

Economic Development Partnership Board Meeting

1 June 2010, 15:00 – 17:00

Hackney Community College, Falkirk Street, N1 6HQ

Role	Name	Organisation	Present	Apology
Co-Chair	Ian Ashman	Principal, Hackney Community College	✓	
Co-Chair	Guy Nicholson	Cabinet Member, Regeneration and the Olympics		✓
Member	Richard Abbott	Hackney Enterprise Network Representative	✓	
	Janet Bywater	The Learning Trust		✓
	Steve Douglas	Interim Corporate Director, Neighbourhoods and Regeneration, London Borough of Hackney	✓	
	Derek Harvey	External Relations Manager, Job Centre Plus	✓	
	Rosie Holcroft	Senior Regeneration Manager, LDA		✓
	Avril McIntyre	(Lifeline) CEN representative from the Economic Development Network		✓
	Lesley Mountford	Director of Public Health, NHS City & Hackney and London Borough of Hackney	✓	
	Louise Muller	Programme Manager, ELBA,		✓
	Bisi Ojuri	(Hackney Voluntary Action) CEN representative from the Economic Development Network		✓
	Yvonne Servante	Deputy Director (Secondary), Learning Trust		✓
	Matthew Thompson	Social Enterprise Representative		✓
Advisers	Seth Anyetei	Partnership Support Officer, Hackney Council	✓	
	Lin Cotterrell	Partnerships Adviser, Hackney Council	✓	
	Andrea Cronin	Thematic Partnerships Manager	✓	
Guest/ Presenter	Yvonne Folkes	Head of Community Engagement, 2012 Team, London Borough of Hackney	✓	
	Shawnee Keck	Policy Adviser (Economic Affairs), London Borough of Hackney	✓	
	Sonia Khan	Head of Strategic Commissioning, London Borough of Hackney	✓	
	Helen McNulty	The Learning Trust	✓	
	Andrew Munk	Economic Research & Policy Officer, Partnership and Investment, London Borough of Hackney	✓	
	Juniper-Hope Strong	Head of Service - Partnership and Investment, London Borough of Hackney	✓	
Observer	Jed Keenan		✓	

	Discussion and Decision	Actioned by whom	Actioned by when
1.	<p>Welcome and apologies</p> <p>Apologies were received from Janet Bywater, Rosie Holcroft, Avril McIntyre, Louise Muller, Cllr Guy Nicholson, Bisi Ojuri, Yvonne Servante, Matthew Thompson</p>		
2.	<p>Minutes, updates and actions</p> <p>The Board received the notes from the previous meeting and approved them as an accurate record.</p> <p>Enterprise update</p> <p>A meeting had been held between Partnerships and Investment, HEN and the Social Enterprise representative.</p> <p>ACTIONS:</p> <p>Points raised at this meeting will be incorporated into the Economic Development Strategy</p> <p>A further update on work to develop an enterprise vision and action plan for Hackney will be provided at the next EDP meeting.</p> <p>Update on the cross-cutting review on tackling worklessness</p> <p>The worklessness review has been taken to each of the Team Hackney partnership boards. The recommendations approved by PIE/Team Hackney Board are to be implemented by a working group, which will include a reference group reporting back to PIE. The specifics and terms of reference for these groups are being finalised. The report from the cross-cutting review will be finalised in the next few weeks.</p> <p>ACTIONS:</p> <p>The full report and recommendations from the cross-cutting review on tackling worklessness will be circulated to partners when finalised.</p> <p>Update on apprenticeships, local jobs and procurement</p> <p>The Board heard that Hackney Homes are keen to encourage businesses to tender for work and that this is being monitored at the Senior Management Team meetings. However, Hackney Homes are bound by the Project Partnering contract which does not allow rules restricting contracts to local businesses.</p>	<p>Andrew Munk</p> <p>Richard Abbott</p> <p>Shawnee Keck</p>	<p>Sep 2010</p> <p>Sep 2010</p> <p>Sep 2010</p>

	<p>Apprenticeships are also being considered at Hackney Homes' meetings with RSLs, which may provide an opportunity for widening the conversation out to include other housing providers.</p> <p>The HATCH program, now led by the Learning Trust, continues to work with developers to increase the apprenticeship profile within the borough. An apprenticeship strategy is being developed.</p> <p>Pressure is being put on contractors on the Olympic site to employ local people, so it is important that the Council and wider partnership are able to demonstrate that they are also doing well in this area, especially in the housing sector.</p> <p>City and Hackney PCT reported that they now have apprentices starting in administrative posts.</p> <p>The Board noted that out of the £6.2 billion savings announced by Central Government, £150 million was to be reinvested to fund 50,000 new apprenticeship places, with a focus on SMEs.</p> <p>HEN expressed an interest in collaborating with HATCH if the programme's current public sector focus widens to include private sector apprenticeships.</p> <p>LDA/ESF update</p> <p>The LDA have been asked by the Chair if they are able to continue supporting LSPs. The Learning Trust is part of the team designing the specification for the bid for the next round of ESF funding. Pre-apprenticeship funding is likely to be the priority, with the aim of preventing and addressing NEETs.</p> <p>Green economies</p> <p>The Sustainable Environment Partnership Board has been set up as a thematic partnership of Team Hackney. Work is being done around green economies as part of the Economic Development Strategy, as well as in the housing sector. A number of EDP members expressed an interest in running a joint agenda item to both the Sustainable Environment and EDP Boards in September, with input from the Better Homes Partnership.</p> <p>ACTION:</p> <p>Joint meeting to be arranged with members of the EDP, Better Homes Partnership Board and the Sustainable Environment Board, to take this forward, and bring an agenda item for the next EDP meeting in September 2010.</p>	Lin Cotterrell / Andrew Munk	
3.	<p>Strategic Regeneration Framework and Multi Area Agreement</p> <p>The MAA was signed by Central Government and the five borough partners. It sets out a series of twenty year targets agreed with</p>		

	<p>central government. The Strategic Regeneration Framework of the MAA aims to improve the coordination and delivery of local policy in order to achieve convergence between the five host boroughs and the London average in terms of economic opportunities.</p> <p>The Board were given an overview of the Economic Action Plan and its five themes of enterprise, inward investment, business tourism, visitor tourism and environmental (low carbon) technology.</p> <p>It was noted that the Economic Action Plan was in the process of being finalised, but that resources would be subject to review and were therefore only indicative.</p> <p>The Board discussed how they can contribute to the overall achievement of the SRF's Economic Action Plan, the MAA's principal delivery plan.</p> <p>The Board heard of difficulties around marketing the five boroughs collectively, and that this contributed to uncertainties around future MAA funding. The Board also heard about recent successes with securing apprenticeships for Hackney young people and efforts to secure early job notifications and skills forecasts from LOCOG.</p> <p>ACTION:</p> <p>Members of the Board were asked to provide comments on the action plan to the Partnerships and Investment Team</p>	All	15 June 2010
4.	<p>Work & Skills Plan</p> <p>The Board received the Interim Sub-Regional Work and Skills Plan for 2010-2011. There is a statutory requirement for all local authorities to produce a work and skills plan. The Plan sets out the workplan for the sub-regional partnership, and focuses on three key work strands:</p> <ul style="list-style-type: none"> - Delivering sub-regional programmes and projects to support local people into employment - Developing a sub-regional Work and Skills plan (including an investment framework) for 2011-2015 - Implementing a sub-regional Performance Framework to measure progress. <p>The Board discussed how the partnership can work together on developing the full plan for 2011-2015, due at the end of this financial year, which will focus on creating strong relationships between skills and employment provision locally. This will be the action plan for the work and skills component of the Strategic Regeneration Framework.</p> <p>The board noted the context for the work and skills plan has moved on very quickly since this was first drafted, for example funding for the Future Jobs Fund has been withdrawn, and it was noted that funding changes are rendering many plans out of date as</p>		

