

Economic Development Partnership Board Notes

3 – 5pm, Wednesday 2 December 2009

Role	Name	Organisation	Present	Apology
Co-Chair	Guy Nicholson	Cabinet Member, Regeneration and the Olympics	✓	
Co-Chair	Ian Ashman	Principal, Hackney Community College	✓	
Member	Steve Douglas	Interim Corporate Director N&R, Hackney Council	✓	
	Bisi Ojuri	Community Empowerment Network Representative		✓
	Yvonne Servante	Deputy Director (Secondary), Learning Trust	✓	
	Janet Bywater	Partnership Director, Learning and Skills Council		✓
	Louise Muller	Programme Manager, ELBA,	✓	
	Derek Harvey	External Relations Manager, Job Centre Plus	✓	
	Rosie Holcroft	Senior Regeneration Manager, LDA		✓
	Lesley Mountford	Director of Public Health, City & Hackney PCT	✓	
	Matthew Thompson	Social Enterprise Representative		✓
	Avril McIntyre	Community Empowerment Network Representative	✓	
Advisers	Andrea Cronin	Thematic Partnerships Manager	✓	
	Natalie Allen	Partnerships Advisor, Hackney Council	✓	
Guest/ Presenter	Richard Abbott	Director, HBV	✓	
	Juniper-Hope Strong	Head of Service - Partnership and Investment, Hackney Council	✓	
	Crystal Todd	Economic Development Network Officer	✓	
	Andrew Munk	Economic Research & Policy Officer, Hackney Council	✓	
	Chris Dransfield	Neighbourhood Renewal Manager, Hackney Council	✓	
	Andrew McPhee	Business, Employment and Training Officer, Hackney Council	✓	

	Discussion and Decision	Actioned by whom	Actioned by when
1.	<p>Welcome, Introductions and Overview</p> <p>Apologies were received from Janet Bywater, Matthew Thompson, Bisi Ojuri and Rosie Holcroft.</p> <p>The notes from the previous meeting were agreed as accurate. It was noted that the two voluntary and community sector reps should be listed in the membership list as representing the Community Empowerment Network, not the Economic Development Network.</p> <p>The Board was introduced to Richard Abbott, the Chief Executive of HBV, the organisation that has won the contract to run Hackney Enterprise Network (HEN). HEN have seat on the EDP board and the representative will be chosen by HEN, prior to the next meeting.</p> <p>Economic Development Network (EDN) event A brief setting out the outcomes of “big and small working together?” event was distributed at the meeting. The key outcome of the event was that it provided the opportunity for people from across sectors the opportunity to meet and to start to develop networks.</p> <p>The EDN Network will be using the upcoming bid for Ways into Work (WiW) to trial voluntary sector organisations developing a joint bid. Three organisations have already declared an expression of interest in bidding but the work of the network will be to ensure that smaller organisations, who have specific expertise are supporting the bid if viable.</p> <p>The EDN is developing a 2010 networking programme to provide further opportunities for organisations to network and start to develop opportunities for joint bids.</p> <p>Job Centre Plus did not attend the event due to one of the job brokerage services bidding for Ways into Work being present and there are strict protocols that JCP must adhere to. It was agreed that no bidders would attend at the next meeting so that JCP could be involved.</p> <p>It was also agreed that there should be the inclusion of breakout sessions based around geographical areas of the borough.</p> <p>Local Employment and Training Framework (LETf) The Board heard that that the Five Borough Alliance have rejected the LETf proposal. In some of the other boroughs the proposal is unworkable, whilst it is workable in Hackney; it does not have the focus required. This is because it needs to fill the gaps in Hackney’s current offer; the City Strategy Pathfinder and the Statutory Offer made by JCP, but the LETf proposal as it currently stands is very job brokerage focused and not training</p>		

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	<p>focused. Derek Harvey was thanked for his contribution to the response to the LDA..</p> <p>It was noted that going forward with LETF was now in the realm of the politicians rather than officer level. It was agreed that the board should be kept up to date on the progress of the LETF negotiations.</p> <p>ACTION The Partnerships and Investment Team to inform the Board of future development on the LETF negotiations.</p>	Juniper-Hope Strong	On-going
2.	<p>Community Safety and Social Inclusion Scrutiny Review</p> <p>The Chair introduced the item explaining to the board that the review had been worked on by the Worklessness Policy and Performance Group and that it was the role of the board to highlight any final gaps and sign off the document.</p> <p>Recommendation 2 Andrew Munk to provide a detailed breakdown of the figures for Future Job Fund apprenticeships.</p> <p>Recommendation 3 More information to be provided by Juniper-Hope Strong on the use of S106 agreements for employment and job creation, including the support being provided to planners, including training and development, and using case studies to highlight what is happening on the ground.</p> <p>Recommendation 4 Concerns were raised about a lack of emphasis on enterprise within the document. The Chair highlighted that whilst this was the case, the EDP had asked to respond to the scrutiny review's recommendations. It was agreed that there should be some information about the partnerships work around enterprise as additional information, similar to the skills strategy. This will include the EDP decision to develop an enterprise strategy.</p> <p>There also needs to be additional information provided by the Learning Trust around childcare.</p> <p>The PCT's work around mental health needs to be included</p> <p>Recommendation 6 A small group will be meeting following the EDP board meeting to ensure all aspects of the skills strategy are included.</p> <p>Recommendation 9 More information on the worklessness-cross cutting review to be included.</p> <p>Subject to these changes, the board agreed to sign off the Worklessness Scrutiny response</p>		

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	<p>Action The Partnerships team to contact all the relevant officers for the additional information required</p>	Natalie Allen	12 Dec 09
3.	<p>CSP Evaluation - Recommendations and Ways into Work successor programme</p> <p>Chris Dransfield presented to the board the recommendations and ways into work successor programme</p> <p>The strengths of Hackney's City Strategy Pathfinder were found to be:</p> <ul style="list-style-type: none"> • Partnership and integration • Clear leadership • Bringing partners to the table • Level of work with the housing sector <p>The weaknesses were found to be:</p> <ul style="list-style-type: none"> • Lack of coherence and shared mechanism for tracking clients • The programme lacks coherent branding • Short term funding has started to define delivery • Overall programme needs a defined quality standard. <p>It was noted that these issues were being addressed including the development of an extensive new data capture system. There will also be specific work with Incapacity Benefit (IB) claimants starting early next year, an issues that was raised by the EDP.</p> <p>Whilst there was praise from Board Members for the programme it was also noted the significant difference in figures between the doors knocked on and referrals - 5,500. Board members wanted to know if there was any information about what had happened to these 5,500. This is about ensuring there is really good signposting and it was agreed that there needed to be more work around this. Specific issues raised around signposting and working across the partnership included:</p> <ul style="list-style-type: none"> • Including MIND in the work with IB claimants • Learn from Job Centre Plus on their good practice around referral routes • Better referrals with smoking cessation • Linking up with the Drugs and Alcohol team to target these users. <p>Action The evaluation to be sent to all partners before Christmas</p>	Chris Dransfield	24 Dec 2009
4.	<p>Quarterly Performance</p> <p>The Board noted the LAA quarterly performance and a detailed breakdown of performance. The Board agreed that they found the detailed breakdowns, particularly focused around employment, useful and wanted to continue to receive them.</p>		

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	<p>The Board received the update on the performance of the City Strategy Pathfinder Programme as its Area Based Grant commissioned project. The Board requested a detailed breakdown of the CSP for each meeting.</p> <p>ACTION</p> <p>For Neighborhoods and Regeneration to continue to provide a detailed breakdown of employment data.</p> <p>For the board to receive a detailed breakdown of the CSP programme at each meeting, in terms of spend and performance.</p>	<p>Andrew Munk</p> <p>Jason Davies</p>	<p>Ongoing</p> <p>Ongoing</p>
5.	<p>Economic Development Strategy</p> <p>The Board heard from Steve Douglas and his team that over the next six months the Council will develop an Economic Development Strategy (EDS). It is envisaged that it will provide an overarching story about the Hackney economy, providing a vision which will guide commissioning and set out the role the economy will play in Hackney's future development.</p> <p>The EDS will build on the series of existing strategies and most notably the Skills for Employment Strategy and the Inward Investment Strategy. The Local Development Framework will form the spatial expression of the EDS. The Local Economic Assessment (a new statutory duty) will be undertaken concurrently with the development of the EDS. Shawnee Keck will be providing an update to the board on the LEA at the next Board meeting in March.</p> <p>The Council will be leading in mid-January a visioning event will be held for key stakeholders from across the Partnership. This will be an opportunity to consider a range of different visions for Hackney's economy, and the role economic development will play in the future development of the borough.</p> <p>For example, should there be an emphasis on becoming an area of excellence for creative media and arts, or should it be a far broader ranging strategy?</p> <p>The issue was raised that within the borough there is a real focus on getting residents fit for work, but little is known about the demand side, i.e the borough's businesses.</p> <p>The Chair raised the issue of the social enterprise/enterprise strategy that has been proposed for development by the EDP work, led by Matthew Thompson the Social Enterprise Rep and the Hackney Enterprise Network (HEN). It was agreed it was imperative that the timescales and content of these strategies are complimentary. It was therefore proposed that the event in January should have two parts; a focus on the vision, and the development of the enterprise strategy. Louise Muller from ELBA also discussed raised the recent strategic regeneration</p>		

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	event and the involvement of large organisations. It was agreed that it was essential to tie the conversations started at this event into the discussions.		
6.	<p>LBH response to Mayor's Economic Development Strategy</p> <p>Andrew Munk presented a paper on the Mayor of London's Economic Development Strategy. The board provided the following additions:</p> <p>Challenge 1</p> <ul style="list-style-type: none"> • missing information on the City Fringe which is substantial <p>Challenge 3</p> <ul style="list-style-type: none"> • The inclusion of the master plans for each of the town centres (Dalston and Hackney Central) • The impact of the sustainable industries park in the London Borough of Barking and Dagenham <p>In general it was agreed that there needed to be a much greater emphasis on further education and this should be fed into the response. It was also agreed that this would be a good opportunity to feed in the issues raised about enterprise, discussed earlier in the meeting.</p> <p>The Board noted the consultation response and proposed the addition of the issues raised in the meeting. As a result of challenge 3, transforming to a low carbon economy, the Board agreed they would like to discuss green economies at the next Board meeting.</p> <p>Action</p> <p>The response to be updated with the Board's comments</p> <p>Joint presentation from the Partnerships Team and Neighbourhoods and Regeneration around green economies</p>	<p>NA</p> <p>Andrew Munk James Palmer</p> <p>Juniper-Hope Strong</p>	<p>December 09</p> <p>March 2009</p>
7.	<p>AOB</p> <p>The Council has responded to the regeneration inspection, around how we respond to business need. This evidence will be fed into the economic development strategy and the enterprise document. This will be included in the consultation event being held in January. The Board requested that there be an agenda item on the London Development Agency, the European Social Fund (ESF) and how it affects Hackney.</p>		

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	ACTION: An Agenda item on ESF to be on the next EDP board agenda	Natalie Allen	March 09
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Please note the dates of future meetings:

Date	Meeting	Time and venue
3 March 2010	Economic Development Partnership	3-5pm Hackney Community College
1 June 2010	Economic Development Partnership	3-5pm Hackney Community College

Economic Development Partnership Board Meeting

5 March 2010, 11:00 – 13:00

Hackney Community College, Falkirk Street, N1 6HQ

1.	11:00-11:10	<p>Welcome and apologies</p> <p>Notes from previous meeting, and matters arising</p> <p>Papers</p> <p>1.1 Economic Development Partnership Board Notes 2 Dec 2009</p> <p>1.2 Quarterly Performance Pack (for information)</p>	Cllr Guy Nicholson
2.	11:10 – 12:10	<p>The Local Economic Assessment and Worklessness Cross-cutting review</p> <p>Context : The Local Economic Assessment is a statutory requirement to produce a current picture of Hackney's economy and an evidence base for considerations of where policy interventions can be most effective.</p> <p>The Sustainable Community Strategy has a focus on poverty reduction through access to education and employment. The SCS stated that we would carry out a cross cutting review on worklessness to learn more about the characteristics of worklessness in Hackney in order to develop our approaches to tackling the issue.</p> <p>Role of Board: To consider the recommendations of the Worklessness cross-cutting review in terms of whether they are correct and how the findings impact partnership organisations.</p> <p>Paper(s)</p> <p>2.1 Hackney Local Economic Assessment Research Plan</p> <p>2.2 Report on the cross-cutting review on worklessness</p>	Shawnee Keck
3.	12.10 – 12.55	<p>Economic Development Strategy</p> <p>Context: The Economic Development is being developed to provide a focus for growing the local economy to ensure that there are sufficient jobs for local people, building on the partnerships existing strategies.</p> <p>Role of the Board: To shape the development of the Economic Development Strategy by considering the proposed guiding</p>	Andrew Munk

		principles . Paper <i>An Economic Development Strategy for Hackney – presentation</i>	
4.	12.55 – 13:00	Any other business	Cllr Guy Nicholson

Please note the dates of future meetings:

Date

Time and Venue

1 June 2010	3-5pm	Hackney Community College
7 September 2010	3-5pm	Hackney Community College
23 November 2010	3-5pm	Hackney Community College

For further information, or to suggest items for future meetings, please contact:

Natalie Allen

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Hackney Local Economic Assessment Research Plan

Overview

The Local Economic Assessment is a statutory requirement to produce a current picture of Hackney's economy and an evidence base for considerations of where policy interventions can be most effective. They are required on a three-year basis in line with the Sustainable Community Strategy and Local Area Agreement. The LEA stands as the definitive economic evidence base for all of Hackney's strategies, policy and agreements. This first study will be focused on creating a baseline for our key economic indicators.

Scoping and organisation of the LEA began in January 2010, the initial research phase will produce a baseline report at the end of the summer. A final stage of policy development research will generate a report to Government in the spring of 2011.

Communities and Local Government have provided a core list of required data and topic areas. However, as a means of ensuring the LEA gives us the local insights we need of the LEA, we have reorganised the list of requirements into pertinent research questions for our own local economy. What follows is the transformation of the statutory list into relevant themes to assist with local economic place shaping.

While the CLG guidance explains that the required output for the LEA is a data brief on the components of the economy, any resulting policy development should use the findings arising from the data collection and analysis. Beyond supporting economic development objectives, the LEA is also the economic evidence base for all other LBH strategies including:

- Sustainable Community Strategy
- Local Area Agreement
- Local Development Framework and development documents
- Transport strategy
- Economic Development Strategy
- Strategic Housing Land Availability Assessment
- Joint Strategic Needs Assessment
- Local authorities' commissioning role for 16 to 19 learning
- Child Poverty Assessment
- Comprehensive Area Assessment

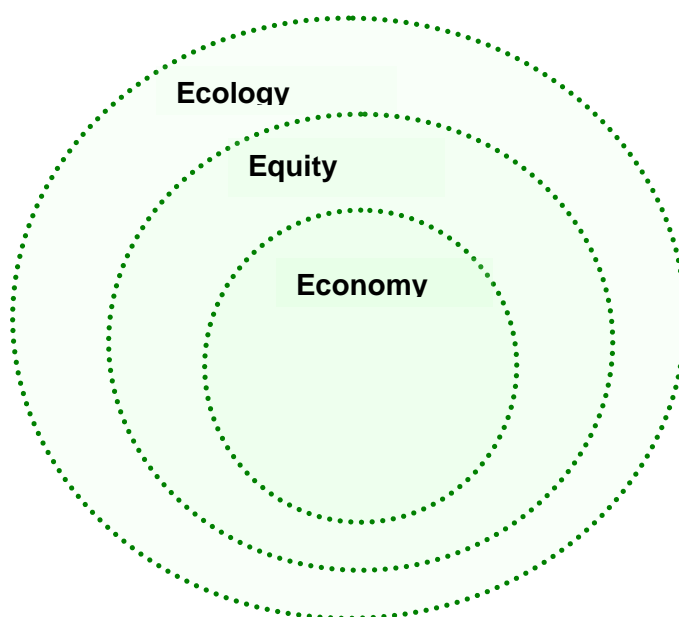
We take care to consider the determinants of economic growth and define *economy* very broadly, examining the social and environmental contributions to shaping our local economic base.

CLG's requirement for a specific understanding of the local economy comes from the awareness that economic development is just as much about people and place as it is about profit and productivity. The sale of goods and the

Earning of wages are not isolated from the environment in which they sit, as energy, property, the quality of land, and transport provide the setting for economic growth. Similarly, economic dynamics cannot be considered outside of society as it is the residents, visitors, employees and families who earn wages, make purchases and decide on investment.

The diagram below demonstrates how the local economy is embedded within an ecological and social system. The lines of each circle are not solid, illustrating the dependence of each aspect on the others. The inclusion of these elements in a model of Hackney's economy highlights the importance of balanced growth that improves the quality of life for all citizens, not just those most economically capable. After all, the words environment and economy come from the same word, *oikos*, Greek for household, home or family.

The 3E Model



Together, these three aspects form the basis for an analysis of Hackney's economies and the interconnections that policy can work through to improve our performance. The LEA works through this framework to ensure a balanced test of status, direction and magnitude of local economic data. We will gather the answers to these and other policy questions through the examination of the data and a process of exchange and discussion within the Council and between partners.

The LEA Research Plan demonstrates:

- the data to be collected
- the primary research questions we hope to answer, and
- the analytical tests we will apply to either identify areas for further assessment or to answer key policy questions.

Table of Contents

The structure of the LEA will be organised according to the model above. Our process will examine the influence of Hackney's natural and built environment on the macro and micro economy. Analyse the performance and

determinants of macro and micro economic dynamics. Finally, we will review the different effects of these environment and economic forces on families and workers experiences. The report will examine each aspect in turn and evaluate the effects of the interfaces between the three.

Chapter Headings

1. Context: Placing the determinants of Hackney's economies
2. Economic Overview: Macro economic dynamics and the sub-regional setting
3. Business and Enterprise: The story of Hackney's local firms
4. People and Communities: Labour markets, skills and wages
5. Sustainability: Change and the legacy of regeneration in Hackney
6. Cohesion and equitable economic growth
7. Summary and Recommendations

The assumptions within the organisation of the LEA include (but are not limited to):

- The existence of multiple economies in Hackney; depending on how we cut it, we can find different functional, spatial, ethnic, cluster, emerging and historical economies
- The value of an historical evaluation of Hackney's regeneration investment comes from the lessons we can learn from past policy and assists in the identification of remaining challenges in some of the determinants of economic development.
- The data and analysis in Chapters 1-5 will provide some of the tools to answer the challenging questions in Chapter 6

Ch 1: Context: Placing the determinants of Hackney's economies

Research questions:

What is the demographic make-up of Hackney, as determined by housing and infrastructure and how do these affect the economy?

How does Hackney's energy status and environment influence economic possibility?

What role does our built environment play in the make up of our businesses stock or resident population?

Data:

- Environment: emissions, waste, energy, water use, amount of green space
- Classification of neighbourhoods
- Resident & Working-age Population
- Demographics – age, sex and race profiles
- Housing: needs, stock conditions, affordability, projections, past/current delivery
- Infrastructure: social, green and community
- Transport flows, use and connectivity and commuting patterns into and out-of Hackney
- Sport and cultural facilities contribution to local economy and the potential for the Olympic Legacy
- Levels and trends of poverty and inequality
- Percentage of population with access and use of mainstream and non-mainstream financial services
- Households with internet connection
- National Insurance allocation to overseas nationals (represents international workers)
- Satisfaction with local area and services
- Property crime

Sample Analytical questions:

What are the primary implications of our demography for our economic status?

