available as part of the HEST offer.</p> <p>The council's work on apprenticeships also includes promoting the travel discounts available through the Apprenticeship Oyster Card.</p>	<p>The offers outlined in the November 2016 update continue to be available.</p> <p>In addition, Stansted Airport launched a fixed presence at Tottenham Jobcentre to promote jobs in September 2017. The 80% travel discount available to Airport employees will form part of these promotional activities.</p>

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	<i>between agencies).</i>					
13	<b><i>A significant personal barrier to gaining work among the long term unemployed was lack of confidence and low self esteem. Many providers noted that the long term unemployed required a 'hand holding and confidence building' to assist them through job search processes, however these 'softer' aspects of job support services were often absent within commissioning contracts. How local services can help to build confidence and self esteem among long term unemployed therefore remains a critical question for the</i></b>	Agreed	The Haringey Adult Learning Service (in common with Adult and Community Learning services nationally) is now specifically targeted by the Skills Funding Agency and OFSTED to ensure that employability is embedded throughout all its delivery. This provision is valuable as a means of equipping long-term unemployed people with hard skills/qualifications as well as softer skills such as confidence/self esteem, communication and team working.	March 2016  Haringey Adult Learning Service	HALS delivers both accredited and non-accredited programmes for 2,000 learners a year. Success rates are now at or above national averages. Employability is embedded across all programmes and has been recognised and endorsed by external boards and agencies. In the 2015-16 year a destination survey (42% response rate) found that 86% of HALS learners reported improved self confidence and self esteem as a result of the completing a course. 73% of learners reported that their course had helped them with employment /promotion / increasing earnings. This figure	HALS continues to offer a broad range of accredited and non-accredited courses for residents in need of upskilling to get work or to facilitate career progression. Success rates for the academic year 2016-17 have yet to be published but will be broadly in line with the update provided in November 2016. In 2017, HALS ran a successful pilot programme with the North Middlesex Hospital, delivering functional skills maths programmes for residents in insecure employment seeking career progression in the NHS. The pilot recorded 100% success rates for candidates. HALS has also established a

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	<p><b><i>local job support market. The Committee noted that the successful completion of any training (be it skills based, therapy or art course) could help to improve confidence and lead to improved employment outcomes. The Committee therefore recommended:</i></b></p> <p><b><i>a) That the Council assess how access all adult learning courses could be improved to help long term unemployed move a step closer to the job market.</i></b></p>		<p>However, this is largely framed in terms of what is permissible by the Skills Funding Agency and although a large chunk of HALS provision will be geared towards accredited training, there is some flexibility – for example, through the Community Learning Fund – to deliver against softer employability outcomes.</p> <p>Enabling better access to employability support through adult learning courses is something that is currently being reviewed.</p>		<p>includes 98 individuals who reported increasing their earnings to above the living wage. 215 individuals found work directly as a result of their course, 263 progressed into higher levels of training. The service has reviewed its touch points with employers and set up an advisory group with employer representation. Closer working with HEST and Employment Services will result in further employability projects in 2017, designed to replicate the Premier Inn work earlier in 2016.</p>	<p>successful partnership with Business in the Community, through which unemployed learners with English as a second language receive career mentoring from volunteer city professionals. Unemployed learners have also benefitted from money management workshops run at HALS through a new partnership with Barnardo's. HALS have also established a referral partnership to Smart Works /Suited and Booted, a charity providing interview clothing and interview training for vulnerable job seekers.</p>