	<p>government cuts are resulting in the cessation of some existing programs.</p> <p>The Board discussed how Hackney's Skills for Employment Strategy could be incorporated into the full Work and Skills Plan. It was noted that the new government's likely requirements for work and skills strategies were uncertain. It was agreed that at the local level, Hackney's Skills for Employment Strategy provides the context and overall plan, but will require updating in light of the current economic context. It will also need to look at covering jobs across the wider sub-region.</p> <p>ACTION:</p> <p>Hackney's Skills for Employment Strategy will be incorporated into the full Work and Skills Plan 2011-2015.</p> <p>The draft Work and Skills Plan 2011-2015 will be brought to EDP later this year</p>	<p>Juniper- Hope Strong Juniper- Hope Strong</p>	<p>Dec 2010</p> <p>Dec 2010</p>
5.	<p>Quarterly Performance</p> <p>The Board received a quarterly performance report on the ABG-funded interventions, including Ways into Work, and the LAA National Indicators, as well as an analysis of key labour market trends.</p> <p>ABG Interventions</p> <p>It was noted that of the six funded interventions, two projects were only just underway, so the first reports on those would come to the next EDP meeting. The evaluation of the Team Hackney Worklessness Model was now complete. The remaining three interventions (Personal Best, School Gates Employment Support, and Ways into Work) were now on track in terms of both performance and spend.</p> <p>ACTION:</p> <p>The findings from the evaluation of the Team Hackney Worklessness Model will be brought to the EDP in September</p> <p>Ways into Work programme</p> <p>It was reported that the Ways into Work project team had now been recruited and the procurement process had been completed, with two local organisations commissioned to deliver services.</p> <p>The data showed that most of the jobs secured through Ways into Work in 2008/09 were in construction, retail and sales, and the hospitality sector. By contrast, in 2009/10, retail and sales was by far the biggest sector, followed by clerical/office work, health and social care, and hospitality. The Board was informed that the</p>	<p>Sonia Khan / Lin Cotterrell</p>	<p>Sep 2010</p>

	<p>programme was looking to become more sector-focused by building relationships with local growth sectors, with the aim of opening up more opportunities for skilled jobs.</p> <p>It was reported that the disability pilot scheme was now up and running, and that there would be a mid-year review of the pilot which would be shared with the EDP. The aim is for a case load of 20 disabled clients, achieving two job outcomes per month.</p> <p>ACTION:</p> <p>The findings of the mid-year review of the disability pilot will be shared with the EDP.</p> <p>LAA Performance Indicators</p> <p>The Board discussed the difficulties with the definition of the National Indicator relating to Incapacity Benefit claimants (NI 12), which has meant that capturing success in this area has been challenging. This was a stretch target agreed in 2007 and linked to ABG funded interventions, which were affected by subsequent changes in the welfare regime (including the introduction of Pathways to Work in 2008). The contract was picked up by the PCT and continues to deliver, but has not been successful in achieving the number of job outcomes originally set in the target. Conversations have been underway with central government about how best to address this issue.</p> <p>The Board agreed that it would be important not to replicate this situation in the future and that there were lessons to be learnt from this for future commissioning and target-setting, including the need to benchmark, be realistic in future target-setting, and to react more quickly. These lessons have already informed the disability pilot being commissioned, which is complementary to the Pathways programme rather than in conflict.</p> <p>Key Labour Market Trends</p> <p>The Board received a summary of key labour market statistics in relation to National Indicators NI151 (overall employment rate) and NI 153 (proportion of the working age population on out of work benefits in the worst performing neighbourhoods), as well as the number of JSA claimants and the qualification levels of Hackney residents.</p> <p>In the discussion that followed, it was mentioned that the majority of those with Level 1 qualifications were older men, many of whom appear to have left the borough. At the same time, there has been an influx of people with Level 3 and Level 4 qualifications moving into the borough. This would suggest that demographic changes account for some of the increase in Hackney's qualification levels.</p>	<p>Sonia Khan / Lin Cotterrell</p>	
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6.	<p>Strategic Commissioning – forward planning</p> <p>The Area Based Grant (ABG) commissioned interventions are reaching the end of their contracts in March 2011. The Board discussed ways forward on developing exit strategies and the future of these.</p> <p>The Board noted that there was continuing uncertainty around spending cuts and the future funding situation, that current funding would be ‘unringfenced’, and that ‘in-year’ cuts should be anticipated.</p> <p>All ABG-funded contracts were due to expire in March 2011 and it had been agreed that no tentative commitments should be made to continue funding for any interventions. This was in keeping with the original purpose of commissioning, which was to pilot innovative approaches which could then be mainstreamed or taken up more widely.</p> <p>The Board recognised the need to identify the key risks to the achievement of outcomes if interventions commissioned through the Area-Based Grant or other short-life funding streams cease after April 2011. It was noted that the impact was likely to vary as different programmes were closer to being mainstreamed. Ways into Work is the largest contract. The other contracts were smaller and had been commissioned later, with an end-point written into them.</p> <p>The Board agreed that the focus must be on plugging gaps in mainstream funding and services, avoiding duplication, and building on areas of success.</p> <p>There was a discussion about what the gaps were likely to be. In the discussion that followed, the Board heard from Jobcentre Plus about future funding cuts and uncertainties. It was thought likely that all existing JCP programmes will eventually cease, including the New Deals, and be replaced by the Single Work Programme. It was not yet clear whether Flexible New Deal, which was scheduled to begin in October, would come on stream as planned and be absorbed into the Single Work Programme later. It was anticipated that the government’s focus was likely to be on Incapacity Benefit, and that the plans for Incapacity Benefit migration would definitely go ahead, including the reassessment of all current IB claimants through the Work Capability Assessment. However, the three year timeline for the reassessments may be halved by the new government. The plans to introduce Lone Parent obligations for lone parents of children aged 7 or over were also set to go ahead. No big shifts in the target groups are envisaged.</p> <p>Members noted that it was hard to predict what the gaps would be until the new Single Work Programme had been finalised.</p>		
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	<p>It was also noted that public sector cuts increased the need for the EDP to get a clear handle on opportunities in other sectors, including finance, the City and enterprise. However, funding for the enterprise sector is also uncertain. If the Business London contract finished, Hackney would not be funding business start-ups, which may leave Hackney at a disadvantage compared to neighbouring boroughs such as Islington.</p> <p>ACTION:</p> <p>The Board agreed that:</p> <p>A task group would meet to look at the specifics of the Ways into Work programme, including risks to outcomes, identify success and impacts of current programmes, and identify both individual provider responses as well as a collective EDP approach going forward</p> <p>Further analysis, interrogation of performance and lessons learnt would be brought to the next meetings of EDP as part of this ongoing discussion.</p> <p>The report on the Charedi project would be brought to the next EDP meeting</p>	<p>Lin Cotterrell</p> <p>Sonia Khan</p> <p>Sonia Khan</p>	<p>Mid-July</p> <p>Sep / Dec 2010</p> <p>Sep 2010</p>
7.	<p>Any other business</p> <p>The Board received invites to the health events the PCT are leading in the week commencing 7 June 2010.</p> <p>The Board noted that a Controlled Drinking Area order had been implemented in a number of areas across the borough, and that the Regulatory Committee were concerned to ensure that any negative impact on the economy was monitored and brought to their attention.</p>		

Please note the dates of future meetings:

Date	Time and Venue
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::

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Economic Development Partnership Board Meeting

Agenda

Tuesday 14th September 2010, 09:30-11:30am
 Hackney Community College, Falkirk Street, N1 6HQ
 Co Chairs: Cllr Guy Nicholson and Ian Ashman