How is Hackney changing – the place and population?

- history, demography and social and environmental challenges
- specific regeneration challenges

What are the characteristics of affluent and deprived neighbourhoods?

How active is our population?

What are the profiles of our residents, socioeconomic status, history and background, cultural influences?

Is there tension between affordable housing, employment land and a viable housing market?

Ch 2: Economic Overview: Macro economic dynamics and the sub-regional setting

Research questions:

What are the macro economic contexts in which Hackney sits?

How does our inward investment fare in comparison to other Boroughs?

How do our labour market, transport or education flows determine our economic reach?

Data:

- Sub-regional comparisons and Hackney's position within
- Gross Value Added (GVA) per hour worked and GVA per worker
- Total employment growth
- Job density
- Levels and status of determinants of competitiveness
- Scale of the economy: local to global reach
- Economic dependencies within the supply chain (Economic, Historic, Technological--product and process, and Political)
- Economic forces and factors, linkages and flows
- Internal and external drivers of growth
- Cluster or agglomeration economies: comparative strengths of sectors and the significance of particular industries
- Regional growth sectors
- Potential for particular high growth/high output industries
- Expected employment growth within London and Hackney's share
- Risk indicators
- Travel to work within the sub-region
- Public sector investment and market sustainability

Sample Analytical Questions*:

What are the economic forces and factors acting on Hackney's businesses (macro variables such as general state of the economy e.g., depression, recession, recovery, or prosperity), loan interest rates, stage of the economic cycle?

Which sectors are growing, shrinking, stagnating?

Which sectors are part of the regional market, and which sectors are locally oriented?

Which sectors are faced with opportunities and/or threats at a local/regional/global level?

What are the comparative strengths and weaknesses of the local economy?

*Note: these questions will be answered for all of Hackney's relevant sub-regions

Chapter 3: Business and Enterprise: The story of Hackney's local firms

Research question:

What are the characteristics and needs of Hackney's local businesses?

Data:

- General levels and trends of business starts-up and closures VAT and non-VAT registrations and deregistration
- Number of patent applications
- Growth of overall business base
- Assessment of quality of Hackney Council's interaction with local business and support through core services.
- Business survival rates 1-5 years, 5-10 years
- Self-employment levels
- Street market characteristics and productivity levels, stall numbers, commodity types
- Size of businesses; public/private split
- Supply chain mapping
- Levels and propensity of entrepreneurship
- Company bankruptcy and insolvency petitions
- Inward investment enquires, opportunities and levels of mismatch
- Minority business ownership (BAME; Women; Disabled)
- Businesses Registered on CompeteFor
- Levels of Business to Business contracts
- Number of businesses in managed workspaces, number of businesses connected and using SPACE and Thames Innovation Centre
- Levels of finance: CDFI usage, number of local business accounts
- Business crime statistics
- Local constraints and risks to economic growth, investment and employment
- Percentage of firms in each 2007 Standard Industrial Classification (SIC) category
- Percentage of employees in each 2007 Standard Industrial Classification (SIC) category
- Percentage of firms in specific growth industries
- Analysis of effects and impacts of different economic scenarios on the local area
- the future direction of the local economy
- A view of dying industries and the future business base
- Challenges and opportunities within a move to a low carbon economy and increasing renewable energy capacity

Sample Analytical questions:

At what scale do our businesses operate: international to local?

In what functional geographies do our businesses operate?

Can we identify comparative strengths of sectors and the significance of particular businesses at the local level?

What are the obvious economic linkages and flows between businesses, to the major buyers (PCT, Council), sub-regionally (5 Boroughs)?

What do business owners say are their constraints to growth and investment?

How does the quality of businesses compare across geographical areas—i.e. Shoreditch to Stoke Newington?

How do our markets benefit local traders and shop owners, do they provide local employment?

What are the downstream economic implications of business attraction opportunities?

What are the tax implications of new economic growth opportunities?

Ch 4: People and Communities: Labour markets, skills and wages

Research question:

What are the characteristics of Hackney's labour market?

Data:

- Employment rate and unemployment rate
- Economic inactivity rate
- Claimant rate and nature of the on and off flows for JSA
- Other benefit claimant rate
- Worst performing neighbourhood data (NI 153)
- Occupational structure
- Resident and workplace wages
- Household income data
- Child Poverty data
- Economic deprivation
- Benefits data (segmented by ethnicity, gender, duration and age)
- PT/FT employment data and availability of PT work
- NVQ qualifications held
- GCSE grades (A*-C) grades and school performance indicators
- Recipients of employment support/soft-skills training
- FE college + providers of adult training (formal training)
- How training provision relates to economic sectors
- Skill levels of Hackney workforce
- Skills requirements of key economic sectors in Hackney (data gathered by JCP LEP team)
- Employee numbers by sectors and key growth sectors
- Volunteering levels
- Contribution of universities and other higher education institutions
- Skills forecasts

Sample Analytical Questions:

How is the labour market & economic deprivation changing over time, geographically, and in terms of social identity?

What are the underlying economic and social barriers to economic participation?

Is there enough flexible work available to meet the expected demand from new regulations requiring mothers to go back to work after their children reach age 10?

Have employment and job brokerage interventions been effective, for particular target populations?

How stable jobs are in Hackney? Does employment churn reflect worker preferences or is it a lack of sustainable employment?

What are the skill levels in the LBH population?

Is the LBH population adequately prepared to take advantage of local and regional employment opportunities and does is our population developing skills in growth sectors?

Ch 5: Sustainability: Change and the legacy of regeneration in Hackney

This chapter will examine the last ten years of regeneration investment in Hackney. The study will include a high-level analysis of value for money, key projects and remaining challenges. The goal of this analysis is to provide an idea of the range and impact of public sector investment over the past decade. A crucial piece of evidence from this chapter will be analysis of what work remains to ensure a strong local economy in Hackney.

Research question:

Which policy interventions over the past decade have contributed to improving the conditions for economic development in Hackney – i.e. addressing worklessness and infrastructure investment?

Specific variables to be determined, initial considerations include:

- worklessness programmes
- child care/lone parent programmes
- infrastructure projects
- housing improvements (tenure; stock conditions; affordability; needs)
- planning (AAPs, town centre masterplans, LDF alignment)
- health (interventions to address IB; interventions to address mortality, Partnership input on successes and remaining issues)
- crime reduction and community cohesion
- Town Centre development
- land & property markets (percentage of employment land; percentage of vacant land; planning permissions granted; available floorspace)

Sample Analytical Questions:

Who and where have gained from these interventions?

How aligned have these interventions been with similar policy and programmes?

What was the value for money of investment outputs?

Which interventions made the most difference, to whom and where?

Ch 6: Cohesion and equitable economic growth

Research questions:

What are the key issues that remain in the development of Hackney's economy going forward?

What topics should we focus on as we move into a new post-regeneration era?

Analytical Questions suggested by Hackney Officers:

- Employment land versus residential space
- Whose reality counts in Dalston and the Wick, how can we balance stakeholder claims on Town Centres?
- What is our definition of success for the opportunities from Olympics Legacy, who is the target? If more upwardly mobile people move in, did investment work?
- How can we guarantee the Media Centre will not be an island of skills importation? What programmes need to be in place to make sure local people benefit? Will both tracks of the economy benefit from an emphasis on knowledge based jobs?
- If we cannot sustain large companies here, do our citizens have the skills to work in big companies elsewhere?
- Have we supported SMEs to employ local residents?
- How does employment improvement breakdown across ethnicity or class?
- If we bring in large employers, how can we ensure it benefits the supply or our unemployed?
- How much will unemployed residents take advantage of the Overground to expand their work search? Do they have a willingness to travel? Is Stratford employment still local employment?
- How can we improve business support in a micro economy?
- What needs to be in the Town Centres, are we reproducing poundshops?
- What will be the effects of Stratford City on high streets, what is the optimal mix of local services, retail, restaurants and culture that can make these spaces viable?
- What is the quality of our businesses, should our business support change over take-aways and convenience stores to different businesses?
- What are the policy interventions that will produce convergence between the haves and have nots?
- What are we doing for our new higher earning residents? What do they need in terms of 'economic development'?

Ch 7: Summary of Recommendations

This chapter will compile key findings and recommendations from previous chapters.

Draft Recommendations

Cross-Cutting Worklessness Review

LBH Strategic Policy and Research

Number	Policy Area	Recommendation	Actions
General Recommendations			
1	Service Collaboration	Raising our game with the next level of service integration	A. Move to themed-based project teams for strategic service planning.
			B. Increase collaborative service logistics and delivery
			C. Hackney Council should also increase collaborative service planning and delivery.
2	Data analytics and monitoring	Create a culture of evidence based policy	A. Decisions that affect the cost, design, quality and effectiveness of public services should be supported by robust and shared information.
			B. Equalities and segmentation data should be collected and analysed as part of performance data.
			C. Staff should have joint training sessions on data development and management for complex problems such as worklessness.
3	Mainstreaming employment policy	Embed employment programmes into all services delivered by the partnership.	Strategy alignment, staff co-location, joint media and publicity, no-wrong door
Specific Recommendations			
1	Health and Wellbeing	Employment support for people with emotional and mental health issues.	A. Allow sufficient investment time within project budgets for overcoming barriers to work.
			B. Provide support for those at the cusp of employment, including those currently in employment, but at risk of falling out due to emotional and mental health issues.
			C. Commission employment advisors trained to help retain at-risk employees in SMEs

			D. Increase local employment of IB claimants in the public sector by actively recruiting for lower skilled positions from an identified pool of successful clients who are work-ready.
2	Education, employment and health	Implementing a whole family approach	A. Education and employment services should link strategies, data collection, interventions and monitoring for members of the same family
			B. Employment services should be expanded with complimentary approaches to ensure multiple access points are available.
			C. Relevant services should develop more nuanced views of family and child care.
			D. Family centred approaches should lead to the early identification of at-risk young people.
3	All	Delivering equity to priority groups	A. Establish Priority Target Groups to ensure services are reaching those who need them most in ways they can access them.
			B. In order to address the needs of priority groups most efficiently, we recommend consulting with a broad range of organisations supporting these groups as a next step to service delivery.
4	All	Learning and analysis for the Cross-cutting Worklessness Review should be incorporated into all future strategies, where relevant, for both the Council and the Partnership.	

An Economic Development Strategy for Hackney

5th March 2010

Andrew Munk

Partnerships & Investment

Agenda item 3

Why do we need an Economic Development Strategy?

Hackney has a strong focus and a good track record getting people into jobs.

We now need to focus on growing the local economy to ensure that there are sufficient jobs for local people.

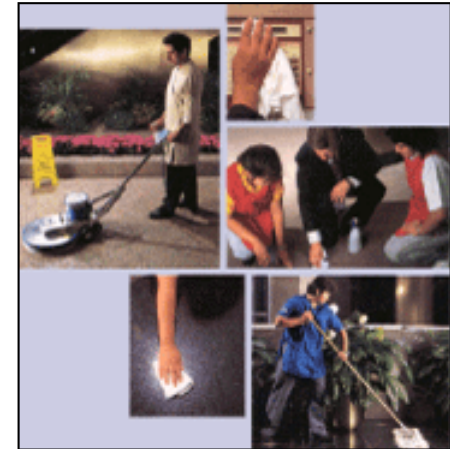
The EDS aims to:

- Articulate Hackney's future economic development
- Build on LBH's existing plans, strategies and delivery programmes
- Help prioritise departmental funding and investment decisions

Proposed EDS guiding principles

- 1) Ensure the growth of regionally competitive economic sectors rooted in Hackney's existing strengths and leveraging the Olympics legacy
- 2) Target development in key growth areas (Dalston, A10 corridor, Hackney Wick, Hackney Central, City Fringe)
- 3) Enable local small businesses and entrepreneurs to thrive
- 4) Develop well educated and appropriately trained workforce
- 5) Provide a range of jobs from entry level to high skilled
- 6) Contribute to wider place-shaping

- **Servicing the City:** financial & business services, property services, legal services, print & publishing, office supplies events, office cleaning, catering, facilities management/repair



– Creative and media industries: film/video/TV production, new digital media, art, fashion, entertainment, cultural activities



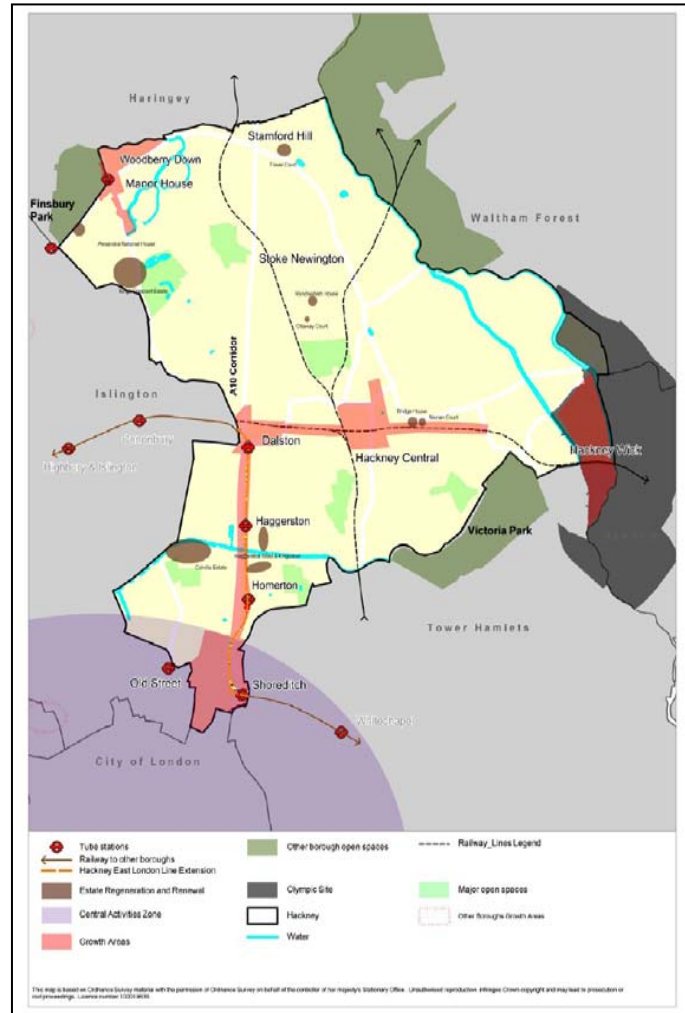
– Town centre & visitor economy: markets, specialised retail, hotels, restaurants/bars



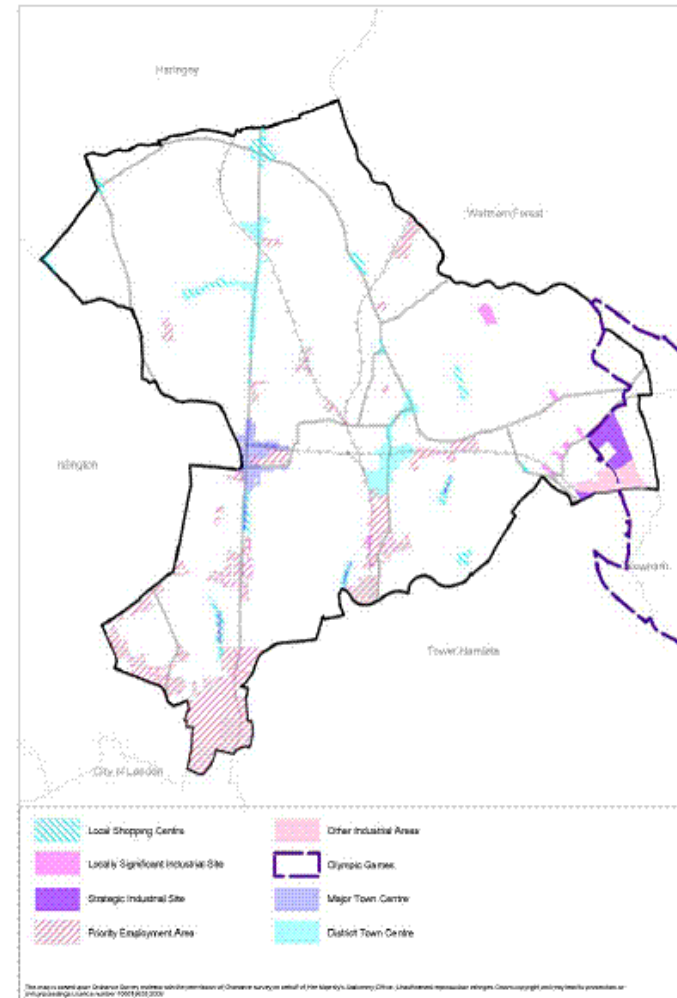
- **Low carbon economy:** retrofitting, eco-building/maintenance, CHP installation, design services, consultancy, engineering



2. Target development in key growth areas



Map 6.1 Town Centres, Employment and Industrial Areas



3. Enable local small businesses and entrepreneurs to thrive



 **Hackney Enterprise Network**
Provided by HBV enterprise in partnership with the London Borough of Hackney and the European Community Regional Development Fund

 **European Regional Development Fund**
Investing in your future

 **HBV enterprise**
starting, funding, growing business

 **Hackney**



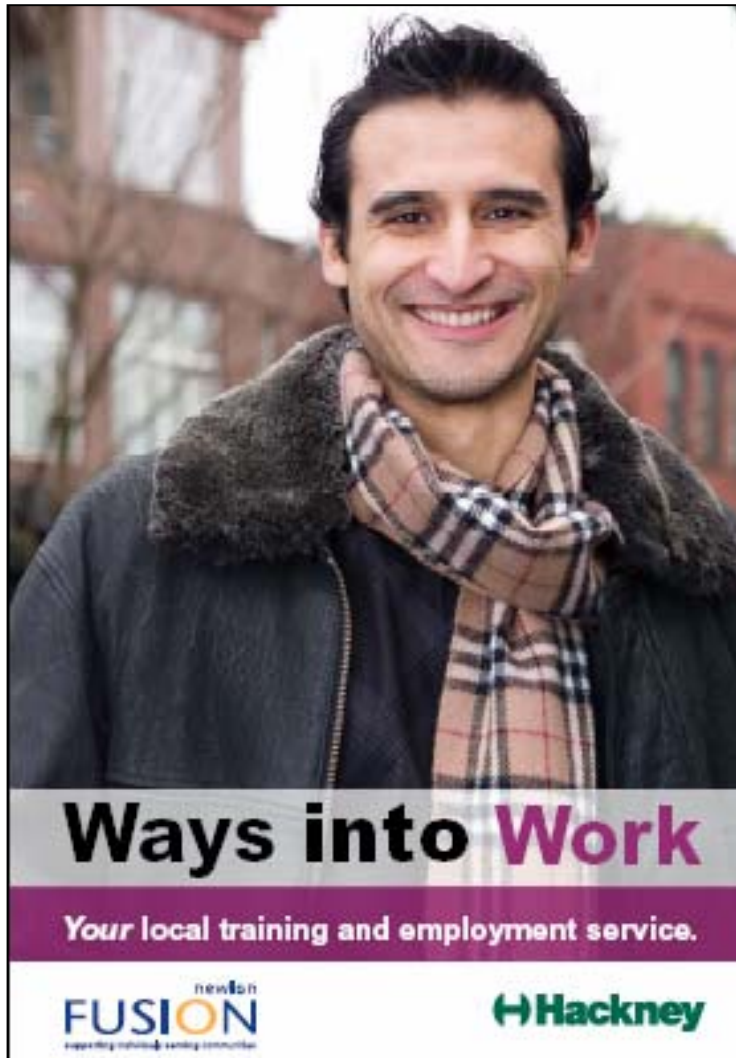
Giving businesses unique access
to London 2012 opportunities