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14	<b><i>Many of the long term unemployed interviewed within this project perceived that there was a stigma to living in Tottenham which disadvantaged them in their job search activities. In this context, it was felt that more should be done to promote a positive image of Tottenham and of its residents – and how more generalised negative perceptions of benefit claimants (for example, as portrayed through Benefits Street) should be countered. In addition, both interviewees and those attending focus groups also noted that in some instances, they felt stigmatised as a</i></b>	Agreed	<p>Through our 'Routes to Work' campaign the Economic Development team are working to raise the profile of Tottenham residents enjoying successful careers and reinforce a more positive image of the area.</p> <p>We are also working through the East London Business Alliance to improve routes through to entry level jobs amongst their corporate members (largely in the financial sector) and help residents disprove those stereotypes from the inside.</p>	<p>January 2016 and then ongoing</p> <p>Economic Development Service</p>	<p>The council's Routes to Work campaign was launched in January 2016 and provides positive stories of Tottenham residents in employment – <a href="http://www.haringey.gov.uk/jobs-and-training/help-getting-job/routestowork">http://www.haringey.gov.uk/jobs-and-training/help-getting-job/routestowork</a></p> <p>In addition, positive stories of young people in apprenticeships are also being promoted - <a href="http://www.haringey.gov.uk/jobs-and-training/training-and-apprenticeships/information-apprentices">http://www.haringey.gov.uk/jobs-and-training/training-and-apprenticeships/information-apprentices</a></p> <p>The project with the East London Business Alliance has been successful in supporting 21 residents into jobs</p>	<p>Promotional activities continue, in addition to those outlined in the November 2016 update. For example, the April-May 2017 edition of Haringey People featured the stories of local people benefitting from apprenticeships and the council's Higher Education project with Birkbeck, University of London:</p> <p><a href="http://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_people_april-may_2017.pdf">http://www.haringey.gov.uk/sites/haringeygovuk/files/haringey_people_april-may_2017.pdf</a></p>

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	<i>service user at some local job support providers. Job support market providers themselves also noted that further work is needed with employers to demonstrate the value and opportunities of employing those who have been in long term unemployment.</i>				<p>outside of Haringey.</p> <p>Other activities, such as the recent launch of Ada College, will also help to raise the profile of Tottenham and increase opportunities to residents.</p>	
15	<b><i>The Committee noted that income was derived from S106 monies which can be used to support local jobs and training opportunities (£300k had been received and a further £600k in pipeline). In addition, the Committee noted that planning conditions and procurement</i></b>	Agreed	The Economic Development team have commissioned a report on best practice in securing local employment and training opportunities from local development. Recommendations from the report will shortly be received and should be incorporated into our	March 2016  Economic Development Service	<p>The council has used the recommendations from the commissioned report to tighten up the Section 106 employment and training obligations related to two major schemes so far: Spurs and Apex House.</p> <p>To support delivery of these obligations, it is being proposed to also use Section 106 funding</p>	The council has used Section 106 income to commission K10 to deliver the Haringey Construction Employment Service. This will support HERP to maximise the number of local people accessing construction employment opportunities from the borough's regeneration projects.



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	<b><i>processes can be used generate real opportunities for increasing work and employment for local people, where there is sufficient monitoring in place to support this. Whilst beyond the remit of the Committee, it was noted that further work and training opportunities should be included and delivered through regeneration procurement activities of the Council.</i></b>		planning regulations and future development agreements thereafter.		to fund a range of relevant activities, including a dedicated construction employment service.  As referenced in the update to recommendation 8, the Head of Economic Development & Growth is proposing to use Section 106 funding to continue with the HEST service beyond 2016/17.	Discussions are ongoing with Planning about the use of Section 106 to enhance the current HEST offer.
16	<b><i>Throughout the course of this review it was noted that there was a policy tension as to how best the Council and partners should tackle the cycle of worklessness. There</i></b>	Agreed	Council services like HEST work with people across a range of ages. While some projects like the Haringey 100 tend to focus on younger people, other aspects	Ongoing  Economic Development Service	HEST continues to focus its employment support on young and older residents.  The council plans to co-commission an employment support	The HEST service offer continues to be available to residents aged 16 and over (with no upper age limit).  The devolution deal for the Work & Health



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	<b><i>was a perception among some informants to this review that it may be more cost effective to target young unemployed people over those in long term unemployment. A critical question therefore remains, in that how does the Council and local job support market ensure that the needs of the longer term unemployed continue to be recognised and adequately supported against competing priority groups and a limited pot of resources?</i></b>		of work do prioritise the longer term unemployed. Examples include the potential forthcoming devolution on Work Programme Plus and a joint bid with other London boroughs to deliver ESF-funded support to people with common mental health problems (often a contributory factor to or exacerbator of long term unemployment).		<p>project with London Councils, which will increase the capacity to support long-term unemployed people of all ages.</p> <p>Through the council's membership of Central London Forward, we are exploring, as part of a devolution deal for London, the possibility of getting more local control over how the Government's new Work &amp; Health Programme is commissioned, and delivered to long-term unemployed people of all ages.</p>	Programme and the two ESF employment and skills projects that the council is co-commissioning with London Councils and the GLA will increase capacity in the borough to support long-term unemployed people.