1.	09:30	Welcome, introductions and apologies	Chair: Cllr Nicholson
2.	09:35	Minutes, updates and actions Notes, actions and matters arising from the previous meeting Papers: <ul style="list-style-type: none"> Economic Development Partnership Board Notes 1 June 2010 	Chair
3.	09:40	Strategic Commissioning – forward planning Context: The Area Based Grant (ABG) commissioned interventions reach the end of their contracts in March 2011. A task group of the EDP met on 24 th August to consider how EDP can best plan exit strategies and opportunities for mainstreaming and to manage the risks if interventions end. The Board is invited to consider these issues in the context of wider changes and policy developments in the regional commissioning and funding landscape, including the Single Work Programme, Local Enterprise Partnerships, and the changing roles of other regional bodies. Role of Board: <ul style="list-style-type: none"> To discuss the strategic role of LBH and the EDP and how these changes might affect our strategic partnerships around skills, employment and enterprise To consider the implications of these developments for future funding and commissioning of programmes To decide what action the EDP can take to ensure Hackney is in the best position to benefit from future opportunities, including developing better links with the private sector To agree the recommendations of the EDP task group in relation to the current programme of commissioned interventions Paper(s): <ul style="list-style-type: none"> 3.1 EDP Task Group recommendations on Strategic Commissioning forward planning (Sonia Khan) 3.2 Issues paper: regional commissioning and funding (LEPs) (Juniper-Hope Strong) 3.3 Single Work Programme: update (Derek Harvey) 	Chair / External presenter

		<ul style="list-style-type: none"> 3.4 14-19s reforms and post-16 commissioning: update on changes (Yvonne Servante) <p>Background paper(s):</p> <ul style="list-style-type: none"> 3.5 Team Hackney Worklessness Model Longitudinal Study: Summary of key findings and recommendations (Sonia Khan) 3.6 Ways into Work Impact Assessment: project brief (Sonia Khan) 3.7 Joint Investment Protocol summary 	
4.	10:40	<p>Quarterly Performance</p> <p>Context: Regular performance update and discussion</p> <p>Role of Board: To discuss and challenge performance of LAA indicators and ABG interventions, within the wider economic context</p> <p>Paper(s):</p> <ul style="list-style-type: none"> 4.1 EDP interventions performance report 4.2 Ways into Work Programme: progress update 4.3 EDP quarterly LAA performance indicators report 4.4 Analysis of key labour market trends 	Andrew Munk / Lin Cotterrell
5.	10:50	<p>Information items</p> <ul style="list-style-type: none"> EDS update (Cllr Nicholson) 5.1 Hackney Partnership Agreement – Local Area Agreement (James Palmer) 5.2 Health Inequalities National Support Team Feedback (Ian Ashman) 	Chair
6.	11:15	Any other business	Chair

Please note the dates of future meetings:

Date	Time and Venue
23 November 2010	3-5pm Hackney Community College
8 March 2011	3-5pm Hackney Community College

For further information, or to suggest items for future meetings, please contact:
 Lin Cotterrell, 020 8356 2167 / lin.coxxxxxxxx@xxxxxxx.xxx.xx

Report Title	Hackney Partnership Agreement – Draft proposals and development of the 2011-2014 LAA
Report Author	James Palmer
For	Economic Development Partnership Board
Date	27 August 2010

Philosophy

LAA's may or may not be supported by central government in the future with GoL abolished there is no clear responsible body so it is likely that any involvement will be slight.

In Hackney it has been a strong tool to build common ground and consensus within the partnership, alongside measuring performance.

- We should ensure that the concept of a basket of shared performance indicators remains central to the work of the partnership.
- Indicators should be linked directly to the delivery of the Sustainable Communities Strategy.
- We should not use indicators that are not fit for purpose, even if they are the only ones in the NI set that are linked directly to an identified outcome (e.g. mental health).

Draft process

- Revisit the current suite of LAA indicators; identify a core that will be recommended to HMT/Cabinet/LSP for consideration. Alongside identification of any gaps
- Produce draft suite of local indicators, and discuss further throughout partnership structure.
- Set targets (need to take account of central governments role).

Rough timescales

July/August – officer produce recommendations as above

September – first discussions HMT and Partnership Boards

October – summary of progress and emerging themes PIE/Team Hackney Board

October – Officer challenge and recommendations

November – Back to thematic Boards

Jan 2011 onwards – whole partnership event to agree suite

Agreement timescales

HMT – March 2010




PIE - 9th March 2010




Cabinet - 21st March 2010 (on forward plan)



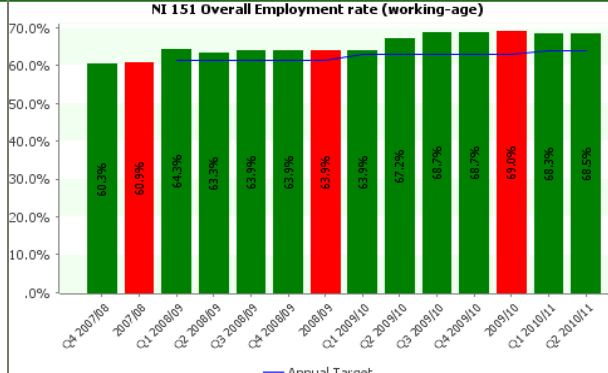
Team Hackney Board - 31st March 2010

4.3 EDP – Quarterly LAA Performance Indicator Report

2010/11 Q1 LAA Performance

On course to achieve target?		Q1	Q2	Q3	Q4
	This PI is on course to achieve/exceed target.	10			
	This PI is below target, but likely to recover	3			
	This PI is below target and unlikely to recover	2			
N/A	Not available/applicable	3			

Performance compared to previous quarter		Q1	Q2	Q3	Q4
	The value of this PI has improved since the previous quarter.	7			
	The value of this PI has worsened since the previous quarter	7			
	The value of this PI has not changed since the previous quarter.	1			
N/A	Not available/applicable	3			

PI Code	Short Name	2008/09	2009/10	Q4 2009/10	Q1210/11	Target 2009/10	Direction of travel	Expected outcome	Chart
EDP targets									
NI 151	Overall Employment rate (working-age)	63.9%	69.0%	68.7%	68.3%	63.9%			 <p>NI 151 Overall Employment rate (working-age)</p> <p>Annual Target</p>