4. Develop a well educated and appropriately trained workforce



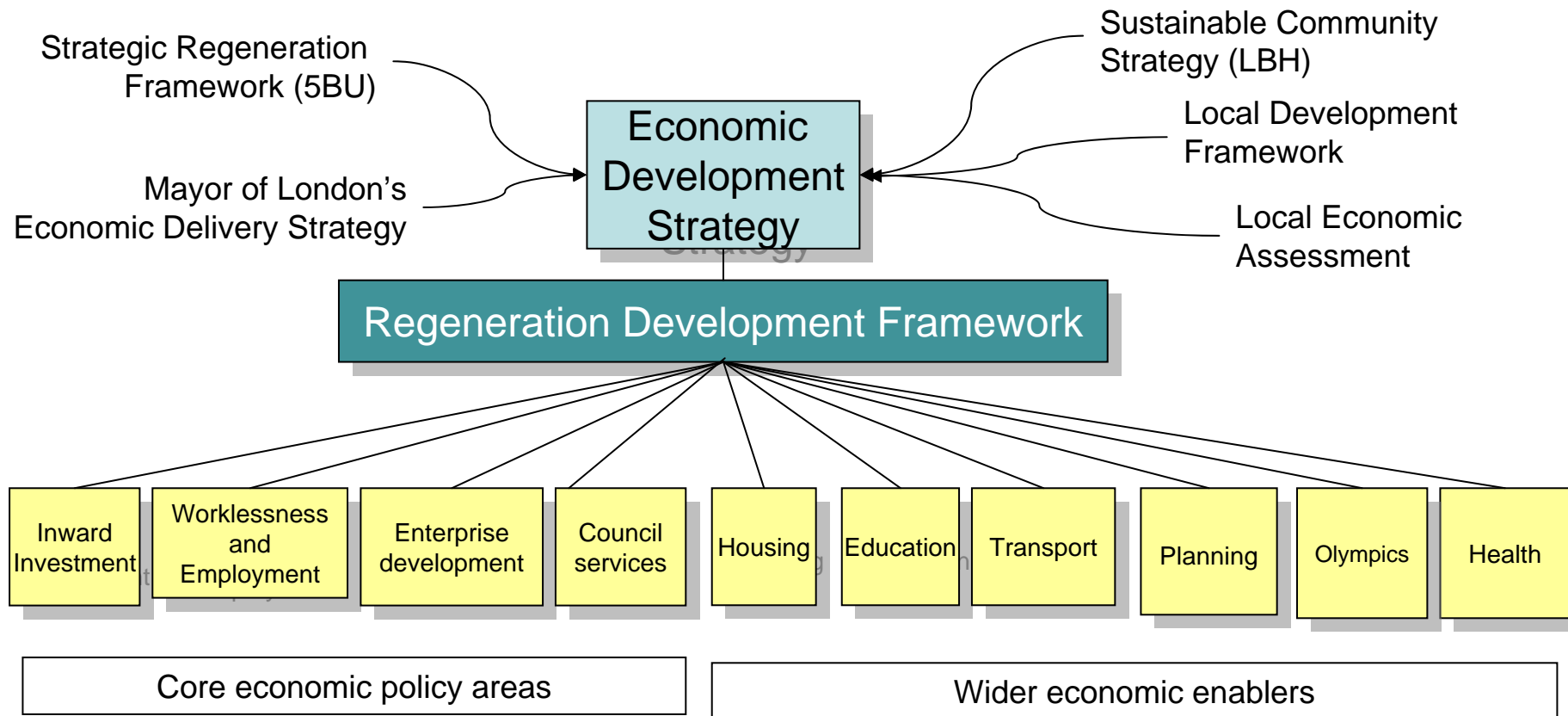
5. Provide a range of jobs from entry level to high skilled



6. Contribute to wider place shaping



The EDS will build on existing strategies

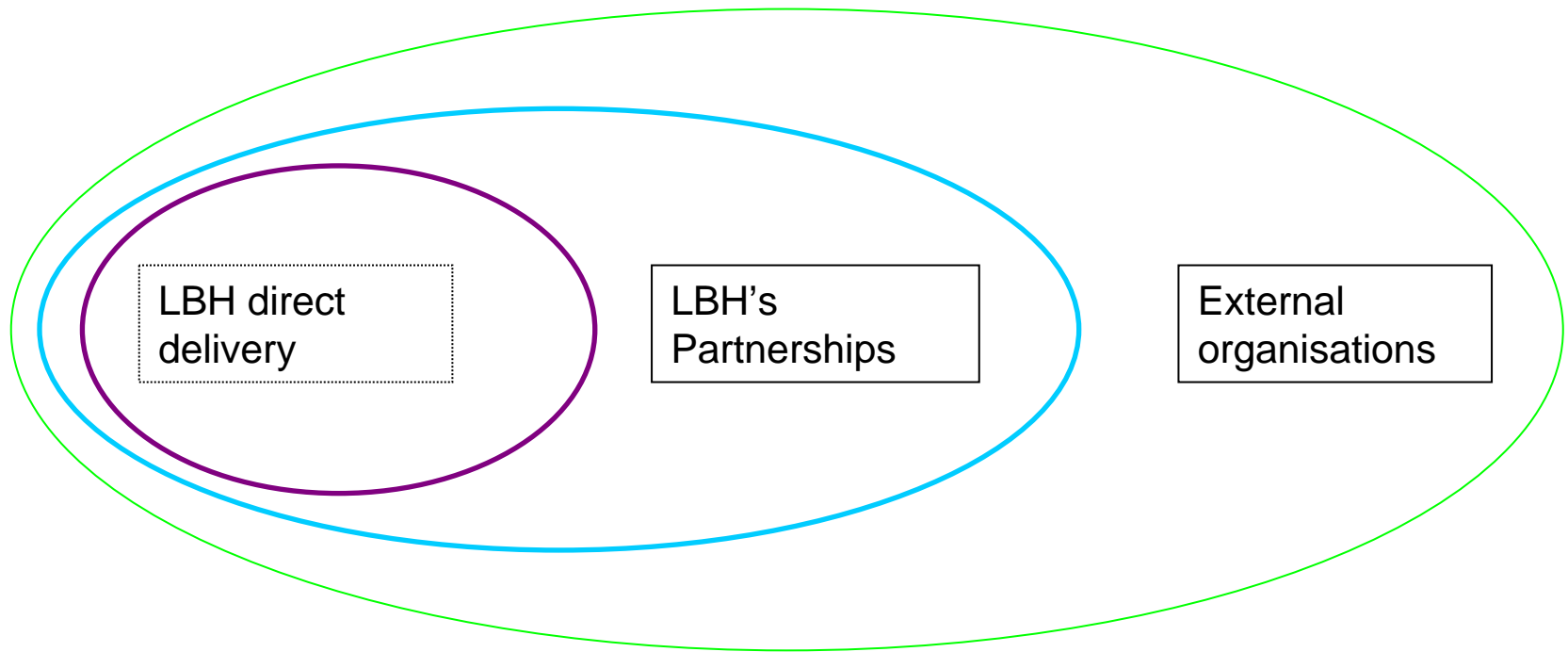


There is already a well articulated 'direction of travel' in the borough's existing strategic documents – the EDS will fill the gap between the desired outcomes set out in those documents to give focus to the actions in a refreshed RDF

Illustrating how the EDS will be delivered



Delivering the EDS



The EDS will be developed over the next five months

Date	Milestone	Items
25 Jan	RSG meeting	- Refreshed RDF action plan (v1): Live actions + new actions from P&I business plan
Feb - April		<ul style="list-style-type: none"> - Establish EDS evidence base - Develop guiding principles + strategic goals - Identify policy levers to deliver strategic goals - Stakeholder engagement
April - June		<ul style="list-style-type: none"> - Develop EDS objectives - Identify actions in existing 'core' and 'enabling' strategies to go into refreshed RDF action plan (v2)
14 June	RSG meeting	- Present EDS options for: guiding principles; strategic goals; objectives; refreshed RDF action plan (v2)
June - July		- Incorporate RSG comments and finalise

Planning the development of the EDS to span the election will allow the EDS to incorporate manifesto commitments of the new administration.

Stakeholder engagement

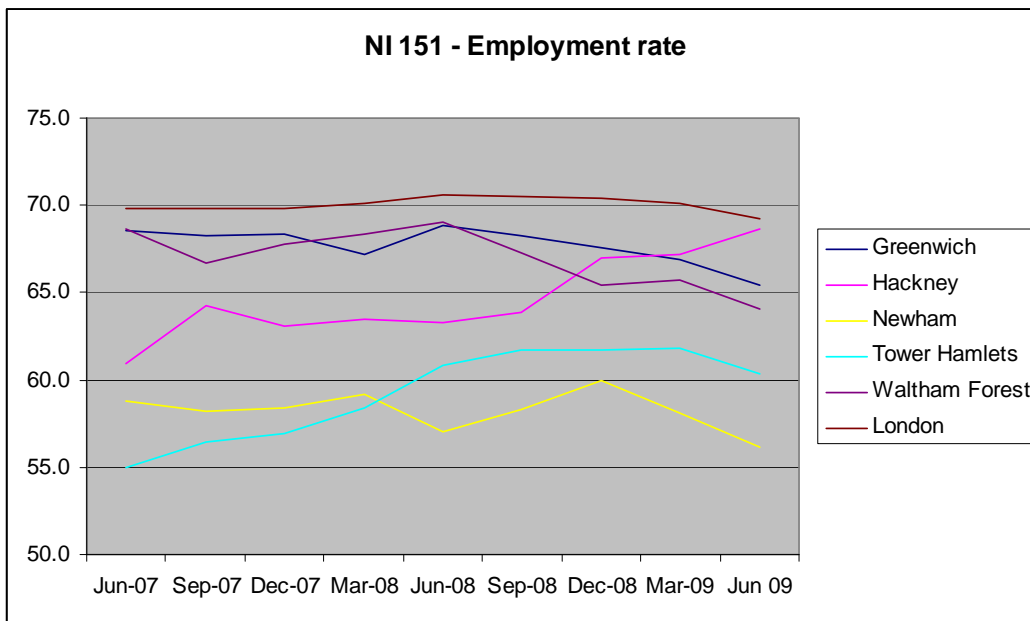
Over the next month we will be engaging with key stakeholders around the proposed guiding principles and growth sectors:

- Economic development service providers
- Private & 3rd sector representative groups
- Business engagement forums
- Subregional groupings

This will be followed by close working with partners to develop SMART objectives for the EDS

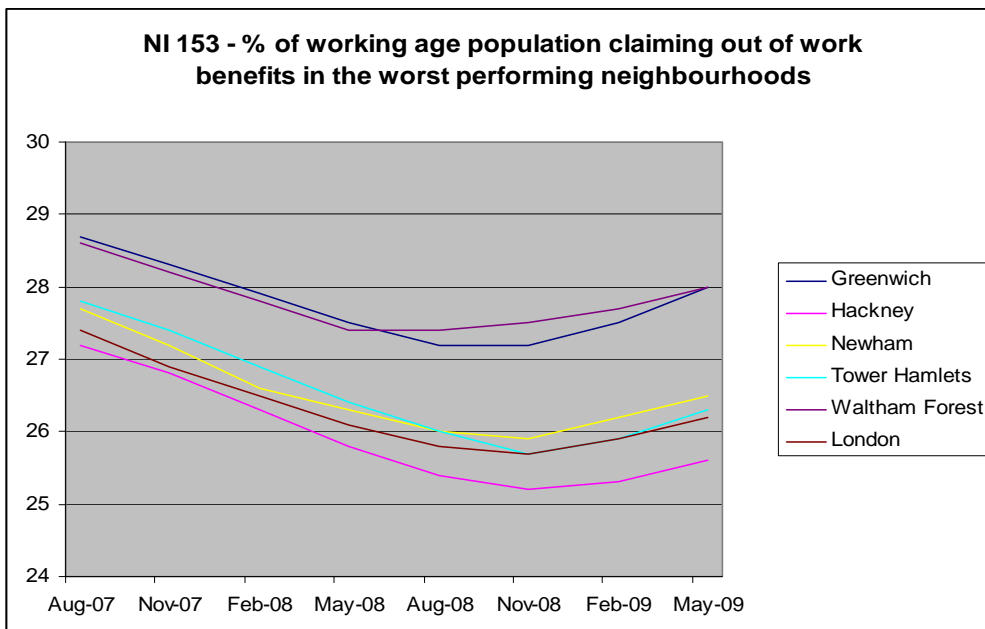
EDP March 2010: Analysis of key labour market trends

1) NI 151 – Overall employment rate



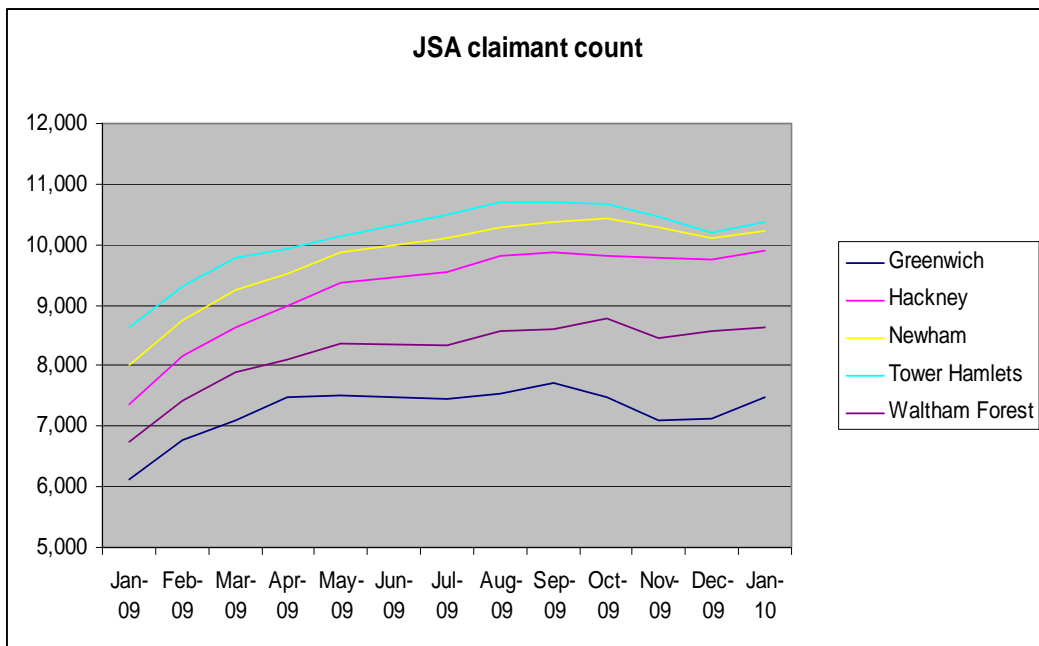
- LBH's employment rate continues to increase from Q4 08/09 to Q1 09/10 – from 67.2% to 68.7%. LBH is now only 0.5% below the London average.
- In numerical terms, the number of LBH residents in employment has increased from 87,400 to 100,100 over the past 2 years.
- The employment rate of the other 4 Olympic boroughs continues to **decrease** – in the context of the economic downturn (NB the 7 month timelag for this indicator).

2) NI 153 - % of the working age population claiming out of work benefits in the worst performing neighbourhoods



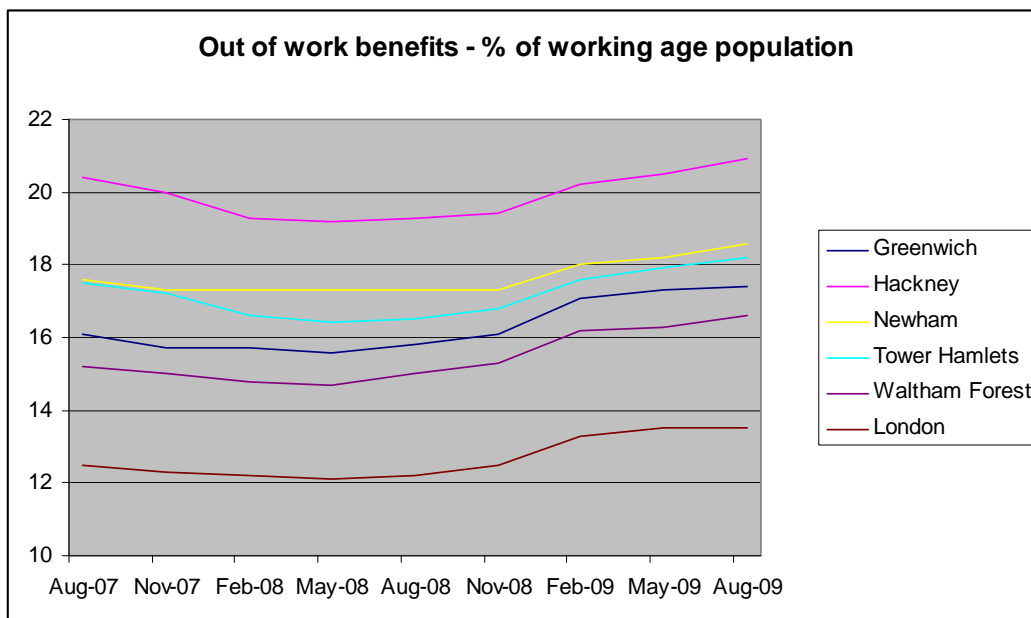
- Hackney has a lower % of residents (25.8%) claiming out of work benefits in its 'worst performing neighbourhoods' than both the other Olympic boroughs and London.
- Since the start of 2009, the positive downward trend has been reversed. This coincides with a sharp rise in JSA claimants.
- This upward trend in Hackney is in-line with London and the other Olympic boroughs – but is notably shallower than boroughs such as Greenwich.

3) JSA claimant count



- After decreasing slightly in late 2009, during January 2010 the claimant count in LBH rose slightly to 9,905
- 6.9% of LBH's working age population are claiming JSA – this rate is higher than the other Olympic boroughs, and significantly higher than the London average (4.4%)
- 21.4% of LBH's claimants are 18-24 year olds, compared to 23.8% in October 09.

4) Out of work benefits - % of working age population



- LBH has the highest proportion of out of work benefit claimants (20.9%) of all the Olympics boroughs.
- This difference is largely due to the high number of IB/ESA claimants in LBH – 9.1% of the working age population, compared to 7.9% in Newham (the borough with the next highest proportion of out of work benefit claimants)
- The trend for LBH since Q2 07/08 is broadly in-line with the other Olympic boroughs and London as whole. This reflects the sharp spike in JSA claimants during the first half of 2009.