PI Code	Short Name	2008/09	2009/10	Q4 2009/10	Q1210/11	Target 2009/10	Direction of travel	Expected outcome	Chart																																				
NI 153	Working age people claiming out of work benefits in the worst performing	26.1%	26.0%	26.0%	26.0%	2010/11 Target is no more than 0.4% above London average – Quarter 1 constitutes 0.6% above the current London average of 25.4%	N/A			<div><p>NI 153 Working age people claiming out of work benefits in the worst performing Neighbourhoods</p><table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2007/08</td><td>26.3%</td></tr><tr><td>Q2 2007/08</td><td>26.3%</td></tr><tr><td>Q3 2007/08</td><td>26.8%</td></tr><tr><td>Q4 2007/08</td><td>26.3%</td></tr><tr><td>Q1 2008/09</td><td>26.1%</td></tr><tr><td>Q2 2008/09</td><td>26.1%</td></tr><tr><td>Q3 2008/09</td><td>25.8%</td></tr><tr><td>Q4 2008/09</td><td>25.8%</td></tr><tr><td>Q1 2009/10</td><td>26.0%</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>26.0%</td></tr><tr><td>Q2 2010/11</td><td>26.8%</td></tr></tbody></table><p>Annual Target: 25.4%</p></div>	Quarter	Percentage	Q1 2007/08	26.3%	Q2 2007/08	26.3%	Q3 2007/08	26.8%	Q4 2007/08	26.3%	Q1 2008/09	26.1%	Q2 2008/09	26.1%	Q3 2008/09	25.8%	Q4 2008/09	25.8%	Q1 2009/10	26.0%	Q2 2009/10	25.8%	Q3 2009/10	25.3%	Q4 2009/10	26.0%	Q1 2010/11	26.0%	Q2 2010/11	26.8%					
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NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	10.0%	8.6%	6.8%	7.1%	9.0%			<div><p>NI 117 % of 16-18 year olds not in education,employment or training</p><table><thead><tr><th>Quarter</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>16.7%</td></tr><tr><td>Q3 2007/08</td><td>11.9%</td></tr><tr><td>Q4 2007/08</td><td>11.7%</td></tr><tr><td>Q1 2008/09</td><td>11.7%</td></tr><tr><td>Q2 2008/09</td><td>11.1%</td></tr><tr><td>Q3 2008/09</td><td>11.3%</td></tr><tr><td>Q4 2008/09</td><td>10.3%</td></tr><tr><td>Q1 2009/10</td><td>9.4%</td></tr><tr><td>Q2 2009/10</td><td>10.0%</td></tr><tr><td>Q3 2009/10</td><td>9.4%</td></tr><tr><td>Q4 2009/10</td><td>9.5%</td></tr><tr><td>Q1 2010/11</td><td>7.2%</td></tr><tr><td>Q2 2010/11</td><td>6.8%</td></tr><tr><td>Q3 2010/11</td><td>8.8%</td></tr><tr><td>Q4 2010/11</td><td>7.1%</td></tr><tr><td>Q1 2011/12</td><td>8.2%</td></tr></tbody></table><p>Annual Target: 11.7%</p></div>	Quarter	Percentage	Q1 2007/08	15.4%	Q2 2007/08	16.7%	Q3 2007/08	11.9%	Q4 2007/08	11.7%	Q1 2008/09	11.7%	Q2 2008/09	11.1%	Q3 2008/09	11.3%	Q4 2008/09	10.3%	Q1 2009/10	9.4%	Q2 2009/10	10.0%	Q3 2009/10	9.4%	Q4 2009/10	9.5%	Q1 2010/11	7.2%	Q2 2010/11	6.8%	Q3 2010/11	8.8%	Q4 2010/11	7.1%	Q1 2011/12	8.2%
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NI 150	Adults receiving secondary mental health services in employment	3.5%	4.2%	4.2%	3.7%	The quarter one figure is below the annual target but the return is aggregated through the year for everyone in the Care Programme Approach process in 2010/11. It is expected that the annual target will be met by quarter four	3.9%			<div><p>NI 150 Adults receiving secondary mental health services in employment</p><table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q3 2008/09</td><td>3.8%</td></tr><tr><td>Q4 2008/09</td><td>3.4%</td></tr><tr><td>Q1 2009/10</td><td>3.5%</td></tr><tr><td>Q2 2009/10</td><td>3.3%</td></tr><tr><td>Q3 2009/10</td><td>3.8%</td></tr><tr><td>Q4 2009/10</td><td>4.2%</td></tr><tr><td>Q1 2010/11</td><td>4.2%</td></tr><tr><td>Q2 2010/11</td><td>3.7%</td></tr><tr><td>Q3 2010/11</td><td>4.2%</td></tr></tbody></table><p>Annual Target: 3.9%</p></div>	Quarter	Percentage	Q3 2008/09	3.8%	Q4 2008/09	3.4%	Q1 2009/10	3.5%	Q2 2009/10	3.3%	Q3 2009/10	3.8%	Q4 2009/10	4.2%	Q1 2010/11	4.2%	Q2 2010/11	3.7%	Q3 2010/11	4.2%															
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Report Title	Strategic Commissioning Forward planning with Economic Development Partnership (EDP) Task Group meeting on 14th September 2010
Report Author	Sonia Khan, Head of Commissioning, Partnerships, LBH
Date	7th September 2010

1. Overview

On 1st June, the EDP discussed the commissioned programme (attached on page 6) which is coming to an end in March 2011 in order to plan for exit strategies and identify the key risks to the programme ending. The EDP agreed that a task group would meet to give more detailed consideration to this and then feedback to the next EDP. The task group met on 25th August and it was agreed that the proposed actions should be taken forward by EDP between now and March 2011:

- 1) Identifying and understanding the key risks if interventions end, including outcomes, targets and inter-dependencies
- 2) Identifying potential funding opportunities for leveraging in funding to the borough and horizon scanning national policy developments in order to plan collective and coordinated responses from EDP
- 3) Understanding lessons learnt to date and their implications for forward planning, inc:
 - a. the findings from impact assessments, evaluations and monitoring/performance data
 - b. the evidence, findings and recommendations from relevant reviews and strategies
- 4) Contribute to future thinking about the allocation of resources in furtherance of targets overseen by the EDP
- 5) Consider the potential for mainstreaming activities
- 6) Consider the mainstream capacity to address the needs which were addressed through the commissioned programme

They also identified the following resources to inform the action planning required:

- The findings from the in house Impact Assessment of Ways into Work (outline plan attached)
- The proposed Joint Investment Plan being developed by the Ways into Work programme team and Housing Providers (summary attached)
- The findings of the final stage of longitudinal tracking of Team Hackney's earlier worklessness programmes commissioned between 2007 and 2009 (summary attached)
- Detailed monitoring and performance data from the commissioned interventions
- LAA indicator performance
- Relevant reviews and strategies, including the Worklessness Review, Local Economic Assessment, Work and Skills Plan, Economic Development Strategy

This paper sets out in more detail how the EDP task group suggest that actions 1-6 (above) should be taken forward. The role for the EDP today is to:

- Discuss the actions suggested by the task group and agree which ones the EDP will take forward
- Charge the task group to undertake more detailed work to take forward these actions, reporting back to EDP meetings each quarter
- Note that exit strategies for the commissioned programmes have been built in to the smaller contracts within the commissioned programme and the task group has reviewed these and is confident that plans are in place
- Agree that the focus of forward planning should be on the Ways into Work Programme

1. Identifying and understanding the key risks if interventions end, including outcomes, targets and inter-dependencies		
Where we are	Recommended actions	Timeline
<p>The task group has identified the following risks:</p> <ol style="list-style-type: none"> 1. Funding for localised programmes to tackle worklessness is at high risk. 2. Approaches to supporting people who face multiple barriers to employment could become more fragmented 3. The position for local strategic partnerships in relation to economic development and tackling worklessness is unclear 4. Employer engagement could also become fragmented 5. The Single Work Programme prime contractors and sub- contractors are not identified yet. There is a risk that providers who do not know Hackney will operate in the area, and that it takes time to forge connections with existing provision locally 6. Prime contracts are currently establishing contact with the Council and other partners. There is a risk that any discussion and allegiance with providers about future <i>delivery</i> might compromise the strategic role that the Council and EDP may need to take in order to influence the Single Work Programme specifications and provision 	<p>The EDP is recommended to:</p> <ol style="list-style-type: none"> 1. Ensure that these risks are addressed in all discussions about future programmes to tackle worklessness 2. Ensure that provision delivered through the Single Work Programme is influenced by an understanding of local need by undertaking the actions set out under (2) 3. Ask the EDP task group to maintain a watching brief of key strategic policy developments and that strategic responses required by the EDP are identified 	<p>October 2010</p> <p>September – March 2011</p> <p>September – March 2011</p>

2. Identifying potential funding opportunities for leveraging in funding to the borough and horizon scanning national policy developments in order to plan collective and coordinated responses from EDP

[illegible]

<p>2. There is potential for housing providers to invest in tackling worklessness, if a case for the long term benefits and savings can be made.</p> <p>3. New ESF round is launched in September for 2011-13</p> <p>4. There might be Section 106 opportunities</p> <p>5. The EDP will discuss opportunities and policy developments in more detail on 14/9/2010</p>	<p>In either case EDP will need to ask the task group to take forward more detailed work</p> <p>4. Keep a watching brief on the following additional elements of the Single Work Programme, in terms of the role of the LSP or providers: Work Clubs, Work Experience, Work for Yourself, Work Together</p> <p>5. Discuss whether the proposed joint investment plan proposed by Ways into Work for housing providers (attached) .</p> <p>6. Keep a watching brief on policy developments, and consider at a future EDP.</p>	<p>September 2010 – March 2011</p> <p>September 2010</p> <p>September 2010 – March 2011</p>
3. Understanding lessons learnt to date and their implications for forward planning		
Where we are	Recommended actions	Timeline
<p>The task group have identified the following :</p> <p>1. The findings of the in-house Impact Assessment of Ways into Work will begin to report in January 2010.</p>	<p>The EDP should ask the task group to:</p> <p>1. Consider the emerging findings from January 2011 in order to use these to influence SWP and any new locally developed programmes.</p>	<p>January 2011</p>