Budgets	Total Allocation		Q3 09/10				
	Original Allocation	Current Allocation	Quarterly Allocation	Quarterly Actual	Quarterly Variance	Reasons for Variance	Remedial Action Planned/Taken
Job Brokerage							
Olympic Jobs Brokerage	£7,064.45	£7,064.45	£7,064.45	£7,064.45	£0.00		
General Job Agency (Talent)	£200,000.00	£200,000.00	£200,000.00	£194,191.75	-£5,808.25		
Transnational Jobs Brokerage (Groundwork)	£17,499.00	£17,499.00	£17,499.00	£17,499.00	£0.00		Need to confirm this with the client, they are currently claiming costs of over £45,000 for Q2 and Q3 but we will be obtaining verification of this on Tuesday at a monitoring visit
Sub-total	£224,563.45	£224,563.45	£224,563.45	£218,755.20	-£5,808.25		
Salary Costs							
PO7 Programme Manager	£23,230.00	£23,230.00	£23,230.00	£22,997.70	-£232.30		
PO4 Client Support Manager x 2	£19,000.00	£19,000.00	£19,000.00	£19,000.00	£0.00		
Recruitment costs	£15,000.00	£15,000.00	£15,000.00	£2,450.00	-£12,550.00	Recruitment currently occurring for Client Support Manager positions, less than expected due to positive result of internal and agency recruitment. Yet to recruit for Programme Manager and possibly, additional Client Support Manager position if only 1 is filled in this round of recruitment.	Recruitment of Programme Manager to begin after Client Manager(s) confirmed. Recruitment will be external at a minimum cost of £3,000. If necessary, additional Client Support Manager recruitment will be undertaken externally at a probable cost of £3,500.
Sub-total	£57,230.00	£57,230.00	£57,230.00	£44,447.70	-£12,782.30		
Management, Office Running & Admin. Costs							
Management Information Systems	£14,050.00	£14,050.00	£14,050.00	£14,050.00	£0.00		
Sundries	£2,937.00	£2,937.00	£2,937.00	£2,050.00	-£887.00		
Sub-total	£16,987.00	£16,987.00	£16,987.00	£16,100.00	-£887.00		
Consultant and other Costs							
Evaluation	£12,059.00	£12,059.00	£12,059.00	£12,059.00	£0.00		
Housing Capacity Building	£10,000.00	£10,000.00	£10,000.00	£0.00	-£10,000.00	Activity has not been possible due to delay in expanding WiW delivery team.	New administration officer is beginning on January 24th which will give existing staff more time to focus on delivery. Interviews taking place on 15th of Jan for two Programme Officers, hopefully post filled by early February.
Housing Outreach	£163,000.00	£163,000.00	£163,000.00	£71,049.90	-£91,950.10	Costs significantly less than profiled due to changes in staffing and no outreach workers being in place for Circle, Family Mosaic, L&Q and no activity from Pinnacle in Qtr 3.	Outreach workers have now been recruited for Circle, Family and L&Q. Contract and performance now agreed with Pinnacle and Hackney Homes and Pinnacle Outreach and Monitoring Officers have been re-appointed so activity should resume across all housing providers in Q4.

Housing Co-ordination	£18,920.00	£18,920.00	£18,920.00	£17,544.00	-£1,376.00	Cost of coordinating housing management partners (Pathmeads, Pinnacle and Mouchel) is slightly less than expected due delay in agreeing Pinnacle's contract.	Pinnacle now beginning delivery and Coordinator has planned a provder meeting with all 3 partners on January 23rd to discuss effective engagement and referral.
Volunteer Programme	£20,000.00	£20,000.00	£20,000.00	£0.00	-£20,000.00	Activity has not been possible due to delay in expanding WiW delivery team.	New administration officer is beginning on January 24th which will give existing staff more time to focus on delivery. Interviews taking place on 15th oj Jan for two Programme Officers, hopefully post filled by early February.
Future Jobs Fund	£10,000.00	£10,000.00	£10,000.00	£0.00	-£10,000.00	Activity has not been possible due to delay in expanding WiW delivery team.	As above
Branding	£20,000.00	£20,000.00	£20,000.00	£5,000.00	-£15,000.00	Much branding activity has not been possible due to delay in expanding WiW delivery team - this cost also includes job event and publicity from winter lights event.	As above
Childcare Provision	£34,529.00	£34,529.00	£34,529.00	£17,103.16	-£17,425.84		
Parent and Specialist Client Support (Renaissi)	£120,000.00	£120,000.00	£120,000.00	£110,948.77	-£9,051.23		
ESOL Co-ordination	£10,500.00	£10,500.00	£10,500.00	£0.00	-£10,500.00	Activity has not been possible due to delay in expanding WiW delivery team.	As above
Employer Gateway (Talent)	£11,000.00	£11,000.00	£11,000.00	£0.00	-£11,000.00	Activity has not been possible due to delay in expanding WiW delivery team.	As above
Employer Gateway (Renaissi)	£25,000.00	£25,000.00	£25,000.00	£24,632.55	-£367.45		
Sub-total	£455,008.00	£455,008.00	£455,008.00	£258,337.38	-£196,670.62		
TOTAL COSTS	£753,788.45	£753,788.45	£753,788.45	£537,640.28	-£216,148.17		

Economic Development Partnership Board Quarterly Performance Pack March 2010

This report comprises of four documents

1. Local Area Agreement (LAA) – Quarterly Performance Indicator Report 2009/2010 Quarter 3

This gives an overview of quarterly performance for the EDP's indicators. It only focuses on those indicators that are measured quarterly and reviews the likelihood of achieving the target.

2. Analysis of Key market trends

To compliment the LAA data, the Board has requested that it receives a quarterly update on the local employment and working benefit rates.

3. City Strategy Pathfinder – Ways into Work Report QTR 3 2009 - 2010

The performance report for quarter 3 for the CSP- WiW programme commissioned by the Economic Development Partnership Board.

City Strategy Pathfinder – Ways into Work commentary

This paper provides a commentary to the attached spreadsheets which detail the quarterly performance of the CSP – WiW programme, in terms of spend, outcomes and outputs.

Output measure /commentary	qtrly target	qtrly actual	qtrly variance
<u>total number of people registered</u>	530	371	(159)

Registered outputs are provided by our principle employment service providers (Talent and Renaisi) as part of their monthly report. Additional registration are being achieved by the housing outreach team, but previously there has not been a system to check this information and cross reference it with those clients with those of our employment service providers. To avoid double counting and reporting non-verified outputs the housing outreach registrations have not been included. In January 2010 WiW launched its new outreach tracking system as part of the new Client Gateway. This allows us to verify registration outputs being achieved by the housing outreach team and x ref them with clients form other providers. The Q4 return will show the full extent of the programmes registrations and demonstrate that targets are being met.

Output measure /commentary	qtrly target	qtrly actual	qtrly variance
<u>total number receiving employment support</u>	502	110	(392)

Everyone referred onto a WiW employment provider will receive pre-employment support. Typically: a skills and aspirations assessment, guidance on identifying suitable employment and a tailored personal development / action plan. This would equate to 371 clients receiving employment support a variation of (132). Under-reporting is due to:

a) under-reporting

Changes that WiW has introduced to quantify the amount of support that is being provided, (in line with LDA definitions of) differentiating between those receiving more than 6hours. The o/s client files are being reviewed in line with this definition and future reports will include all pre-employment support and those clients receiving more than 6hours. A re-working of the reporting arrangements will be agreed with Team Hackney

b) lower than average numbers of referrals

Reduced client support during Xmas period and as a result in the change-over in the housing outreach activity causing a delay in client engagement as the new arrangements are established. The expanded outreach programme is expected to lead to higher levels of engagement and ultimately higher levels of pre-employment support

sustainability targets

The overall actual is ahead of schedule, but reporting current reporting arrangements do not provide information on breakdown of this sustainability achievement. A review of all outputs (taking place in April/March) will provide details of the sustainability achievements which will be reported as part of the Q4 progress report. A final

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position on sustainability of jobs realised in 2009/10 will not be available until June 2010 for the 13 week sustained figures and Dec 2010 as there is a lag in receiving verified information from employer of up to 3months following the sustained period. A sustainability target of 60% at 13 weeks is expected to be realised as was the case for the jobs realised in 2008/09:

Placed into work - 729

Sustained jobs at 13 weeks (evidenced) = 433

% sustained at 13 weeks = 59.3%

Local Area Agreement (LAA) – Quarterly Performance Indicator Report



EDP

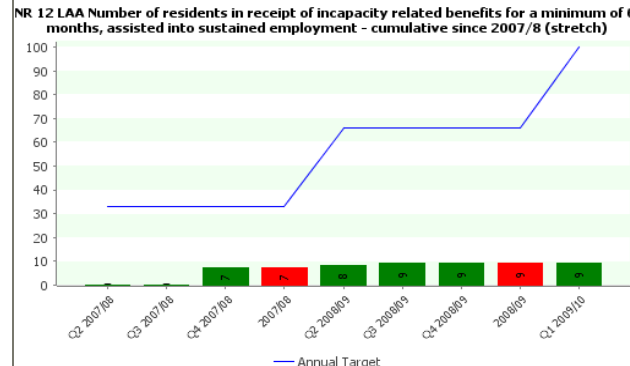
2009/10 Q3 LAA Performance overall

On course to achieve target?		Q1	Q2	Q3	Q4
	This PI is on course to achieve/exceed target.	15	18	19	
	This PI is below target, but likely to recover	7	6	4	
	This PI is below target and unlikely to recover	4	4	4	
N/A	Not available/applicable	4	2	3	

Performance compared to previous quarter		Q1	Q2	Q3	Q4
	The value of this PI has improved since the previous quarter.	6	15	10	
	The value of this PI has worsened since the previous quarter	8	4	7	
	The value of this PI has not changed since the previous quarter.	6	1	0	
N/A	Not available/applicable	10	10	13	

PI Code	Short Name	2007/08	2008/09	Q2 2009/10	Q3 2009/10	Target 2009/10	Direction of travel	Expected outcome	Chart																												
Stretch Targets																																					
NR 11 LAA	Number of lone Parents assisted into sustained employment - cumulative since 2007/08 (stretch)	27	90	No data for this range	This cumulative stretch target agreed in 2007 was linked directly to Local Area Agreement/Area Based Grant(LAA/ABG) funded interventions and was exceeded during 2008/2009. The interventions have ended in 2009 along with a number of worklessness interventions that have been superseded by ABG investment into the Ways into Work programme. Data is no longer required for collection, though is still used in the contract management process.	100	N/A		<p>NR 11 LAA Number of lone Parents assisted into sustained employment - cumulative since 2007/08 (stretch)</p> <table><thead><tr><th>Quarter</th><th>Value</th></tr></thead><tbody><tr><td>Q1 2007/08</td><td>27</td></tr><tr><td>Q2 2007/08</td><td>16</td></tr><tr><td>Q3 2007/08</td><td>16</td></tr><tr><td>Q4 2007/08</td><td>27</td></tr><tr><td>Q1 2008/09</td><td>39</td></tr><tr><td>Q2 2008/09</td><td>50</td></tr><tr><td>Q3 2008/09</td><td>90</td></tr><tr><td>Q4 2008/09</td><td>100</td></tr><tr><td>Q1 2009/10</td><td>100</td></tr><tr><td>Q2 2009/10</td><td>100</td></tr><tr><td>Q3 2009/10</td><td>100</td></tr><tr><td>Q4 2009/10</td><td>100</td></tr><tr><td>Q1 2010/11</td><td>100</td></tr></tbody></table> <p>London Boroughs - TQ Annual Target</p>	Quarter	Value	Q1 2007/08	27	Q2 2007/08	16	Q3 2007/08	16	Q4 2007/08	27	Q1 2008/09	39	Q2 2008/09	50	Q3 2008/09	90	Q4 2008/09	100	Q1 2009/10	100	Q2 2009/10	100	Q3 2009/10	100	Q4 2009/10	100	Q1 2010/11	100
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Q4 2009/10	100																																				
Q1 2010/11	100																																				

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PI Code	Short Name	2007/08	2008/09	Q2 2009/10	Q3 2009/10	Target 2009/10	Direction of travel	Expected outcome	Chart
NR 12 LAA	Number of residents in receipt of incapacity related benefits for a minimum of 6 months, assisted into sustained employment - cumulative since 2007/8 (stretch)	7	9	N/A	N/A	100	N/A	 <p>NR 12 LAA Number of residents in receipt of incapacity related benefits for a minimum of 6 months, assisted into sustained employment - cumulative since 2007/8 (stretch)</p>	<p>This cumulative stretch target agreed in 2007 was linked directly to Local Area Agreement/Area Based Grant(LAA/ABG) funded interventions, however due to the conditions imposed on Hackney within the definition of this indicator capturing success in this area has been challenging. This has been raised through each of the successive LAA refreshes with central government each year since, and in partnership with other London authorities who have had similar issues – but no changes have been agreed. There has been some success in the Incapacity Benefit (IB) area within the Ways into Work programme; and now that this is being funded through ABG it may be possible to include those outputs for 2010 – however this is unlikely that the target will reach the 60% threshold required for reward. We are still in negotiations with Central Government, and whilst this may not help reward, it is likely to influence a specific National Indicator for this discrete area of worklessness for 2011 onwards.</p>

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PI Code		Short Name		2007/08	2008/09	Q2 2009/10	Q3 2009/10	Target 2009/10	Direction of travel	Expected outcome	Chart																														
NI 151	Overall Employment rate (working-age)	60.3%	63.9%	67.2%	68.7%	62.9%	<div>The Employment rate has risen by 12.4% over the past 3 years from 56.3% (80,100) in Q1 06/07 to 68.7% (100,100) in Q1 09/10 and is now 0.5% below the London average. However, this sharp rise has not been accompanied by a significant drop in the number of people claiming out of work benefits which fell from 21.6% (Q4 05/06) to 20.2% (Q4 08/09). In comparison, the % of people in London as a whole claiming out of work benefits is much lower – 13.5%. The sharp rise in employment rate can be connected strongly to a rise in 3 key trends amongst the population: - education (increase in number with NVQ4+ qualifications); occupation (increase in % falling into top 3 occupation groups) & housing (number of people in private rented accommodation has tripled). Overall, the rapid rise in the employment rate seems to be based on a sharp influx of highly mobile, well educated professional people moving into the borough. Significantly this has not been coupled with a reduction in worklessness amongst those facing the greatest barriers to employment in the borough.</div>				<div><div>NI 151 Overall Employment rate (working-age)</div><table><thead><tr><th>Period</th><th>Employment Rate (%)</th></tr></thead><tbody><tr><td>Q4 2007/08</td><td>60.3%</td></tr><tr><td>2007/08</td><td>60.3%</td></tr><tr><td>Q1 2008/09</td><td>64.3%</td></tr><tr><td>Q2 2008/09</td><td>63.3%</td></tr><tr><td>Q3 2008/09</td><td>63.3%</td></tr><tr><td>Q4 2008/09</td><td>63.3%</td></tr><tr><td>2008/09</td><td>63.3%</td></tr><tr><td>Q1 2009/10</td><td>63.9%</td></tr><tr><td>Q2 2009/10</td><td>67.2%</td></tr><tr><td>Q3 2009/10</td><td>68.7%</td></tr><tr><td>Q4 2009/10</td><td>68.7%</td></tr><tr><td>2009/10</td><td>63.0%</td></tr><tr><td>Q1 2010/11</td><td>68.3%</td></tr><tr><td>Q2 2010/11</td><td>68.5%</td></tr></tbody></table><div>Annual Target</div></div>	Period	Employment Rate (%)	Q4 2007/08	60.3%	2007/08	60.3%	Q1 2008/09	64.3%	Q2 2008/09	63.3%	Q3 2008/09	63.3%	Q4 2008/09	63.3%	2008/09	63.3%	Q1 2009/10	63.9%	Q2 2009/10	67.2%	Q3 2009/10	68.7%	Q4 2009/10	68.7%	2009/10	63.0%	Q1 2010/11	68.3%	Q2 2010/11	68.5%
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PI Code	Short Name	2007/08	2008/09	Q2 2009/10	Q3 2009/10	Target 2009/10	Direction of travel	Expected outcome	Chart																														
NI 153	Working age people claiming out of work benefits in the worst performing	28.3%	26.1%	25.8%	25.3%	24.9%	↑	⚠	<div><p>NI 153 Working age people claiming out of work benefits in the worst performing Neighbourhoods</p><table><thead><tr><th>Period</th><th>Percentage</th></tr></thead><tbody><tr><td>Q4 2007/08</td><td>28.3%</td></tr><tr><td>Q1 2008/09</td><td>26.3%</td></tr><tr><td>Q2 2008/09</td><td>26.6%</td></tr><tr><td>Q3 2008/09</td><td>26.3%</td></tr><tr><td>Q4 2008/09</td><td>26.1%</td></tr><tr><td>Q1 2009/10</td><td>26.1%</td></tr><tr><td>Q2 2009/10</td><td>25.8%</td></tr><tr><td>Q3 2009/10</td><td>25.3%</td></tr><tr><td>Q4 2009/10</td><td>26.0%</td></tr><tr><td>Q1 2010/11</td><td>25.0%</td></tr><tr><td>Q2 2010/11</td><td>26.6%</td></tr></tbody></table></div>	Period	Percentage	Q4 2007/08	28.3%	Q1 2008/09	26.3%	Q2 2008/09	26.6%	Q3 2008/09	26.3%	Q4 2008/09	26.1%	Q1 2009/10	26.1%	Q2 2009/10	25.8%	Q3 2009/10	25.3%	Q4 2009/10	26.0%	Q1 2010/11	25.0%	Q2 2010/11	26.6%						
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Agenda item 1.2

Supporting indicator

PI Code	Short Name	2007/08	2008/09	Q2 2009/10	Q3 2009/10	Target 2009/10	Direction of travel	Expected outcome	Chart																																				
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	11.7%	10.0%	9.9%	7.2%	10.0%	↑	✓	<div><p>NI 117 % of 16-18 year olds not in education,employment or training</p><table><thead><tr><th>Period</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2007/08</td><td>15.4%</td></tr><tr><td>Q2 2007/08</td><td>16.3%</td></tr><tr><td>Q3 2007/08</td><td>11.8%</td></tr><tr><td>Q4 2007/08</td><td>11.7%</td></tr><tr><td>2007/08</td><td>11.7%</td></tr><tr><td>Q1 2008/09</td><td>11.1%</td></tr><tr><td>Q2 2008/09</td><td>11.3%</td></tr><tr><td>Q3 2008/09</td><td>10.3%</td></tr><tr><td>Q4 2008/09</td><td>9.4%</td></tr><tr><td>2008/09</td><td>10.0%</td></tr><tr><td>Q1 2009/10</td><td>9.4%</td></tr><tr><td>Q2 2009/10</td><td>9.9%</td></tr><tr><td>Q3 2009/10</td><td>7.2%</td></tr><tr><td>Q4 2009/10</td><td>6.8%</td></tr><tr><td>2009/10</td><td>8.6%</td></tr><tr><td>Q1 2010/11</td><td>7.1%</td></tr><tr><td>Q2 2010/11</td><td>8.2%</td></tr></tbody></table><p>— Annual Target</p></div>	Period	Percentage	Q1 2007/08	15.4%	Q2 2007/08	16.3%	Q3 2007/08	11.8%	Q4 2007/08	11.7%	2007/08	11.7%	Q1 2008/09	11.1%	Q2 2008/09	11.3%	Q3 2008/09	10.3%	Q4 2008/09	9.4%	2008/09	10.0%	Q1 2009/10	9.4%	Q2 2009/10	9.9%	Q3 2009/10	7.2%	Q4 2009/10	6.8%	2009/10	8.6%	Q1 2010/11	7.1%	Q2 2010/11	8.2%
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Report on the Cross-cutting review on Worklessness

Actions:

1. Note report
2. Note that the recommendations (appended) will be discussed at the Team Hackney/PIE meeting of 16 March 2010

Context

The Sustainable Community Strategy has a focus on poverty reduction through access to education and employment. The SCS stated that we would carry out a cross cutting review on worklessness to learn more about the characteristics of worklessness in Hackney in order to develop our approaches to tackling the issue. The steering group for the review comprised Cllr Guy Nicholson, Tim Shields, Ian Ashman, Mary Cannon and Kim Chaplain (lead on worklessness at the 5 Host Boroughs Unit).

The full report and papers will be made available online.

Findings

The research presented to the Steering Group included an analysis of the characteristics of the benefit claimant population, the various barriers to work and the services that aim to reduce them.