2. The Ways into Work evaluation 2009/10 3. A Review of the City Strategy Pathfinder programme will report in November 2010 4. The Scrutiny Reviews 5. Worklessness Review 6. Economic Development Strategy	2. Use information to develop a position in relation to the local needs and the likely gaps and risks in those groups who are most at risk in the future	Task group to report to EDP in November 2010
4. Contribute to future thinking about the allocation of resources in furtherance of targets overseen by the EDP		
Where we are	Recommended actions	Timeline
This will depend on: 1. The lessons learnt from the reviews and evaluations 2. The resources available locally after the Comprehensive Spending Review 3. The implementation of the Single Work Programme in Hackney	The EDP is recommended to: 1. Ensure that recommended action 3.2 is taken forward 2. Ask the Task Group to bring further recommendations in January and in March 2011 3. Ensure that local proposals for tackling worklessness have strategic fit with the Single Work Programme, avoid duplication and are informed by the evidence base identified at (3)	Task group to report to EDP in November 2010 January 2011 and March 2011 January 2011 and March 2011
5. Consideration of Mainstreaming activities and 6. Mainstream capacity		
Where we are	Recommended actions	Timeline
This will depend on the resources available locally and the Single Work Programme	EDP is recommended to ensure that: 1. Actions set out under (2) and (4) are taken forward	January 2011 and March 2011

4. The current commissioned programme

A summary of commissioned activities, contract end dates and plans for evaluation and forward planning.

The total investment in EDP commissioned programmes has been:

Type of intervention	Contract period	NI / stretch target	Programme Value 2008/11	Progress being made Plans for evaluation Sustainability / exit strategy
Ways into Work The current commissioned programme works with 1400 people, of which 60% should sustain their jobs after 13 weeks. The programme covers: <ul style="list-style-type: none"> • Outreach programme –Registered Social Landlords and Hackney Homes Management Partners to undertake outreach to social housing estates across Hackney, reaching 50,000 homes • General employment support • Specialist employment support (to parents and incapacity benefit claimants) • Employers Gateway – Coordination of jobs agencies involved in the Ways into Work programme to ensure effective approach with employers • Piloting of dedicated support for IB claimants 	1/7/2009 - 31/3/2011	NI 151, NI 153	£5.37m	Progress being made: Entering jobs: 768 (against target to date- 465) Sustaining jobs: 380 (against target to date- 192) See update from WiW Programme Manager. Plans for evaluation: The impact assessment should consider: <ul style="list-style-type: none"> • What has worked the best, and in which communities, and in which areas? • Who has not been reached (with reference to the priority groups for worklessness programmes which will be agreed)? Do we know why? • Who has been reached, but has not engaged? Do we know why? • Which barriers to employability have proven to be the most difficult to address? This will inform the cross cutting review of worklessness, providing an understanding of both what works, and an insight into a large sample of people who are currently workless. Sustainability: This is a very significant programme, and the exit strategy which is developed will need to be informed by policies which are developed for worklessness, informed by the impact assessment. It will also hinge on developing a sustainable local partnership.
Sustainable employment in the Charedi community Development of a partnership between Charedi	1/4/2010- 31/3/11	NI 151, NI 153	£140k	Progress being made: Train e Traid have been contracted to deliver the

community representatives, mainstream training and employment support providers. The aim is to enable Charedi men from Hackney to access employment, through the development of appropriate education, training and employment pathways. The project will deliver a local training and employment support offer for Charedi men, a business plan setting out a sustainable model for employment support and a capacity building programme delivered for local providers.				<p>programme with Interlink and have started to engage with key local stakeholders and with the local community. A detailed report will be brought to the EDP in November.</p> <p>Plans for evaluation: This is a developmental project. It will succeed in its objectives if a sustainable partnership is established between mainstream provision and the community.</p> <p>Exit strategy: No additional funds should be required for the development after this point.</p>
<p>Employability and Volunteering- Volunteer Centre Hackney (VCH) Support to enhance employability skills in 100 volunteers registering with the <i>Volunteer Centre Hackney</i> through structured and supported placements, co-ordinated by an IAG worker.</p>	1/1/2010 - 31/3/11	NI 151, NI 153	£120k	<p>Progress being made: The programme has recruited 5 organisations to host placements, has engaged with 4 volunteers (this is ahead of schedule as it was profiled to begin in April) and referral routes are being established with Ways into Work and Job Centre Plus.</p> <p>Plans for evaluation: Evaluation and tracking is built into this programme</p> <p>Exit strategy: If the programme proves to be successful, the evidence should support future fundraising led by the Volunteer Centre Hackney.</p>
<p>Employability and Volunteering- Personal Best <i>Personal Best</i> offers individuals the opportunity to take part in training activities and gain nationally recognised qualifications. Personal Best Learners typically have a range of support needs and include ex offenders and the long term unemployed.</p> <p>The commissioned programme delivers activities for 40 learners who have learning support needs, in order to support the employability of this group. 50% of these learners should complete the programme (an improvement of 20%) and 15 learners should be referred to the VCH Employability and Volunteering programme.</p>	1/1/2010- 30/9/2010	NI 151, NI 153	£16,000	<p>Progress being made: 10 learners needs have been assessed and supported.</p> <p>Plans for evaluation: All learners are tracked and the success of the programme will be judged on whether there is an improvement on completion. The Learning Trust will also report on an agreed set of outcomes.</p> <p>Exit strategy: If the programme proves to be successful, the evidence should support The Learning Trust in making the case for the funding for learning support to be built in to project costs / or to develop partnerships to draw in alternative mainstream funds.</p>

Apprenticeship Co-ordination A post to work with all sectors to support and develop more local opportunities for apprenticeships and work placements.	31/3/11	NI 151, NI 153	£100k	This programme did not continue as result of the in year budget reductions required. Alternative ways to develop apprenticeship opportunities were being developed and there was also a need to look at ways that the HATCH group could be continued.

3.5 Team Hackney Worklessness Model Longitudinal Study: Summary of key findings and recommendations

Report Author **Sonia Khan, Head of Commissioning, Partnerships, LBH**
Meeting: **Economic Development Partnership Board, 14 September 2010**
Date **7th September 2010**

Overview

This study presented the findings from the third and final wave of the longitudinal study commissioned to evaluate the effectiveness of the Team Hackney Worklessness Model. There were 68 respondents to the final survey up to March 2010, reduced from an initial 108 beneficiaries initially surveyed in September 2008. The respondents had all been beneficiaries of one of the seven worklessness interventions commissioned by Team Hackney.

The interventions included four pilot contracts:

- 'Supporting 18-24 year olds into employment' delivered by Talent Recruitment Consortium
- 'Supporting 18-24 year old young Black men into employment' also delivered by Talent
- 'Supporting economically inactive residents into employment' delivered by Hackney Works Consortium (Renaissi)
- 'Moving On', led by the East London NHS Foundation Trust in partnership with City and Hackney PCT and City and Hackney Mind

and three sectoral contracts:

- 'Ignition' delivered by Lifeline in collaboration with Hackney Empire and HCVS
- 'Host' delivered by Hackney Community College, Training for Life and WALTZ
- 'Gym Train' delivered by Training for Life

Key findings

Overall, the survey found that at the end of the study period, some progress had been made towards employment outcomes amongst the 68 beneficiaries who had responded to all three phases of the study, including:

- An increase in the number employed (the highest increase was in the proportion of part-time employment, followed by full-time and then self-employment)
- A high proportion of beneficiaries were in full-time education (one fifth, with five respondents enrolled on academic degree courses)
- A generally positive trend in terms of income generation (though there is no data provided to verify this)
- Increased confidence amongst the study cohort in mainstream provision

These outcomes were despite the impact of the recession, which beneficiaries felt had resulted in increased competition for vacancies, an increase in the skills levels required for many positions, limited pay rises, and reduced job opportunities for people without experience.