The main findings are:

- We found that men of all ages to be the most common claimant population in Hackney. In particular, Black African, Caribbean and Mixed Black and White have a 17% unemployment rate and are drastically overrepresented compared to their proportion in the total working age population. Particular concentrations were found in the groups below.
- Black Caribbean men aged 18-24 are overrepresented on Job Seekers Allowance by 2.5 times their numbers in the population with an unemployment rate of 35%.
- Men aged 45-64 made up the majority of Incapacity Benefit between May 2005 and May 2009. Specifically, 25% of the 55-59 age group and 30% of 60-64s are on IB.
- Women have not claimed IB at the rates of men and tend to claim Lone Parent benefit instead. Women aged 35-44 are by far the majority population on this benefit.
- 21% of Mixed White and Black Caribbean women aged 18-24 and 24% of British Mixed women are on Job Seeker's Allowance.

Closer examination of the barriers to work cited by Hackney residents exposed two major effects underlying Hackney's worklessness trends. The older men partially represent the structural change of London's employment from manufacturing to services.¹ However, the clusters of barriers that people are experiencing now illustrate the culmination of a series of past shortcomings on the part of public services, parents and community investment to respond to economic challenges and prevent the cycle of poverty.

The Cross-cutting Review findings demonstrate that particular groups have not received the appropriate support to enter or re-enter the changing job market for years. In order to prevent the 18-24 year olds from reproducing the intergenerational cycle the Partnership will need to take collaborative innovation to a new level. Ways into Work, Hackney's City Strategy Pathfinder, is a perfect example of the recognition of this; the program is focused on a holistic approach and targeted a population where a number of services are contributing and working across disciplines to form a unified team. This a possible blueprint for future services, and in the reduced funding environment in which we now operate demands this type of smart delivery.

Recommendations

The recommendations in this Review suggest ways we can further recognise the vital roles played by health and housing services, local schools and colleges, the police, and the local business and community sectors in solving complex problems together. In practice, this means closer partnership working in line with the Total Place concept and its development in a recent paper for London Councils. This means sharing data and budgets, working flexibly across sectors and within services, and, crucially, treating the whole person and total place with integrated interventions across families and life stages.²

Our recommendations are set out as general for all services and their partnerships as they contribute to multi-agency problem solving on issues such as poverty, and specific recommendations for service evolution linked to the findings in the worklessness assessment. We applaud the partnership for coming this far, and past achievements will hopefully create the willingness to raise our game to the next phases of partnership. We can only insulate our most vulnerable residents from poverty if we are real with each other about the level of commitment we can provide.

Appendix One details the Cross-cutting Review's Recommendations in full.

¹ The decline in manufacturing in London fell by 51% between 1981 and 2003 (ONS)

² London Councils, Total Place – towards a new service model for Londoners, January 2010

Economic Development Partnership Board Meeting

5 March 2010, 11:00 – 13:00

Hackney Community College, Falkirk Street, N1 6HQ

1.	11:00-11:10	<p>Welcome and apologies</p> <p>Notes from previous meeting, and matters arising</p> <p>Papers</p> <p>1.1 Economic Development Partnership Board Notes 2 Dec 2009</p> <p>1.2 Quarterly Performance Pack (for information)</p>	Cllr Guy Nicholson
2.	11:10 – 12:10	<p>The Local Economic Assessment and Worklessness Cross-cutting review</p> <p>Context : The Local Economic Assessment is a statutory requirement to produce a current picture of Hackney's economy and an evidence base for considerations of where policy interventions can be most effective.</p> <p>The Sustainable Community Strategy has a focus on poverty reduction through access to education and employment. The SCS stated that we would carry out a cross cutting review on worklessness to learn more about the characteristics of worklessness in Hackney in order to develop our approaches to tackling the issue.</p> <p>Role of Board: To consider the recommendations of the Worklessness cross-cutting review in terms of whether they are correct and how the findings impact partnership organisations.</p> <p>Paper(s)</p> <p>2.1 Hackney Local Economic Assessment Research Plan</p> <p>2.2 Report on the cross-cutting review on worklessness</p>	Shawnee Keck
3.	12.10 – 12.55	<p>Economic Development Strategy</p> <p>Context: The Economic Development is being developed to provide a focus for growing the local economy to ensure that there are sufficient jobs for local people, building on the partnerships existing strategies.</p> <p>Role of the Board: To shape the development of the Economic Development Strategy by considering the proposed guiding principles.</p> <p>Paper</p> <p><i>An Economic Development Strategy for Hackney - presentation</i></p>	Andrew Munk

4.	12.55 – 13:00	Any other business	Cllr Guy Nicholson
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Please note the dates of future meetings:

Date	Time and Venue
1 June 2010	3-5pm Hackney Community College
7 September 2010	3-5pm Hackney Community College
23 November 2010	3-5pm Hackney Community College

For further information, or to suggest items for future meetings, please contact:

Natalie Allen
020 8356 2167
xxxxxxx.xxxxx@xxxxxxx.xxx.xx

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Economic Development Partnership Board Notes

3 – 5pm, Wednesday 2 December 2009

Role	Name	Organisation	Present	Apology
Co-Chair	Guy Nicholson	Cabinet Member, Regeneration and the Olympics	✓	
Co-Chair	Ian Ashman	Principal, Hackney Community College	✓	
Member	Steve Douglas	Interim Corporate Director N&R, Hackney Council	✓	
	Bisi Ojuri	Community Empowerment Network Representative		✓
	Yvonne Servante	Deputy Director (Secondary), Learning Trust	✓	
	Janet Bywater	Partnership Director, Learning and Skills Council		✓
	Louise Muller	Programme Manager, ELBA,	✓	
	Derek Harvey	External Relations Manager, Job Centre Plus	✓	
	Rosie Holcroft	Senior Regeneration Manager, LDA		✓
	Lesley Mountford	Director of Public Health, City & Hackney PCT	✓	
	Matthew Thompson	Social Enterprise Representative		✓
	Avril McIntyre	Community Empowerment Network Representative	✓	
Advisers	Andrea Cronin	Thematic Partnerships Manager	✓	
	Natalie Allen	Partnerships Advisor, Hackney Council	✓	
Guest/ Presenter	Richard Abbott	Director, HBV	✓	
	Juniper-Hope Strong	Head of Service - Partnership and Investment, Hackney Council	✓	
	Crystal Todd	Economic Development Network Officer	✓	
	Andrew Munk	Economic Research & Policy Officer, Hackney Council	✓	
	Chris Dransfield	Neighbourhood Renewal Manager, Hackney Council	✓	
	Andrew McPhee	Business, Employment and Training Officer, Hackney Council	✓	

	Discussion and Decision	Actioned by whom	Actioned by when
1.	<p>Welcome, Introductions and Overview</p> <p>Apologies were received from Janet Bywater, Matthew Thompson, Bisi Ojuri and Rosie Holcroft.</p> <p>The notes from the previous meeting were agreed as accurate. It was noted that the two voluntary and community sector reps should be listed in the membership list as representing the Community Empowerment Network, not the Economic Development Network.</p> <p>The Board was introduced to Richard Abbott, the Chief Executive of HBV, the organisation that has won the contract to run Hackney Enterprise Network (HEN). HEN have seat on the EDP board and the representative will be chosen by HEN, prior to the next meeting.</p> <p>Economic Development Network (EDN) event A brief setting out the outcomes of “big and small working together?” event was distributed at the meeting. The key outcome of the event was that it provided the opportunity for people from across sectors the opportunity to meet and to start to develop networks.</p> <p>The EDN Network will be using the upcoming bid for Ways into Work (WiW) to trial voluntary sector organisations developing a joint bid. Three organisations have already declared an expression of interest in bidding but the work of the network will be to ensure that smaller organisations, who have specific expertise are supporting the bid if viable.</p> <p>The EDN is developing a 2010 networking programme to provide further opportunities for organisations to network and start to develop opportunities for joint bids.</p> <p>Job Centre Plus did not attend the event due to one of the job brokerage services bidding for Ways into Work being present and there are strict protocols that JCP must adhere to. It was agreed that no bidders would attend at the next meeting so that JCP could be involved.</p> <p>It was also agreed that there should be the inclusion of breakout sessions based around geographical areas of the borough.</p> <p>Local Employment and Training Framework (LETf) The Board heard that that the Five Borough Alliance have rejected the LETf proposal. In some of the other boroughs the proposal is unworkable, whilst it is workable in Hackney; it does not have the focus required. This is because it needs to fill the gaps in Hackney’s current offer; the City Strategy Pathfinder and the Statutory Offer made by JCP, but the LETf proposal as it currently stands is very job brokerage focused and not training</p>		

	<p>focused. Derek Harvey was thanked for his contribution to the response to the LDA..</p> <p>It was noted that going forward with LETF was now in the realm of the politicians rather than officer level. It was agreed that the board should be kept up to date on the progress of the LETF negotiations.</p> <p>ACTION The Partnerships and Investment Team to inform the Board of future development on the LETF negotiations.</p>	Juniper-Hope Strong	On-going
2.	<p>Community Safety and Social Inclusion Scrutiny Review</p> <p>The Chair introduced the item explaining to the board that the review had been worked on by the Worklessness Policy and Performance Group and that it was the role of the board to highlight any final gaps and sign off the document.</p> <p>Recommendation 2 Andrew Munk to provide a detailed breakdown of the figures for Future Job Fund apprenticeships.</p> <p>Recommendation 3 More information to be provided by Juniper-Hope Strong on the use of S106 agreements for employment and job creation, including the support being provided to planners, including training and development, and using case studies to highlight what is happening on the ground.</p> <p>Recommendation 4 Concerns were raised about a lack of emphasis on enterprise within the document. The Chair highlighted that whilst this was the case, the EDP had asked to respond to the scrutiny review's recommendations. It was agreed that there should be some information about the partnerships work around enterprise as additional information, similar to the skills strategy. This will include the EDP decision to develop an enterprise strategy.</p> <p>There also needs to be additional information provided by the Learning Trust around childcare.</p> <p>The PCT's work around mental health needs to be included</p> <p>Recommendation 6 A small group will be meeting following the EDP board meeting to ensure all aspects of the skills strategy are included.</p> <p>Recommendation 9 More information on the worklessness-cross cutting review to be included.</p> <p>Subject to these changes, the board agreed to sign off the Worklessness Scrutiny response</p>		

	<p>Action The Partnerships team to contact all the relevant officers for the additional information required</p>	Natalie Allen	12 Dec 09
3.	<p>CSP Evaluation - Recommendations and Ways into Work successor programme</p> <p>Chris Dransfield presented to the board the recommendations and ways into work successor programme</p> <p>The strengths of Hackney's City Strategy Pathfinder were found to be:</p> <ul style="list-style-type: none"> • Partnership and integration • Clear leadership • Bringing partners to the table • Level of work with the housing sector <p>The weaknesses were found to be:</p> <ul style="list-style-type: none"> • Lack of coherence and shared mechanism for tracking clients • The programme lacks coherent branding • Short term funding has started to define delivery • Overall programme needs a defined quality standard. <p>It was noted that these issues were being addressed including the development of an extensive new data capture system. There will also be specific work with Incapacity Benefit (IB) claimants starting early next year, an issues that was raised by the EDP.</p> <p>Whilst there was praise from Board Members for the programme it was also noted the significant difference in figures between the doors knocked on and referrals - 5,500. Board members wanted to know if there was any information about what had happened to these 5,500. This is about ensuring there is really good signposting and it was agreed that there needed to be more work around this. Specific issues raised around signposting and working across the partnership included:</p> <ul style="list-style-type: none"> • Including MIND in the work with IB claimants • Learn from Job Centre Plus on their good practice around referral routes • Better referrals with smoking cessation • Linking up with the Drugs and Alcohol team to target these users. <p>Action The evaluation to be sent to all partners before Christmas</p>	Chris Dransfield	24 Dec 2009
4.	<p>Quarterly Performance</p> <p>The Board noted the LAA quarterly performance and a detailed breakdown of performance. The Board agreed that they found the detailed breakdowns, particularly focused around employment, useful and wanted to continue to receive them.</p>		

	<p>The Board received the update on the performance of the City Strategy Pathfinder Programme as its Area Based Grant commissioned project. The Board requested a detailed breakdown of the CSP for each meeting.</p> <p>ACTION</p> <p>For Neighborhoods and Regeneration to continue to provide a detailed breakdown of employment data.</p> <p>For the board to receive a detailed breakdown of the CSP programme at each meeting, in terms of spend and performance.</p>	<p>Andrew Munk</p> <p>Jason Davies</p>	<p>Ongoing</p> <p>Ongoing</p>
5.	<p>Economic Development Strategy</p> <p>The Board heard from Steve Douglas and his team that over the next six months the Council will develop an Economic Development Strategy (EDS). It is envisaged that it will provide an overarching story about the Hackney economy, providing a vision which will guide commissioning and set out the role the economy will play in Hackney's future development.</p> <p>The EDS will build on the series of existing strategies and most notably the Skills for Employment Strategy and the Inward Investment Strategy. The Local Development Framework will form the spatial expression of the EDS. The Local Economic Assessment (a new statutory duty) will be undertaken concurrently with the development of the EDS. Shawnee Keck will be providing an update to the board on the LEA at the next Board meeting in March.</p> <p>The Council will be leading in mid-January a visioning event will be held for key stakeholders from across the Partnership. This will be an opportunity to consider a range of different visions for Hackney's economy, and the role economic development will play in the future development of the borough. For example, should there be an emphasis on becoming an area of excellence for creative media and arts, or should it be a far broader ranging strategy?</p> <p>The issue was raised that within the borough there is a real focus on getting residents fit for work, but little is known about the demand side, i.e the borough's businesses.</p> <p>The Chair raised the issue of the social enterprise/enterprise strategy that has been proposed for development by the EDP work, led by Matthew Thompson the Social Enterprise Rep and the Hackney Enterprise Network (HEN). It was agreed it was imperative that the timescales and content of these strategies are complimentary. It was therefore proposed that the event in January should have two parts; a focus on the vision, and the development of the enterprise strategy. Louise Muller from ELBA also discussed raised the recent strategic regeneration</p>		

Agenda Item 1.1

	event and the involvement of large organisations. It was agreed that it was essential to tie the conversations started at this event into the discussions.		
6.	<p>LBH response to Mayor's Economic Development Strategy</p> <p>Andrew Munk presented a paper on the Mayor of London's Economic Development Strategy. The board provided the following additions:</p> <p>Challenge 1</p> <ul style="list-style-type: none"> missing information on the City Fringe which is substantial <p>Challenge 3</p> <ul style="list-style-type: none"> The inclusion of the master plans for each of the town centres (Dalston and Hackney Central) The impact of the sustainable industries park in the London Borough of Barking and Dagenham <p>In general it was agreed that there needed to be a much greater emphasis on further education and this should be fed into the response. It was also agreed that this would be a good opportunity to feed in the issues raised about enterprise, discussed earlier in the meeting.</p> <p>The Board noted the consultation response and proposed the addition of the issues raised in the meeting. As a result of challenge 3, transforming to a low carbon economy, the Board agreed they would like to discuss green economies at the next Board meeting.</p> <p>Action</p> <p>The response to be updated with the Board's comments</p> <p>Joint presentation from the Partnerships Team and Neighbourhoods and Regeneration around green economies</p>	<p>NA</p> <p>Andrew Munk James Palmer</p> <p>Juniper-Hope Strong</p>	<p>December 09</p> <p>March 2009</p>
7.	<p>AOB</p> <p>The Council has responded to the regeneration inspection, around how we respond to business need. This evidence will be fed into the economic development strategy and the enterprise document. This will be included in the consultation event being held in January. The Board requested that there be an agenda item on the London Development Agency, the European Social Fund (ESF) and how it affects Hackney.</p>		

Agenda Item 1.1

	ACTION: An Agenda item on ESF to be on the next EDP board agenda	Natalie Allen	March 09
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Please note the dates of future meetings:

Date	Meeting	Time and venue
3 March 2010	Economic Development Partnership	3-5pm Hackney Community College
1 June 2010	Economic Development Partnership	3-5pm Hackney Community College

Economic Development Partnership Board Quarterly Performance Pack March 2010

This report comprises of four documents

1. Local Area Agreement (LAA) – Quarterly Performance Indicator Report 2009/2010 Quarter 3

This gives an overview of quarterly performance for the EDP's indicators. It only focuses on those indicators that are measured quarterly and reviews the likelihood of achieving the target.

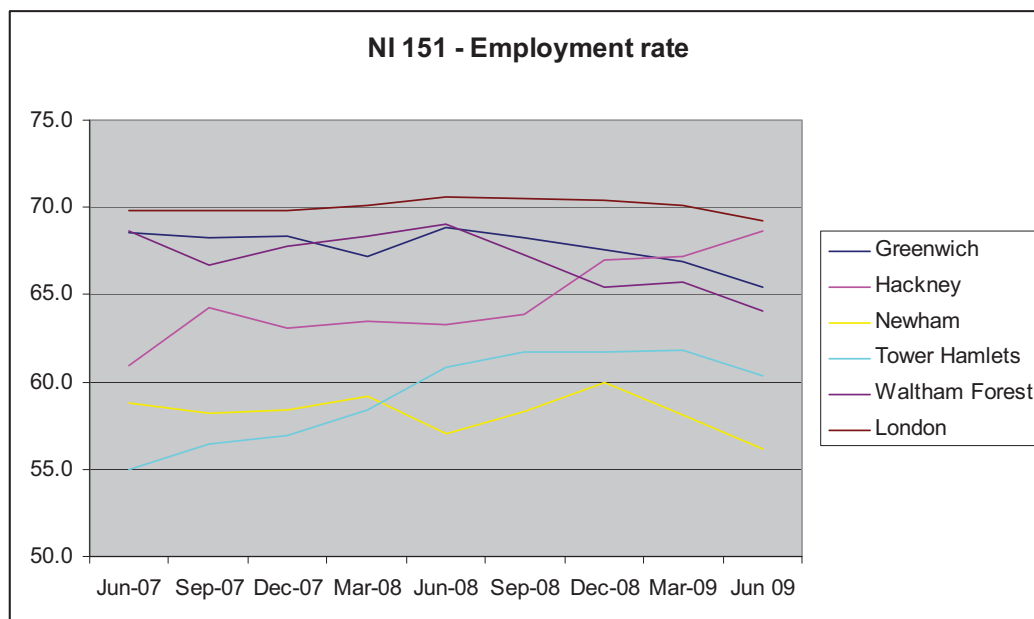
2. Analysis of Key market trends

To compliment the LAA data, the Board has requested that it receives a quarterly update on the local employment and working benefit rates.