Amongst those who were unemployed at the end of the study, the majority had been unemployed for longer than six months and over a third had been out of work for over a year.

The study emphasised that the projects evaluated were time-limited and had had relatively little time to embed pilot methodologies and/or innovative working practices, linked to the individual evaluation reports. However, the following benefits/successes were identified:

- The most valuable elements identified across the pilot projects from client feedback was immediate support in finding job opportunities and preparing for interview, including improving CVs and one-to-one support to develop interview skills.
- Practical experience of work, enhanced skills/qualifications and increased motivation were also highlighted as benefits.

- Barriers to employability that beneficiaries felt had been reduced included: lack of experience, knowledge of employment opportunities, and possibly levels of self-esteem or confidence.
- Beneficiaries reported an increased confidence over the study period in accessing mainstream provision and in the services offered by JCP advisers, though this was not clearly attributable to their engagement in the projects. However, this does fit with broader research suggesting the value of local authorities' role in complementing and moving people closer to mainstream provision by supporting soft skills, confidence and motivation to start the journey to work.
- The impact of the projects overall was felt to be relatively short-term. Increased motivation and familiarity with work search activities may have had the most lasting impact.

Recommendations and lessons learnt

Measuring impact

- Beneficiaries in employment 12 to 18 months after their involvement with the projects were asked to rate how much of their success was attributable to the projects. The average rating was 3.5 out of 5, where 1 is total attribution and 5 is no impact.
- The majority of those who were out of work at the end of the study had been so for longer than six months, and over a third had been out of work for over a year. What impact (if any) did the interventions have on moving these people closer to the labour market, and on reducing the size of this core overall?
- Whilst the study found a growing confidence amongst beneficiaries in mainstream provision, this was not clearly attributable to engagement with the projects, making it difficult to determine the value-added. The research points to a gap in our ability to accurately measure the impact of the projects, and in particular whether the commissioned interventions promoted a greater willingness on the part of beneficiaries to engage with mainstream provision and/or succeeded in reaching people who would not otherwise have benefited from employment services.

The longitudinal study suggested the following findings and lessons learnt to inform future interventions:

- Two of the barriers to employability were not reduced amongst beneficiaries: the effects of disability or ill health, and childcare
- Transport was also seen by respondents as a barrier to employment in terms of ease, speed and cost, with multiple journeys and transport modes required to reach employment destinations
- Beneficiaries emphasised the need for a wider selection of job vacancies or work placements beyond retail
- Some respondents also highlighted the need for staff to have a good knowledge of industry structures and the nature of work in different sectors
- Some respondents identified the need for projects to communicate more effectively with their clients both in terms of prospective opportunities and in-work support
- Project organisation and procedures were sometimes weak, with the result that clients' expectations and/or agreed deliverables were not met.
- The study findings questioned the interventions' success in engaging and targeting beneficiaries, particularly in terms of reaching those furthest from the labour market, and the researchers questioned the robustness of the engagement principles of the providers. The study provided evidence of projects supporting relatively skilled, well educated and economically mobile individuals who could not be classed as 'hard to reach' and therefore represented "easy wins for providers".

Report to members of Economic Development Partnership: 14-19 reforms and post-16 commissioning

1. Purpose

To update members of the present knowledge around the 14-19 Reforms and post-16 commissioning.

2. Update

In Hackney we have used the 14-19 Reforms to improve outcomes for young people. As a result of the foci of the work our performance against national indicators has improved. The attainment for young people has improved at an above the national average rate at KS4 and KS5 with significant reductions in the number of young people classified 'unknown' or Not in Education, Employment or Training (NEET). Hackney learners have had the opportunity to study Diplomas, Foundation Learning, Functional Skills, Young Apprenticeships and courses offered in partnership between schools and colleges. Young people have had significantly more contact with employers in their learning environments.

Hackney has placed and still does place an emphasis on 14-19 education; as outlined in the Children and Young People's Plan (CYPP) 2008-2011 plan. Priority 1: *More young people in Hackney to be in education and training and to have a better range of opportunities between the ages of 14-19.*

However, a change in government is having a significant impact on the 14-19 Reforms. As documented in the new coalition government's May statement the new ways of working include 'reducing bureaucracy in 14-19 curriculum and qualifications, reducing the centre's role in directing their implementation and development.' This is a contrast to the previous government's policy the 'role of local authorities as strategic leaders of 14-19 reform in their localities and regions'. (DCSF 14-19 Next Steps 2008).

Furthermore, on 19th July the DfE announced a number of changes to simplify and streamline the structures and processes relating to 16-19 funding. Firstly, there will no longer be a requirement for local authorities to form Sub-Regional Groups and Regional Planning Groups. Partnership working at local and regional level between local authorities and providers continues to be important, and the value of 14-19 partnerships is recognised, but Government will not prescribe how that should be done.

With effect from September 2010 (the new academic year) the Young People's Learning Agency (YPLA) will be responsible for making payments to General FE Colleges, Sixth Form Colleges and other training providers and LAs will no longer manage contract and grant arrangements with these providers. Funding for School Sixth Forms will continue to come through LAs. The allocation of funding to each provider will be based solely on historic recruitment.

In terms of performance laid out by the previous government we have performed above average in our 14-19 delivery;

- R
ated as Green or Green Amber against the GOL Progress Checks and DCSF LA 14-19 Assessment
- D
eveloped and increased the numbers of Public Sector Apprenticeships through the Hackney Apprenticeship Taskforce - Changing Hackney Project (HATCH).
- 1
1 successful Diploma submissions out of the possible 14, with the majority categorised as 1 the highest category.
- 3
Diploma lines up and running with 3 more in consultation to be delivered, even with the change of government.
- W
e have successfully run a Qualifications and Curriculum Development Agency (QCDA) Foundation Learning (FL) pilot and are recognised as a leading borough in this area, with Regent's Vocational College regarded as a model of good practice nationally.
- O
ur preparedness in the 16-19 Transfer resulted in a growth of 571 funded places at post 16 and realising our local priority through Building Schools for the Future (BSF) of Haggerston School having a sixth form.
- W
e have a local prospectus and are involved in the developments of the Common Application Process.
- W
e are in a good position to meet the requirements of Raising Participation Age (RPA).

3. The New Environment

Apprenticeships

- There remains a significant emphasis on Apprenticeships. The numbers are expected to increase and for apprenticeships to be offered across the 14-19 age range.

Diplomas

- They are still recognised and will attract additional funding in the short term. However it will be market forces that determine their future as the government has stated 'it is not the role of Government to promote particular qualifications over others'. (DfE Key Messages on Diplomas June 2010).
- The Gateway 4 Diploma lines including the Languages and International Communications Diploma are now not being taken further.

Foundation Learning

- FL will go ahead in September 2010, with the new FL Qualification Credit Framework (QCF) catalogue out by end of June 2010.
- The National Database of Accredited Qualifications (NDAQ) will remain. Work is on-going in recognising non-accredited learning.
- Some qualifications are being unlisted to allow more flexible funded delivery – specifically the Personal Progress Awards and maybe others at Entry 1 level.

Functional Skills

- Embedded in the GCSE and only required in the Diploma and FL frameworks

Funding

- Our local delivery support grant to support Diploma developments and overall 14-19 reforms in general is reduced by approximately 30% for the next academic year.

- The 14-19 Flexible Pot that supports initiatives such as the local prospectus has had a 24% in year cut.
- The increase in funds devolved to maintained schools and schools becoming Academies will reduce funds held centrally.
- There will be new round of European Social Fund (ESF) from April 2011 £30million for London that the Regional Planning Group (RPG) has a role in developing.