3. City Strategy Pathfinder – Ways into Work Report QTR 3 2009 - 2010

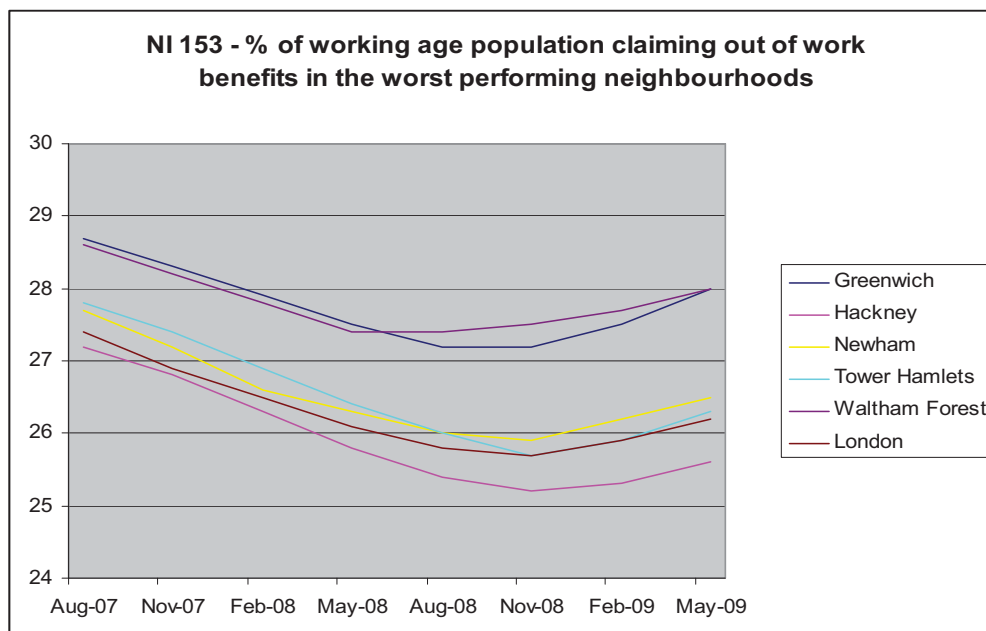
The performance report for quarter 3 for the CSP- WiW programme commissioned by the Economic Development Partnership Board.

1) NI 151 – Overall employment rate



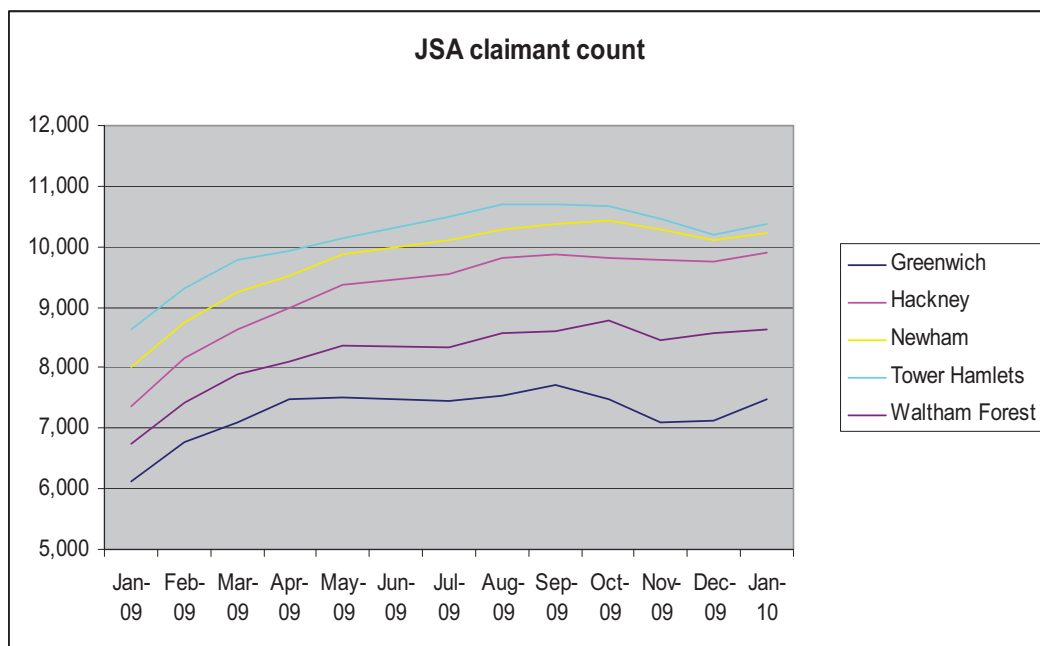
- LBH's employment rate continues to increase from Q4 08/09 to Q1 09/10 – from 67.2% to 68.7%. LBH is now only 0.5% below the London average.
- In numerical terms, the number of LBH residents in employment has increased from 87,400 to 100,100 over the past 2 years.
- The employment rate of the other 4 Olympic boroughs continues to **decrease** – in the context of the economic downturn (NB the 7 month timelag for this indicator).

2) NI 153 - % of the working age population claiming out of work benefits in the worst performing neighbourhoods



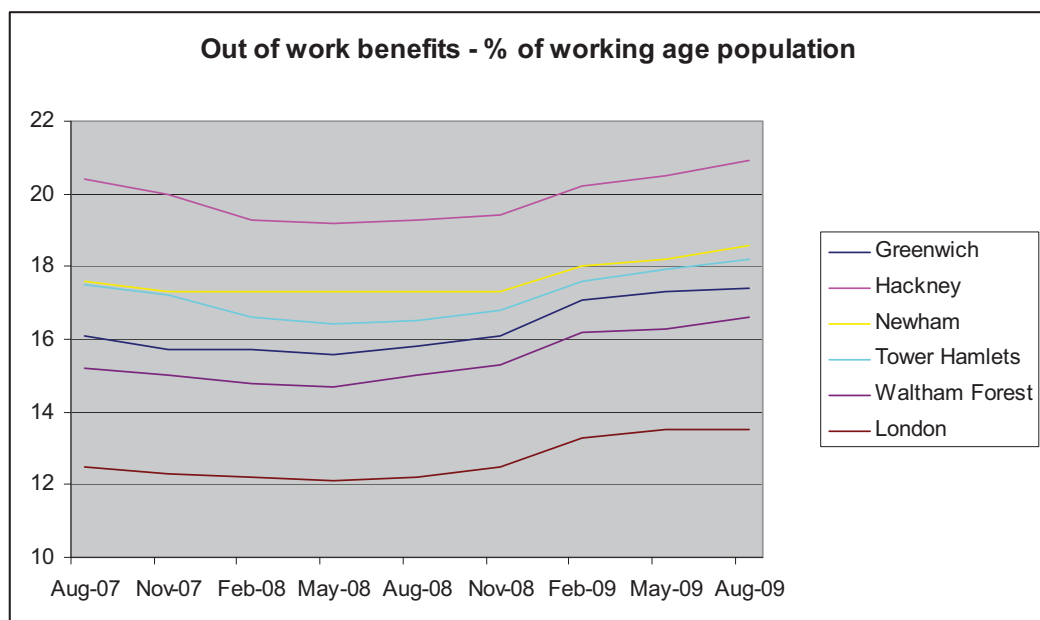
- Hackney has a lower % of residents (25.8%) claiming out of work benefits in its 'worst performing neighbourhoods' than both the other Olympic boroughs and London.
- Since the start of 2009, the positive downward trend has been reversed. This coincides with a sharp rise in JSA claimants.
- This upward trend in Hackney is in-line with London and the other Olympic boroughs – but is notably shallower than boroughs such as Greenwich.

3) JSA claimant count



- After decreasing slightly in late 2009, during January 2010 the claimant count in LBH rose slightly to 9,905
- 6.9% of LBH's working age population are claiming JSA – this rate is higher than the other Olympic boroughs, and significantly higher than the London average (4.4%)
- 21.4% of LBH's claimants are 18-24 year olds, compared to 23.8% in October 09.

4) Out of work benefits - % of working age population



- LBH has the highest proportion of out of work benefit claimants (20.9%) of all the Olympics boroughs.
- This difference is largely due to the high number of IB/ESA claimants in LBH – 9.1% of the working age population, compared to 7.9% in Newham (the borough with the next highest proportion of out of work benefit claimants)
- The trend for LBH since Q2 07/08 is broadly in-line with the other Olympic boroughs and London as whole. This reflects the sharp spike in JSA claimants during the first half of 2009.

City Strategy Pathfinder – Ways into Work commentary

This paper provides a commentary to the attached spreadsheets which detail the quarterly performance of the CSP – WiW programme, in terms of spend, outcomes and outputs.

Output measure /commentary	qtrly target	qtrly actual	qtrly variance
<u>total number of people registered</u>	530	371	(159)

Registered outputs are provided by our principle employment service providers (Talent and Renaisi) as part of their monthly report. Additional registration are being achieved by the housing outreach team, but previously there has not been a system to check this information and cross reference it with those clients with those of our employment service providers. To avoid double counting and reporting non-verified outputs the housing outreach registrations have not been included. In January 2010 WiW launched its new outreach tracking system as part of the new Client Gateway. This allows us to verify registration outputs being achieved by the housing outreach team and x ref them with clients form other providers. The Q4 return will show the full extent of the programmes registrations and demonstrate that targets are being met.

Output measure /commentary	qtrly target	qtrly actual	qtrly variance
<u>total number receiving employment support</u>	502	110	(392)

Everyone referred onto a WiW employment provider will receive pre-employment support. Typically: a skills and aspirations assessment, guidance on identifying suitable employment and a tailored personal development / action plan. This would equate to 371 clients receiving employment support a variation of (132). Under-reporting is due to:

a) under-reporting

Changes that WiW has introduced to quantify the amount of support that is being provided, (in line with LDA definitions of) differentiating between those receiving more than 6hours. The o/s client files are being reviewed in line with this definition and future reports will include all pre-employment support and those clients receiving more than 6hours. A re-working of the reporting arrangements will be agreed with Team Hackney

b) lower than average numbers of referrals

Reduced client support during Xmas period and as a result in the change-over in the housing outreach activity causing a delay in client engagement as the new arrangements are established. The expanded outreach programme is expected to lead to higher levels of engagement and ultimately higher levels of pre-employment support

sustainability targets

The overall actual is ahead of schedule, but reporting current reporting arrangements do not provide information on breakdown of this sustainability achievement. A review of all outputs (taking place in April/March) will provide details of the sustainability achievements which will be reported as part of the Q4 progress report. A final

Agenda Item 1.2



position on sustainability of jobs realised in 2009/10 will not be available until June 2010 for the 13 week sustained figures and Dec 2010 as there is a lag in receiving verified information from employer of up to 3months following the sustained period. A sustainability target of 60% at 13 weeks is expected to be realised as was the case for the jobs realised in 2008/09:

Placed into work - 729

Sustained jobs at 13 weeks (evidenced) = 433

% sustained at 13 weeks = 59.3%

Housing Co-ordination	£18,920.00	£18,920.00	£18,920.00	£17,544.00	-£1,376.00	Cost of coordinating housing management partners (Pathmeads, Pinnacle and Mouchel) is slightly less than expected due delay in agreeing Pinnacle's contract.	Pinnacle now beginning delivery and Coordinator has planned a provider meeting with all 3 partners on January 23rd to discuss effective engagement and referral.
Volunteer Programme	£20,000.00	£20,000.00	£20,000.00	£0.00	-£20,000.00	Activity has not been possible due to delay in expanding WWI delivery team.	New administration officer is beginning on January 24th which will give existing staff more time to focus on delivery. Interviews taking place on 15th of Jan for two Programme Officers, hopefully post filled by early February.
Future Jobs Fund	£10,000.00	£10,000.00	£10,000.00	£0.00	-£10,000.00	Activity has not been possible due to delay in expanding WWI delivery team.	As above
Branding	£20,000.00	£20,000.00	£20,000.00	£5,000.00	-£15,000.00	Much branding activity has not been possible due to delay in expanding WWI delivery team - this cost also includes job event and publicity from winter lights event.	As above
Childcare Provision	£34,529.00	£34,529.00	£34,529.00	£17,103.16	-£17,425.84		
Parent and Specialist Client Support (Renaiss)	£120,000.00	£120,000.00	£120,000.00	£110,948.77	-£9,051.23		
ESOL Co-ordination	£10,500.00	£10,500.00	£10,500.00	£0.00	-£10,500.00	Activity has not been possible due to delay in expanding WWI delivery team.	As above
Employer Gateway (Talent)	£11,000.00	£11,000.00	£11,000.00	£0.00	-£11,000.00	Activity has not been possible due to delay in expanding WWI delivery team.	As above
Employer Gateway (Renaiss)	£25,000.00	£25,000.00	£25,000.00	£24,632.55	-£367.45		
Sub-total	£455,008.00	£455,008.00	£455,008.00	£258,337.38	-£196,670.62		
TOTAL COSTS	£753,788.45	£753,788.45	£753,788.45	£537,640.28	-£216,148.17		

Q3 09/10							
	Outputs and Outcomes	Quarterly Target	Quarterly Actual	Quarterly Variance	Reasons for Variance	Remedial Action Planned/ Taken	
1	Total no. people registered	530	371	-159	Less than profiled due to changes in staffing and no outreach workers being in place for Circle, Family Mosaic, L&Q and no activity from Pinnacle in Qtr 3.	Outreach workers have now been recruited for Circle, Family and L&Q. Contract and performance now agreed with Pinnacle and Hackney Homes and Pinnacle Outreach and Monitoring Officers have been re-appointed so activity should resume across all housing providers in Q4.	
2	Of which are parents	83	107	24			
3	Total no. receiving employability support	502	110	-392			
4	Total no. entering jobs	145	190	45	Number receiving employability support influenced by fewer number of registrations, as highlighted above	Please see above	
5	Of which are BAME	94	112	18			
6	Of which are parents	22	34	12			
7	Of which are lone parents	10	18	8			
8	Of which are IB claimants	6	2	-4			
9	Jobs sustained @13 weeks	67	82	15			
10	Of which are BAME	76					Verifying job sustainability figures is very time intensive, jobs at 13 weeks have been verified by providers but we're still waiting on them to provide a breakdown of these figures
11	Of which are Parents	30		-30	As above		
12	Of which are lone parents	14		-14	As above		
13	Of which are IB claimants	4		-4	As above		

Hackney Local Economic Assessment Research Plan

Overview

The Local Economic Assessment is a statutory requirement to produce a current picture of Hackney's economy and an evidence base for considerations of where policy interventions can be most effective. They are required on a three-year basis in line with the Sustainable Community Strategy and Local Area Agreement. The LEA stands as the definitive economic evidence base for all of Hackney's strategies, policy and agreements. This first study will be focused on creating a baseline for our key economic indicators.

Scoping and organisation of the LEA began in January 2010, the initial research phase will produce a baseline report at the end of the summer. A final stage of policy development research will generate a report to Government in the spring of 2011.

Communities and Local Government have provided a core list of required data and topic areas. However, as a means of ensuring the LEA gives us the local insights we need of the LEA, we have reorganised the list of requirements into pertinent research questions for our own local economy. What follows is the transformation of the statutory list into relevant themes to assist with local economic place shaping.

While the CLG guidance explains that the required output for the LEA is a data brief on the components of the economy, any resulting policy development should use the findings arising from the data collection and analysis. Beyond supporting economic development objectives, the LEA is also the economic evidence base for all other LBH strategies including:

- Sustainable Community Strategy
- Local Area Agreement
- Local Development Framework and development documents
- Transport strategy
- Economic Development Strategy
- Strategic Housing Land Availability Assessment
- Joint Strategic Needs Assessment
- Local authorities' commissioning role for 16 to 19 learning
- Child Poverty Assessment
- Comprehensive Area Assessment

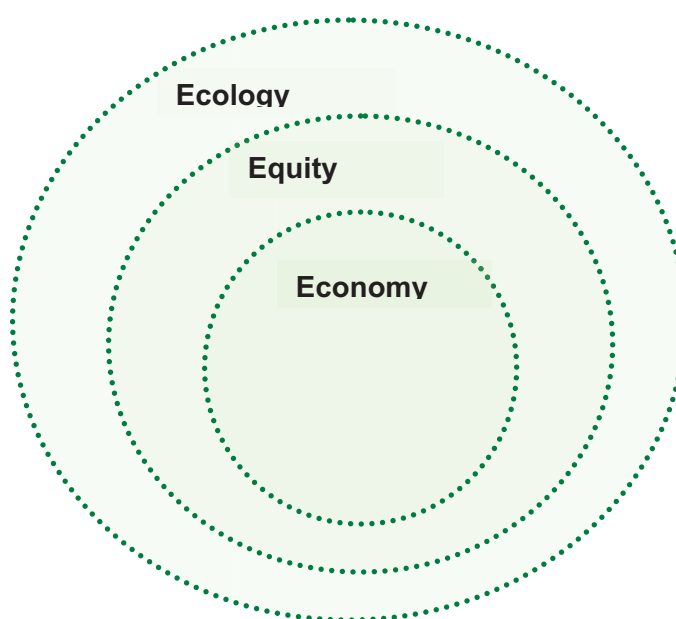
We take care to consider the determinants of economic growth and define *economy* very broadly, examining the social and environmental contributions to shaping our local economic base.

CLG's requirement for a specific understanding of the local economy comes from the awareness that economic development is just as much about people and place as it is about profit and productivity. The sale of goods and the

earning of wages are not isolated from the environment in which they sit, as energy, property, the quality of land, and transport provide the setting for economic growth. Similarly, economic dynamics cannot be considered outside of society as it is the residents, visitors, employees and families who earn wages, make purchases and decide on investment.

The diagram below demonstrates how the local economy is embedded within an ecological and social system. The lines of each circle are not solid, illustrating the dependence of each aspect on the others. The inclusion of these elements in a model of Hackney's economy highlights the importance of balanced growth that improves the quality of life for all citizens, not just those most economically capable. After all, the words environment and economy come from the same word, *oikos*, Greek for household, home or family.

The 3E Model



Together, these three aspects form the basis for an analysis of Hackney's economies and the interconnections that policy can work through to improve our performance. The LEA works through this framework to ensure a balanced test of status, direction and magnitude of local economic data. We will gather the answers to these and other policy questions through the examination of the data and a process of exchange and discussion within the Council and between partners.

The LEA Research Plan demonstrates:

- the data to be collected
- the primary research questions we hope to answer, and
- the analytical tests we will apply to either identify areas for further assessment or to answer key policy questions.

Table of Contents

The structure of the LEA will be organised according to the model above. Our process will examine the influence of Hackney's natural and built environment on the macro and micro economy. Analyse the performance and

determinants of macro and micro economic dynamics. Finally, we will review the different effects of these environment and economic forces on families and workers experiences. The report will examine each aspect in turn and evaluate the effects of the interfaces between the three.

Chapter Headings

1. Context: Placing the determinants of Hackney's economies
2. Economic Overview: Macro economic dynamics and the sub-regional setting
3. Business and Enterprise: The story of Hackney's local firms
4. People and Communities: Labour markets, skills and wages
5. Sustainability: Change and the legacy of regeneration in Hackney
6. Cohesion and equitable economic growth
7. Summary and Recommendations

The assumptions within the organisation of the LEA include (but are not limited to):

- The existence of multiple economies in Hackney; depending on how we cut it, we can find different functional, spatial, ethnic, cluster, emerging and historical economies
- The value of an historical evaluation of Hackney's regeneration investment comes from the lessons we can learn from past policy and assists in the identification of remaining challenges in some of the determinants of economic development.
- The data and analysis in Chapters 1-5 will provide some of the tools to answer the challenging questions in Chapter 6

Ch 1: Context: Placing the determinants of Hackney's economies

Research questions:

What is the demographic make-up of Hackney, as determined by housing and infrastructure and how do these affect the economy?

How does Hackney's energy status and environment influence economic possibility?

What role does our built environment play in the make up of our businesses stock or resident population?

Data:

- Environment: emissions, waste, energy, water use, amount of green space
- Classification of neighbourhoods
- Resident & Working-age Population
- Demographics – age, sex and race profiles
- Housing: needs, stock conditions, affordability, projections, past/current delivery
- Infrastructure: social, green and community
- Transport flows, use and connectivity and commuting patterns into and out-of Hackney
- Sport and cultural facilities contribution to local economy and the potential for the Olympic Legacy
- Levels and trends of poverty and inequality
- Percentage of population with access and use of mainstream and non-mainstream financial services
- Households with internet connection
- National Insurance allocation to overseas nationals (represents international workers)
- Satisfaction with local area and services
- Property crime

Sample Analytical questions:

What are the primary implications of our demography for our economic status?

How is Hackney changing – the place and population?

- history, demography and social and environmental challenges
- specific regeneration challenges

What are the characteristics of affluent and deprived neighbourhoods?

How active is our population?

What are the profiles of our residents, socioeconomic status, history and background, cultural influences?

Is there tension between affordable housing, employment land and a viable housing market?

Ch 2: Economic Overview: Macro economic dynamics and the sub-regional setting

Research questions:

What are the macro economic contexts in which Hackney sits?

How does our inward investment fare in comparison to other Boroughs?

How do our labour market, transport or education flows determine our economic reach?

Data:

- Sub-regional comparisons and Hackney's position within
- Gross Value Added (GVA) per hour worked and GVA per worker
- Total employment growth
- Job density
- Levels and status of determinants of competitiveness
- Scale of the economy: local to global reach
- Economic dependencies within the supply chain (Economic, Historic, Technological--product and process, and Political)
- Economic forces and factors, linkages and flows
- Internal and external drivers of growth
- Cluster or agglomeration economies: comparative strengths of sectors and the significance of particular industries
- Regional growth sectors
- Potential for particular high growth/high output industries
- Expected employment growth within London and Hackney's share
- Risk indicators
- Travel to work within the sub-region
- Public sector investment and market sustainability

Sample Analytical Questions*:

What are the economic forces and factors acting on Hackney's businesses (macro variables such as general state of the economy e.g., depression, recession, recovery, or prosperity), loan interest rates, stage of the economic cycle?

Which sectors are growing, shrinking, stagnating?

Which sectors are part of the regional market, and which sectors are locally oriented?

Which sectors are faced with opportunities and/or threats at a local/regional/global level?

What are the comparative strengths and weaknesses of the local economy?

*Note: these questions will be answered for all of Hackney's relevant sub-regions

Chapter 3: Business and Enterprise: The story of Hackney's local firms

Research question:

What are the characteristics and needs of Hackney's local businesses?

Data:

- General levels and trends of business starts-up and closures VAT and non-VAT registrations and deregistration
- Number of patent applications
- Growth of overall business base
- Assessment of quality of Hackney Council's interaction with local business and support through core services.
- Business survival rates 1-5 years, 5-10 years
- Self-employment levels
- Street market characteristics and productivity levels, stall numbers, commodity types
- Size of businesses; public/private split
- Supply chain mapping
- Levels and propensity of entrepreneurship
- Company bankruptcy and insolvency petitions
- Inward investment enquires, opportunities and levels of mismatch
- Minority business ownership (BAME; Women; Disabled)
- Businesses Registered on CompeteFor
- Levels of Business to Business contracts
- Number of businesses in managed workspaces, number of businesses connected and using SPACE and Thames Innovation Centre
- Levels of finance: CDFI usage, number of local business accounts
- Business crime statistics
- Local constraints and risks to economic growth, investment and employment
- Percentage of firms in each 2007 Standard Industrial Classification (SIC) category
- Percentage of employees in each 2007 Standard Industrial Classification (SIC) category
- Percentage of firms in specific growth industries
- Analysis of effects and impacts of different economic scenarios on the local area
- the future direction of the local economy
- A view of dying industries and the future business base
- Challenges and opportunities within a move to a low carbon economy and increasing renewable energy capacity

Sample Analytical questions:

At what scale do our businesses operate: international to local?

In what functional geographies do our businesses operate?

Can we identify comparative strengths of sectors and the significance of particular businesses at the local level?

What are the obvious economic linkages and flows between businesses, to the major buyers (PCT, Council), sub-regionally (5 Boroughs)?

What do business owners say are their constraints to growth and investment?

How does the quality of businesses compare across geographical areas—i.e. Shoreditch to Stoke Newington?

How do our markets benefit local traders and shop owners, do they provide local employment?

What are the downstream economic implications of business attraction opportunities?

What are the tax implications of new economic growth opportunities?

Ch 4: People and Communities: Labour markets, skills and wages

Research question:

What are the characteristics of Hackney's labour market?

Data:

- Employment rate and unemployment rate
- Economic inactivity rate
- Claimant rate and nature of the on and off flows for JSA
- Other benefit claimant rate
- Worst performing neighbourhood data (NI 153)
- Occupational structure
- Resident and workplace wages
- Household income data
- Child Poverty data
- Economic deprivation
- Benefits data (segmented by ethnicity, gender, duration and age)
- PT/FT employment data and availability of PT work
- NVQ qualifications held
- GCSE grades (A*-C) grades and school performance indicators
- Recipients of employment support/soft-skills training
- FE college + providers of adult training (formal training)
- How training provision relates to economic sectors
- Skill levels of Hackney workforce
- Skills requirements of key economic sectors in Hackney (data gathered by JCP LEP team)
- Employee numbers by sectors and key growth sectors
- Volunteering levels
- Contribution of universities and other higher education institutions
- Skills forecasts

Sample Analytical Questions:

How is the labour market & economic deprivation changing over time, geographically, and in terms of social identity?

What are the underlying economic and social barriers to economic participation?

Is there enough flexible work available to meet the expected demand from new regulations requiring mothers to go back to work after their children reach age 10?

Have employment and job brokerage interventions been effective, for particular target populations?

How stable jobs are in Hackney? Does employment churn reflect worker preferences or is it a lack of sustainable employment?

What are the skill levels in the LBH population?

Is the LBH population adequately prepared to take advantage of local and regional employment opportunities and does is our population developing skills in growth sectors?

Ch 5: Sustainability: Change and the legacy of regeneration in Hackney

This chapter will examine the last ten years of regeneration investment in Hackney. The study will include a high-level analysis of value for money, key projects and remaining challenges. The goal of this analysis is to provide an idea of the range and impact of public sector investment over the past decade. A crucial piece of evidence from this chapter will be analysis of what work remains to ensure a strong local economy in Hackney.

Research question:

Which policy interventions over the past decade have contributed to improving the conditions for economic development in Hackney – i.e. addressing worklessness and infrastructure investment?

Specific variables to be determined, initial considerations include:

- worklessness programmes
- child care/lone parent programmes
- infrastructure projects
- housing improvements (tenure; stock conditions; affordability; needs)
- planning (AAPs, town centre masterplans, LDF alignment)
- health (interventions to address IB; interventions to address mortality, Partnership input on successes and remaining issues)
- crime reduction and community cohesion
- Town Centre development
- land & property markets (percentage of employment land; percentage of vacant land; planning permissions granted; available floorspace)

Sample Analytical Questions:

Who and where have gained from these interventions?

How aligned have these interventions been with similar policy and programmes?

What was the value for money of investment outputs?

Which interventions made the most difference, to whom and where?

Ch 6: Cohesion and equitable economic growth

Research questions:

What are the key issues that remain in the development of Hackney's economy going forward?

What topics should we focus on as we move into a new post-regeneration era?

Analytical Questions suggested by Hackney Officers:

- Employment land versus residential space
- Whose reality counts in Dalston and the Wick, how can we balance stakeholder claims on Town Centres?
- What is our definition of success for the opportunities from Olympics Legacy, who is the target? If more upwardly mobile people move in, did investment work?
- How can we guarantee the Media Centre will not be an island of skills importation? What programmes need to be in place to make sure local people benefit? Will both tracks of the economy benefit from an emphasis on knowledge based jobs?
- If we cannot sustain large companies here, do our citizens have the skills to work in big companies elsewhere?
- Have we supported SMEs to employ local residents?
- How does employment improvement breakdown across ethnicity or class?
- If we bring in large employers, how can we ensure it benefits the supply or our unemployed?
- How much will unemployed residents take advantage of the Overground to expand their work search? Do they have a willingness to travel? Is Stratford employment still local employment?
- How can we improve business support in a micro economy?
- What needs to be in the Town Centres, are we reproducing poundshops?
- What will be the effects of Stratford City on high streets, what is the optimal mix of local services, retail, restaurants and culture that can make these spaces viable?
- What is the quality of our businesses, should our business support change over take-aways and convenience stores to different businesses?
- What are the policy interventions that will produce convergence between the haves and have nots?
- What are we doing for our new higher earning residents? What do they need in terms of 'economic development'?

Ch 7: Summary of Recommendations

This chapter will compile key findings and recommendations from previous chapters.

Report on the Cross-cutting review on Worklessness

Actions:

1. Note report
2. Note that the recommendations (appended) will be discussed at the Team Hackney/PIE meeting of 16 March 2010

Context

The Sustainable Community Strategy has a focus on poverty reduction through access to education and employment. The SCS stated that we would carry out a cross cutting review on worklessness to learn more about the characteristics of worklessness in Hackney in order to develop our approaches to tackling the issue. The steering group for the review comprised Cllr Guy Nicholson, Tim Shields, Ian Ashman, Mary Cannon and Kim Chaplain (lead on worklessness at the 5 Host Boroughs Unit).

The full report and papers will be made available online.

Findings

The research presented to the Steering Group included an analysis of the characteristics of the benefit claimant population, the various barriers to work and the services that aim to reduce them.

The main findings are:

- We found that men of all ages to be the most common claimant population in Hackney. In particular, Black African, Caribbean and Mixed Black and White have a 17% unemployment rate and are drastically overrepresented compared to their proportion in the total working age population. Particular concentrations were found in the groups below.
- Black Caribbean men aged 18-24 are overrepresented on Job Seekers Allowance by 2.5 times their numbers in the population with an unemployment rate of 35%.
- Men aged 45-64 made up the majority of Incapacity Benefit between May 2005 and May 2009. Specifically, 25% of the 55-59 age group and 30% of 60-64s are on IB.
- Women have not claimed IB at the rates of men and tend to claim Lone Parent benefit instead. Women aged 35-44 are by far the majority population on this benefit.
- 21% of Mixed White and Black Caribbean women aged 18-24 and 24% of British Mixed women are on Job Seeker's Allowance.

Closer examination of the barriers to work cited by Hackney residents exposed two major effects underlying Hackney's worklessness trends. The older men partially represent the structural change of London's employment from manufacturing to services.¹ However, the clusters of barriers that people are experiencing now illustrate the culmination of a series of past shortcomings on the part of public services, parents and community investment to respond to economic challenges and prevent the cycle of poverty.

The Cross-cutting Review findings demonstrate that particular groups have not received the appropriate support to enter or re-enter the changing job market for years. In order to prevent the 18-24 year olds from reproducing the intergenerational cycle the Partnership will need to take collaborative innovation to a new level. Ways into Work, Hackney's City Strategy Pathfinder, is a perfect example of the recognition of this; the program is focused on a holistic approach and targeted a population where a number of services are contributing and working across disciplines to form a unified team. This a possible blueprint for future services, and in the reduced funding environment in which we now operate demands this type of smart delivery.

Recommendations

The recommendations in this Review suggest ways we can further recognise the vital roles played by health and housing services, local schools and colleges, the police, and the local business and community sectors in solving complex problems together. In practice, this means closer partnership working in line with the Total Place concept and its development in a recent paper for London Councils. This means sharing data and budgets, working flexibly across sectors and within services, and, crucially, treating the whole person and total place with integrated interventions across families and life stages.²

Our recommendations are set out as general for all services and their partnerships as they contribute to multi-agency problem solving on issues such as poverty, and specific recommendations for service evolution linked to the findings in the worklessness assessment. We applaud the partnership for coming this far, and past achievements will hopefully create the willingness to raise our game to the next phases of partnership. We can only insulate our most vulnerable residents from poverty if we are real with each other about the level of commitment we can provide.

Appendix One details the Cross-cutting Review's Recommendations in full.

¹ The decline in manufacturing in London fell by 51% between 1981 and 2003 (ONS)

² London Councils, Total Place – towards a new service model for Londoners, January 2010

Draft Recommendations

Cross-Cutting Worklessness Review

LBH Strategic Policy and Research

Number	Policy Area	Recommendation	Actions
General Recommendations			
1	Service Collaboration	Raising our game with the next level of service integration	A. Move to themed-based project teams for strategic service planning. B. Increase collaborative service logistics and delivery C. Hackney Council should also increase collaborative service planning and delivery.
2	Data analytics and monitoring	Create a culture of evidence based policy	A. Decisions that affect the cost, design, quality and effectiveness of public services should be supported by robust and shared information. B. Equalities and segmentation data should be collected and analysed as part of performance data. C. Staff should have joint training sessions on data development and management for complex problems such as worklessness.
3	Mainstreaming employment policy	Embed employment programmes into all services delivered by the partnership.	Strategy alignment, staff co-location, joint media and publicity, no-wrong door
Specific Recommendations			
1	Health and Wellbeing	Employment support for people with emotional and mental health issues.	A. Allow sufficient investment time within project budgets for overcoming barriers to work. B. Provide support for those at the cusp of employment, including those currently in employment, but at risk of falling out due to emotional and mental health issues. C. Commission employment advisors trained to help retain at-risk employees in SMEs

				D. Increase local employment of IB claimants in the public sector by actively recruiting for lower skilled positions from an identified pool of successful clients who are work-ready.
2	Education, employment and health	Implementing a whole family approach		<p>A. Education and employment services should link strategies, data collection, interventions and monitoring for members of the same family</p> <p>B. Employment services should be expanded with complementary approaches to ensure multiple access points are available.</p> <p>C. Relevant services should develop more nuanced views of family and child care.</p> <p>D. Family centred approaches should lead to the early identification of at-risk young people.</p>
3	All	Delivering equity to priority groups		<p>A. Establish Priority Target Groups to ensure services are reaching those who need them most in ways they can access them.</p> <p>B. In order to address the needs of priority groups most efficiently, we recommend consulting with a broad range of organisations supporting these groups as a next step to service delivery.</p>
4		Learning and analysis for the Cross-cutting Worklessness Review should be incorporated into all future strategies, where relevant, for both the Council and the Partnership.		
	All			

An Economic Development Strategy for Hackney

5th March 2010

Andrew Munk

Partnerships & Investment

Why do we need an Economic Development Strategy?

Hackney has a strong focus and a good track record getting people into jobs.

We now need to focus on growing the local economy to ensure that there are sufficient jobs for local people.

The EDS aims to:

- Articulate Hackney's future economic development
- Build on LBH's existing plans, strategies and delivery programmes
- Help prioritise departmental funding and investment decisions

Proposed EDS guiding principles

- 1) Ensure the growth of regionally competitive economic sectors rooted in Hackney's existing strengths and leveraging the Olympics legacy
- 2) Target development in key growth areas (Dalston, A10 corridor, Hackney Wick, Hackney Central, City Fringe)
- 3) Enable local small businesses and entrepreneurs to thrive
- 4) Develop well educated and appropriately trained workforce
- 5) Provide a range of jobs from entry level to high skilled
- 6) Contribute to wider place-shaping

- **Servicing the City**: financial & business services, property services, legal services, print & publishing, office supplies events, office cleaning, catering, facilities management/repair



– **Creative and media industries:** film/video/TV production, new digital media, art, fashion, entertainment, cultural activities

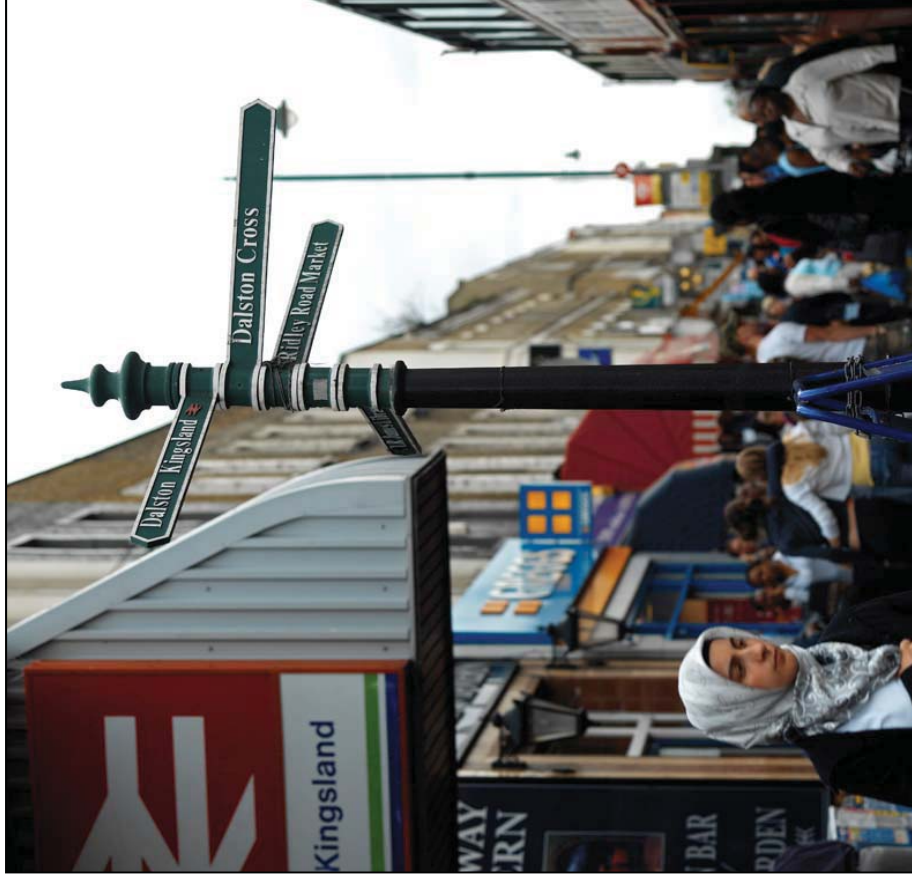


You're in Silicon Roundabout

The Roundabout is a hub for creative and digital industries, offering a range of services and facilities for businesses and individuals.