4. Post 16 Commissioning

On July 19 Michael Gove wrote to the Local Government Association (LGA) and Association of Directors of Children's Services (ADCS) outlining changes to simplify and streamline 16-19 funding by;

- setting out a continued commitment to raised participation
- introducing a data-led allocation model for the funding of 16-19 learning
- transferring responsibility for contracts and payments from LAs to YPLA
- confirming that the responsibility to determine the curriculum offer and mix of provision lies with individual schools, colleges and training providers
- stating that LAs maintain their strategic commissioning role and strategic overview and could do this through their 14-19 Partnerships
- suggesting LAs fulfil their strategic commissioning roles by working closely with the YPLA
- establishing a Ministerial Advisory Group

On July 23 LGA and ADCS issued a briefing following this announcement;

- confirming that this announcement would not affect the statutory duties placed on LAs and YPLA
- suggesting that the statutory basis of the LA 16-19 commissioning role remains unchanged
- stating that LAs will continue to produce local commissioning plans supported by dialogue with providers and 14-19 partnerships

This briefing advised that there would be a continuing role for transferring Learning Skills Council (LSC) staff and that any restructuring decisions should await further clarification expected in September.

However, the National Commissioning Framework which set out statutory guidance about the way in which LAs would undertake this commissioning role has been withdrawn. Draft revised guidance is promised from the YPLA in September.

Peter Lauener, Chief Executive, YPLA, confirmed in a letter to Directors of Children's Services that 'this does not make the YPLA either a commissioning or planning body' and that the YPLA will work with LAs to support their strategic functions. YPLA Regional Directors will discuss transition arrangements with LAs before the end of July.

The LA will continue to exercise a broad planning function through its place shaping role and strategic partnerships. It is not yet clear, however, what the new expectations of LAs as continuing strategic commissioners will be and we need to clarify and shape this role through discussion with the YPLA.

5. Aimhigher

The national programme that supports increased progression into Higher Education will ceased to be funded post July 2011.

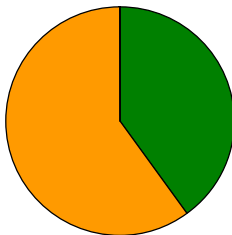
6. Careers Education Information Advice and Guidance

Identified as a priority, but Connexions services nationally have experienced dramatic cuts from the Area Based Grant (ABG) in year cut.

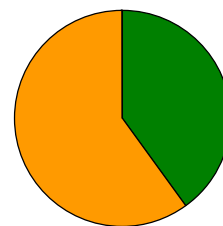
Helen McNulty
14-19 Strategy Co-ordinator
August, 2010

4.1 Economic Development Thematic Partnership Intervention Report QTR 1 2010-2011

Spend Risk Control (QTR 1)



Output Performance (QTR 1)



G - Spend is on track

A - Spend is not on track but in control

R - Spend is not in control

G - The intervention is on track and in control

A - The intervention is not on track but is in control

R - The intervention is not on track and is not in control (no plausible action plan in place).

Economic Development Thematic Partnership Intervention Report QTR 1 2010-2011

Intervention	Delivery Agent	Contract Value and End Date	Q1		Q2		Q3		Q4		Q1	Spend Action (if Red/Amber)	Performance Action (if Red/Amber)
			Spend	Performance	Spend	Performance	Spend	Performance	Spend	Performance	Spend	Performance	
												The reporting deadline was 16/07/10. If an intervention failed to meet this deadline and/or has provided insufficient evidence of spend details of this are highlighted in red text.	The reporting deadline was 16/07/10. If an intervention failed to meet this deadline and/or has provided insufficient evidence of spend details of this are highlighted in red text.
NI 151 Overall employment rate NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods Hackney LAA Reward Indicator - lone parents and Incapacity Benefit claimants supported into sustainable employment													
City Strategy Pathfinder	LBH, Neighbourhoods and Regeneration	£5,140,000 31/03/2010	D	D	A	A	A	A	A	G	G	A	A
Q1 - Monitoring return received late on 26/07. £397,252.03 (70%) underspend due to late invoices and time taken to get invoices processed for payment. Also, reduced capacity for delivery of specialist provision for parents due to transition to new contract. Full spend reprofiled to Q2.													Q1 - Monitoring return received late on 26/07. Q1 - Slightly below target on numbers of parents registered and entering jobs and IB claimants in sustainable employment due to transition to new contracts and slow start up of specialist providers, numbers will be recouped in future quarters. Corresponding numbers of parents and lone parents in sustainable employment well above target.

4.2 Ways into Work Progress Report Q1 2010/11

Set out below is the performance review of Ways into Work for Q1 2010/11. A more detailed programme output and finance breakdown has been provided to Team Hackney with the quarterly claim.

General performance

Ways into Work has exceeded target in regards to the general performance of the programme as per table below. WiW has registered over a thousand clients and has secured 259 jobs compared to the quarterly target of 175. We have also exceeded target in jobs sustained at 13 weeks with actual output of 129 compared to the quarterly target of 80.

Q1 2010/11 Output and Outcomes	Q1 Target	Q1 Actual	Q1 Variance
Total no. people registered	384	1036	652
<i>Of which are parents</i>	84	74	-10
Total no. receiving employability support	297	821	524
Total no. entering jobs	175	259	84
<i>Of which are BAME</i>	122	211	89
<i>Of which are parents</i>	50	44	-6
<i>Of which are lone parents</i>	12	23	11
<i>Of which are IB claimants</i>	4	17	13
Jobs sustained @13 weeks	80	129	49
<i>Of which are BAME</i>	53	91	38
<i>Of which are Parents</i>	25	54	29
<i>Of which are lone parents</i>	10	24	14
<i>Of which are IB claimants</i>	4	1	-3

WiW has been very successful registering Hackney residents onto the programme, majority of these registrations were achieved through outreach work via housing associations and some through the job brokers.

Everyone referred to a WiW employment provider receives pre-employment support of 6 hours or more, WiW has given 821 clients pre employability support in quarter one, with an overachievement of 524.

The three areas that have been identified as under performance are all based around the parent's aspect. After tendering for the Parents Specialist Service and careful consideration of the potential providers, decision has been made that Renaisi wouldn't be awarded with 2010/11 contract. Consequently, LifeLine has been awarded as the new Parents Specialist Service provider. Therefore, due to this transition and transfer of service it has slightly affected the delivery of this programme and the outputs are negligibly low, which can be easily recouped in the next quarter. Additionally, we're slightly below the target on IB claimants that can be easily recouped in the next quarter.

The specialist service was only delivered by Renaisi last year. Full monitoring on this was done by Renaisi and also by Talent to a certain degree, from quarter two we

have asked all our job brokers to monitor these performance indicators in regards to parents. Therefore, going forward we will be reporting to full capacity of the programme on these performance indicators.

Recruitment and procurement

Last Quarter we were waiting for the recruitment of the Employer Gateway manager but now we have a complete 'Ways into Work' team which consists of a Programme Delivery Manager, Client Gateway Manager, Employer Gateway Manager, Skills & Training manager and a Contract Monitoring & Performance Officer.

Talent & Renaisi were running on contract extension from March, Talent have been commissioned to carry on their service and Renaisi's service has been replaced by Lifeline. Therefore, contract & procurement processes are being finalised to secure these services.

The disability pilot scheme

Remploy is a central government funded organisation who has offered WiW 2 disabled jobs along with 20 live cases per month. The programme started very well with 2 immediate job starts. At the moment Remploy have registered 19 people as WiW clients and are working on job outcome.

Apprenticeship - Group Training Pilot Scheme

Partnership and Invest Team have forged a partnership with REDS10 (a national agency delivering consultancy and project management within housing and construction fields) to deliver an innovative construction apprenticeship scheme funded by LDA and Homes and Communities Agency.

This new scheme has been developed to overcome some of the difficulties associated with apprenticeship and modern methods of construction. In this model REDS10 recruits apprentices and offers them soft and vocational skills and places them with appropriate contractors and supply chain on a placement basis. The apprentices remain the employee of REDS10 until they achieve their full qualifications.