Company Name	Address	Phone	Website	Services
1. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
2. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
3. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
4. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
5. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
6. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
7. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
8. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
9. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC
10. 100% Digital Marketing	100% Digital Marketing Ltd	020 7123 4567	www.100percentdigital.co.uk	Digital marketing, SEO, PPC

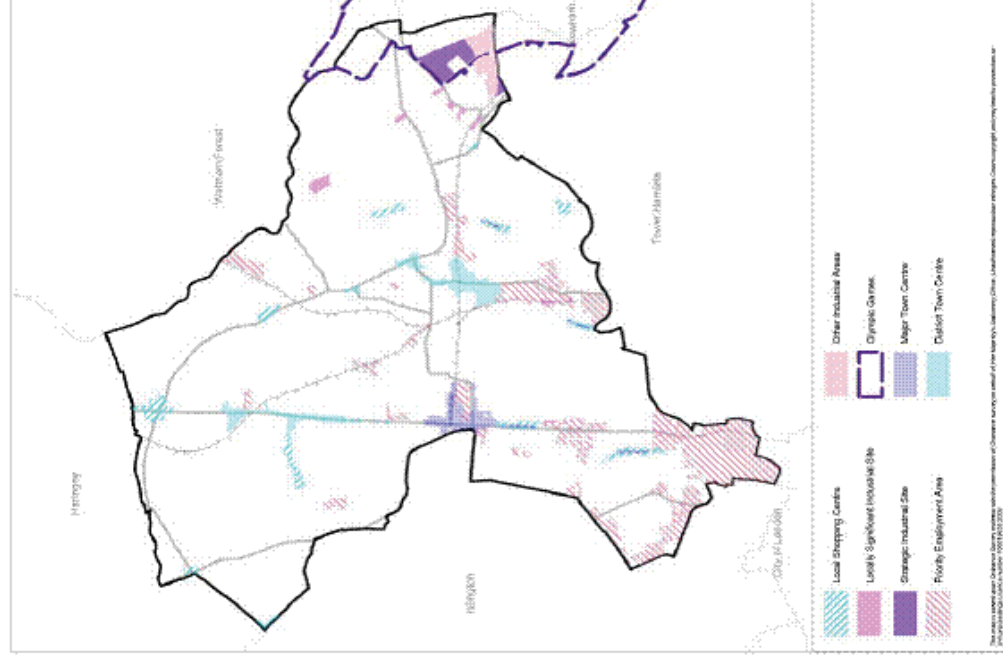
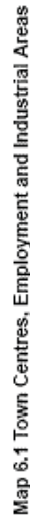
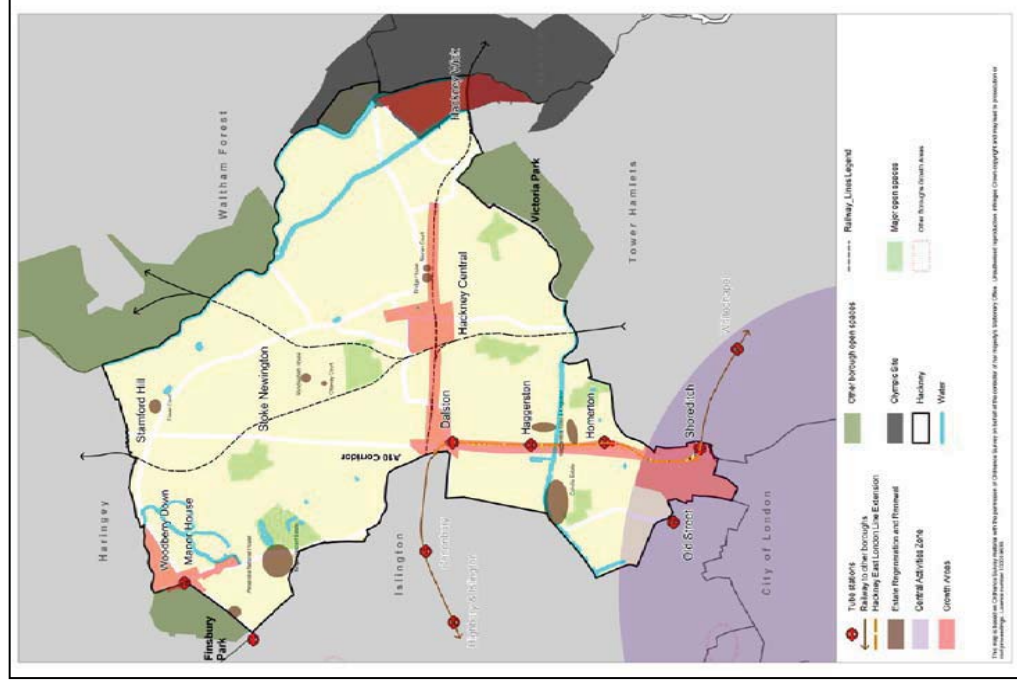
- **Town centre & visitor economy:** markets, specialised retail, hotels, restaurants/bars



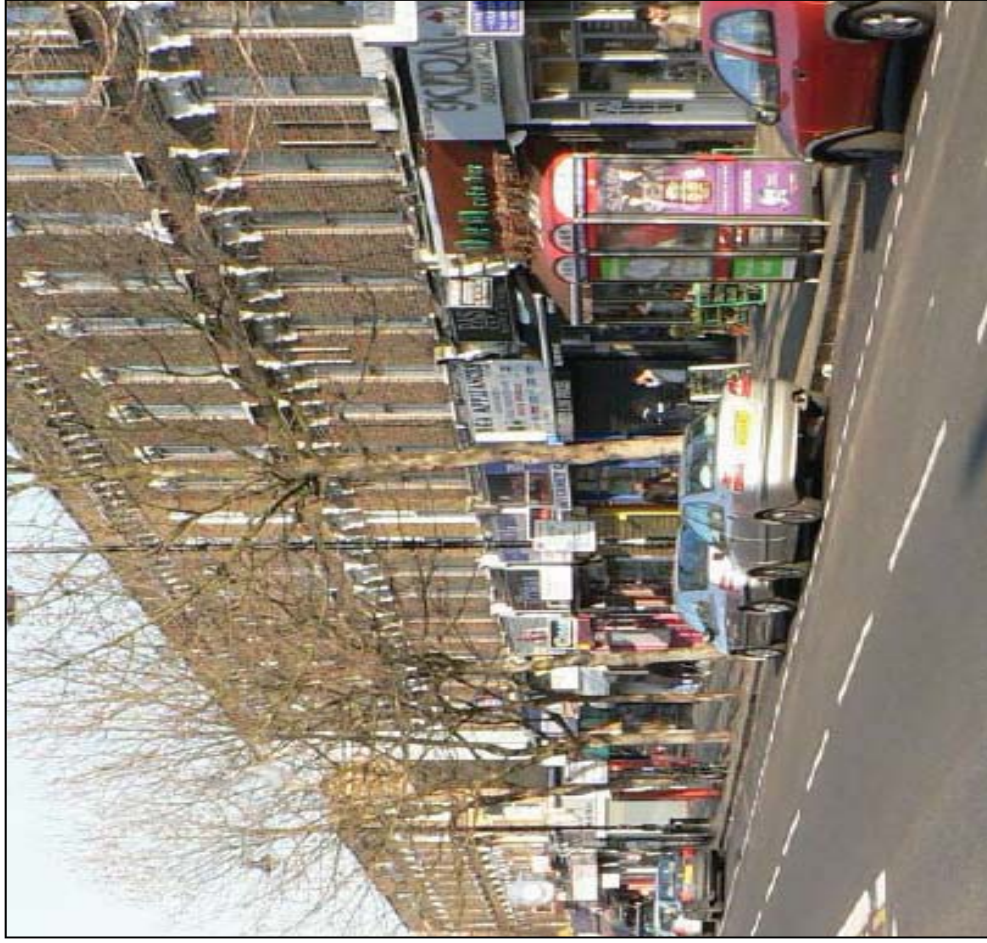
- **Low carbon economy:** retrofitting, eco-building/maintenance, CHP installation, design services, consultancy, engineering



2. Target development in key growth areas



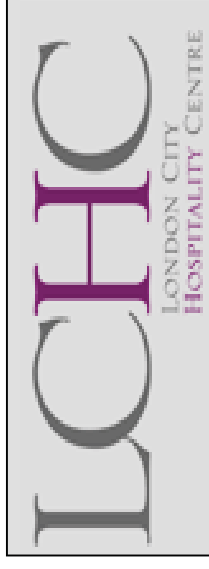
3. Enable local small businesses and entrepreneurs to thrive



Giving businesses unique access to London 2012 opportunities



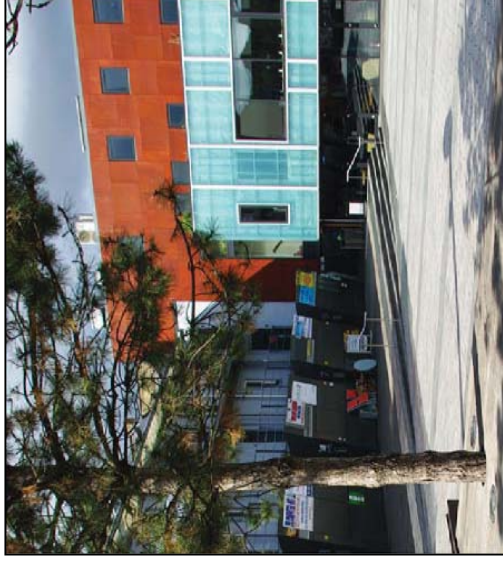
4. Develop a well educated and appropriately trained workforce



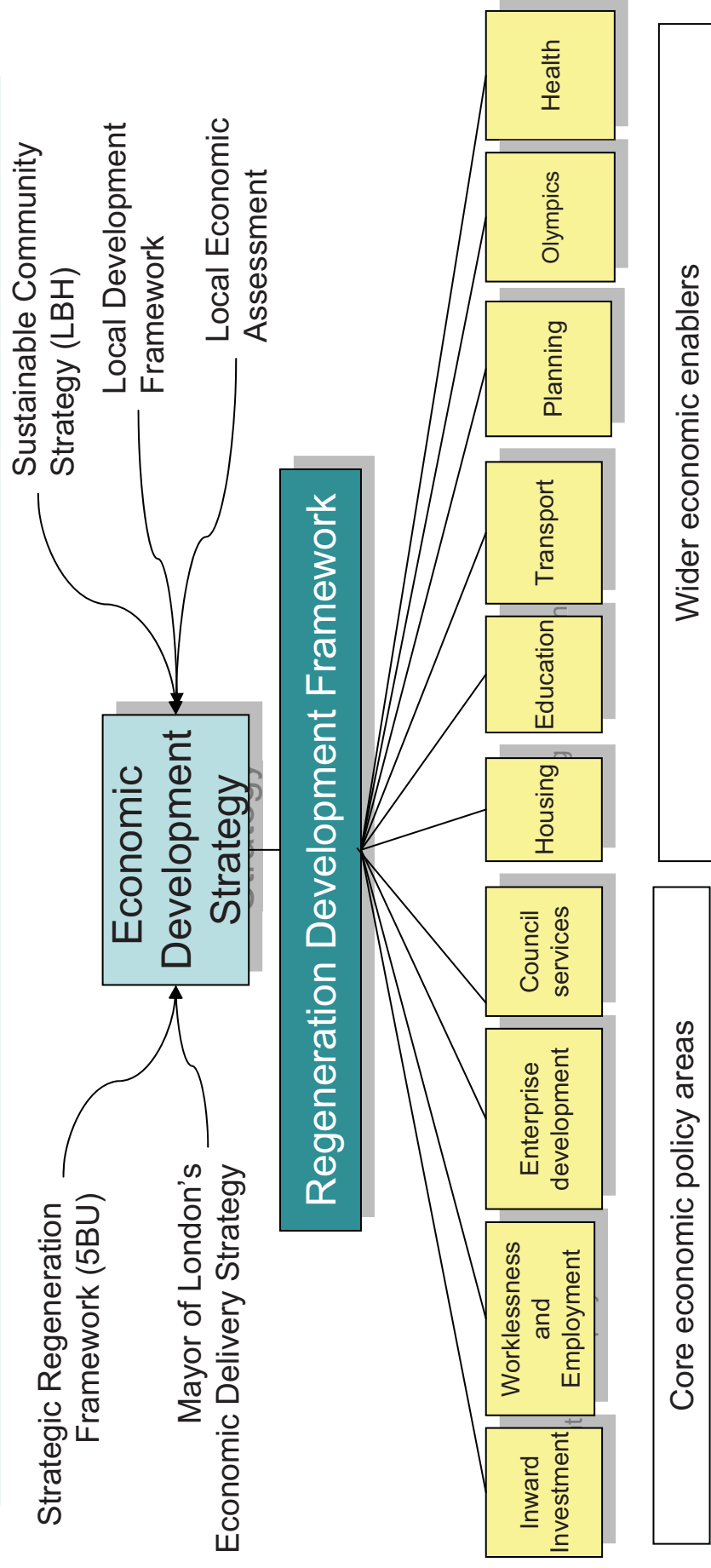
5. Provide a range of jobs from entry level to high skilled



6. Contribute to wider place shaping

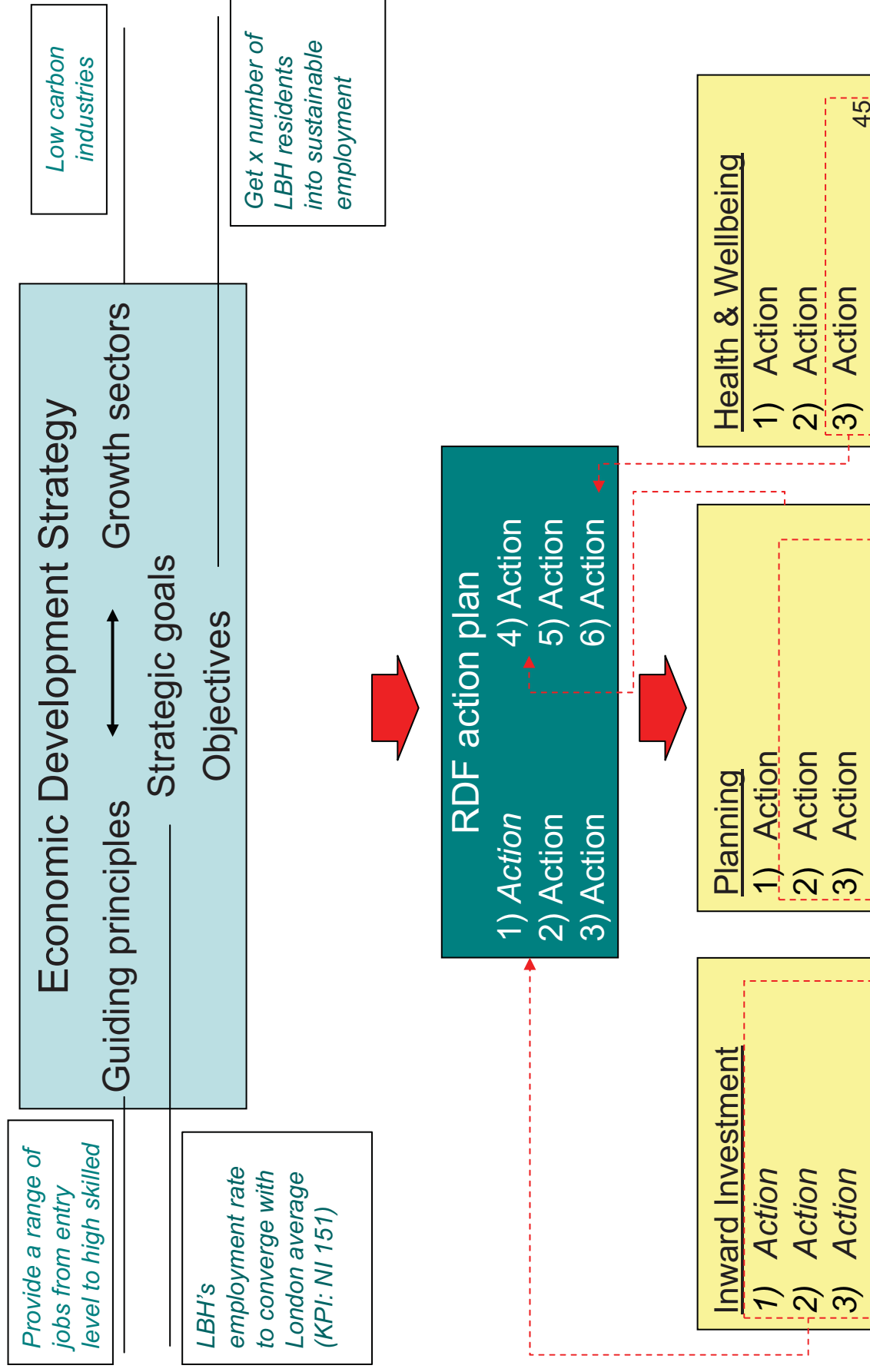


The EDS will build on existing strategies

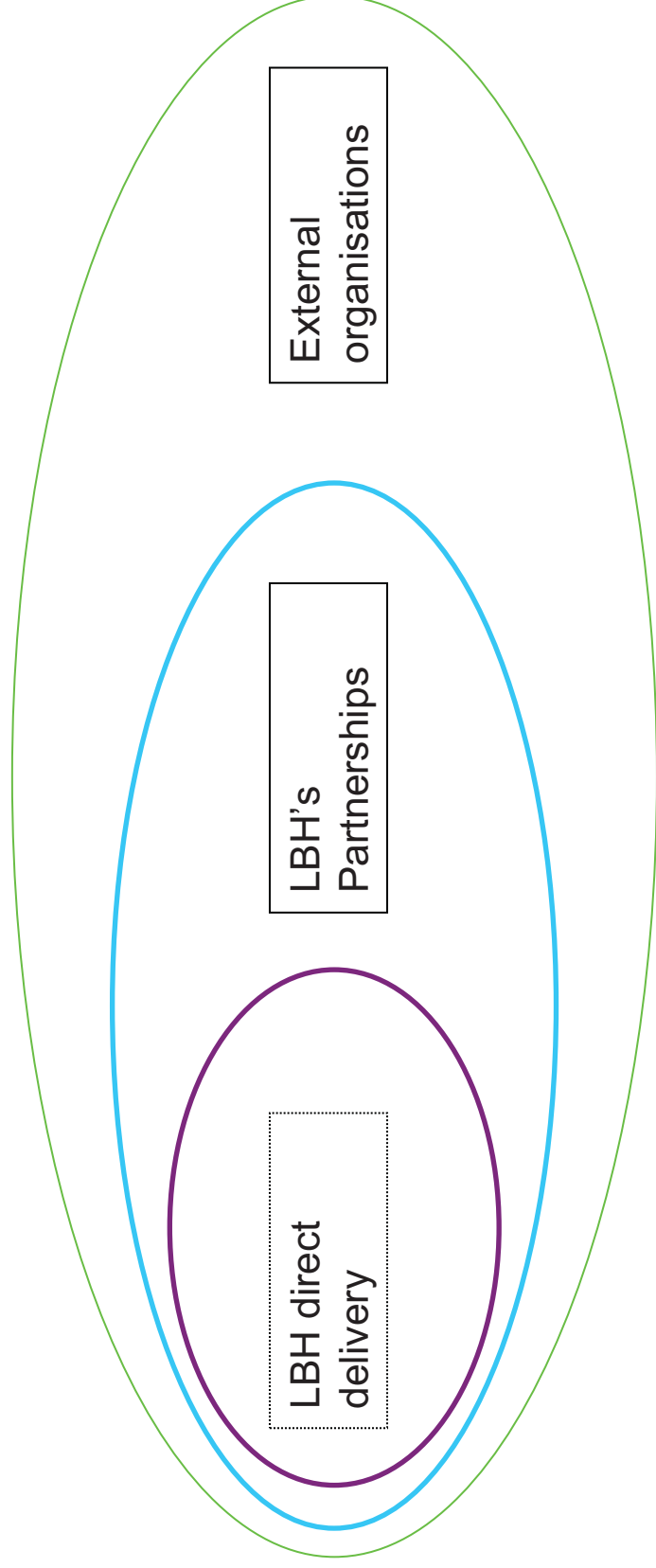


There is already a well articulated 'direction of travel' in the borough's existing strategic documents – the EDS will fill the gap between the desired outcomes set out in those documents to give focus to the actions in a refreshed RDF

Illustrating how the EDS will be delivered



Delivering the EDS



The EDS will be developed over the next five months

Date	Milestone	Items
25 Jan	RSG meeting	<ul style="list-style-type: none">- Refreshed RDF action plan (v1): Live actions + new actions from P&I business plan
Feb - April		<ul style="list-style-type: none">- Establish EDS evidence base- Develop guiding principles + strategic goals- Identify policy levers to deliver strategic goals- Stakeholder engagement
April - June		<ul style="list-style-type: none">- Develop EDS objectives- Identify actions in existing 'core' and 'enabling' strategies to go into refreshed RDF action plan (v2)
14 June	RSG meeting	<ul style="list-style-type: none">- Present EDS options for: guiding principles; strategic goals; objectives; refreshed RDF action plan (v2)
June - July		<ul style="list-style-type: none">- Incorporate RSG comments and finalise

Planning the development of the EDS to span the election will allow the EDS to incorporate manifesto commitments of the new administration.

Stakeholder engagement

Over the next month we will be engaging with key stakeholders around the proposed guiding principles and growth sectors:

- Economic development service providers
- Private & 3rd sector representative groups
- Business engagement forums
- Subregional groupings

This will be followed by close working with partners to develop SMART objectives for the EDS