30 young people including ex-offenders and people with multiple barriers to training and employment have been selected and are undergoing final stages of their recruitment.

This scheme has been supported by CSkills, Summit Skills and London Employer Accord as well as Hackney Community College.

Hackney Homes WiW Volunteer Programme

The purpose of the volunteer programme is to engage working-age, unemployed Hackney Homes residents to support activities of the Ways into Work programme. Volunteers who take up this opportunity will gain skills and experience enhancing their employability. The overall outcome that is sought is to increase levels of employment through the Ways into Work programme, through the volunteers

enhancing the existing service as well as these volunteers gaining employment following the volunteer placement.

The programme is to create and provide the Hackney Homes Ways into Work team, with a well briefed and supported pool of volunteers. Voluntary Centre Hackney will be responsible for the co-ordination, support and placement of the volunteers. Hackney Homes will share responsibility for the briefing, placement of volunteers and be responsible for the overall management and funding of the scheme.

VCH will manage 30 volunteers over the course of a 3-term year. It is hoped that these volunteers continue with VCH on their Pathways to Employment programme. From the Pathways programme and the WiW Volunteer programme, at least 10 of these volunteers will aim to secure employment.

DAAT Education Training & Employment Advisor (ETEA)

WiW will fund the post of an Education, Training and Employment Advisor (ETEA) to work with substance misuse clients as part of LBH Drug and Alcohol Action Team (DAAT) aftercare service. The new ETEA will have the responsibility to undertake extensive outreach programme with the DAAT clients, identifying and preparing suitable clients to be referred within the WiW's Employment and Training Brokerages.

Economic Development Partnership	
Title	Issues paper: regional commissioning and funding (LEPs)
Lead	Juniper-Hope Strong – Hackney Council
Date	14th September 2010
<p>Summary:</p> <p>This paper sets out the key issues regarding the Local Enterprise Partnerships and the Regional Growth Fund and discusses the implications for Hackney and wider east London. The paper sets out interest from partners across north and east London to form a Local Enterprise Partnership and presents an analysis of the two major options Hackney.</p>	

1. Background

The Government's policies for the replacement of the regional development agencies outside London and the merger of the LDA with the GLA became clearer over the summer.

Government has invited local authorities to come forward jointly with the private sector to set up Local Enterprise Partnerships (LEPS) and has set out consultation proposals for the Regional Growth Fund (RGF). Both are seen as devices for increasing devolution of policy to a more local level.

In London the presence and role of LEPs and access by localities to RGF is subject to ongoing Government/Mayoral discussion and at the time of writing is unclear.

Local Enterprise Partnerships are envisaged to provide strategic leadership over local economic priorities.

The Regional Growth Fund is a proposed new £1bn Regional Growth Fund which seeks to help local areas grow private sector jobs. LEPs alongside other bodies will be able to bid for the funds which will be available over two years starting 2011/12. The RGF is currently subject to consultation but the first bidding deadline is expected in December.

More detail on LEPs and RGF is expected in a white paper on sub national economic growth due in October the primary objective being to bring in private investment and support sustainable increases in private sector jobs and growth in their area.

The critical issue is that LEPs appear to be the single national/local interface in future and therefore it is possible this grouping could be one of the most significant sub national policy vehicles. The deadline for expressions of interest from London authorities is expected to be mid to late October.

2. Purpose of LEPs

The primary goal of Local Enterprise Partnerships is to deliver private sector job growth. To this end, CLG and BIS are clear that LEP Boards must comprise a minimum 50% private sector as well as participation from higher education institutions and the third sector. Government has also suggested that the partnerships may be chaired by either the private sector or an elected mayor.

Beyond this the character and role of LEPs is for local determination and central government performance and monitoring will minimal. The initial scope for LEPs business will include:

- Employment and apprenticeships; skills development and links between employers and educational organisations, - but probably *not* worklessness
- Business support, enterprise development, inward investment and supply chain growth
- Partnerships for finance, matching and leverage to additional value to public sector funding
- Cross borough coordination on transport and strategic planning and development
- Shared services, efficiency savings

It appears that that the LEP structure could eventually be used for other policy areas and dispersal of other funding streams.

3. A LEP for Hackney?

London local authorities' respective positions on their preferred LEP configuration are still emerging. Significant activity has however been led by the London sub regional partnerships. Hackney has been approached by TGLP¹/Gateway² to London, NLSA/North London Business³ and is party to discussions in the Host Boroughs and with ELBA⁴ about potential configurations. Attached at appendix A is a detailed analysis of the TGLP and the Host Borough options.

The options available to Hackney are:

- ❖ To be in a LEP at all
- ❖ To join TGLP comprising 10 London Boroughs plus private sector through Gateway to London
 - possibly with a Host Borough sub committee
 - TGLP plus north Kent and south Essex
- ❖ To join a 10 borough LEP without TGLP/GtL leadership and create a new framework for east London sub regional leadership
- ❖ To join Host Boroughs probably including Barking and Dagenham and possibly with private sector through ELBA
 - possibly leaving the option open for other east London boroughs to eventually join
- ❖ Any of the above plus Hackney joining NLSA as borough which 'looks both ways'

4. LEP Benefits

- Involvement in the Government agenda for economic growth including associated funds that may attract
- Strong platform for local/regional/national dialogue.
- Better access to private sector view on impediments to growth
- Better dialogue between schools, colleges, universities and employers.
- Stronger strategic collaboration

¹ Thames Gateway London Partnership is a subscription membership group to lobby on economic growth issues. Includes 10 local authorities, covering all boroughs eastwards from Hackney and Waltham Forest north of the Thames with the London Boroughs of Lewisham, Greenwich,

² Gateway to London is subscription led providing inward investment support across east London on behalf of the LDA

³ NLB is subscription led providing inward investment support across north London on behalf of the LDA

⁴ East London Business Alliance is a private sector led corporate social responsibility agency across east London with a focus on Newham, Tower Hamlets and Hackney.

Appendix 1

Host Boroughs

No specific outline of activity exists but the host boroughs have a strong strategic direction developed over the years of collaboration. LEP activity would inevitably draw on the MAA and SRF and previous joint activity such as the Local Enterprise Growth Initiative bid submitted previously and the current worklessness proposals. Details would be forthcoming after an officer meeting on 1 September.

Thames Gateway London Partnership plus Gateway to London

TGLP have issued a draft expression of interest for partner comment. The current draft suggests that the primary functions will be strategic coordination across partners and themes. The proposal includes the organization of funding bids, TIFs (Tax Increment Financing), Bonds, BIDs (Business Improvement Districts) and other non-grant funding.

- 5 dimensions/themes for coordination across the East:
 - Skills and education
 - Business support and enterprise
 - Employment and worklessness
 - Transport
 - Managing an enterprise zone/accelerated development zone
- A flexible structure within the themes could allow appropriate coalitions of boroughs within the LEP to form for particular topics.

Host Borough LEP

1) Advantages

- a) A strong delivery history
- b) A framework already exists for delivery and partnership among the borough officers and external partners
- c) Public sector funding can be distributed across a smaller area
- d) Newham, Tower Hamlets and Barking and Dagenham and Havering represent the core of Thames Gateway development plans.
- e) Strong private sector grouping, ELBA is a genuine private sector led organisation with a wholly private sector board.
- f) Common profile of some of the immediate issues such as 2012, poverty and worklessness
- g) A smaller grouping of boroughs more likely to reach agreement

2) Disadvantages

- a) Spatial disruption of E London as designated in the London Plan.
- b) Discontinuation of coordinated development investment and planning across a well established sub region.
- c) Delinking economic development with transport and infrastructure development - Crossrail; London Port; London City Airport; DLR extensions and links to Crossrail and East London Lines
- d) Spatial fracture of emerging markets and sectors within the Gateway such as low carbon, creatives, shipping, logistics and distribution. A disruption of the links between sectors could lead to underdevelopment in spillovers.

- e) Missed opportunities for employment, training and supply chain coordination on Opportunity Area/Intensification Areas and Town Centre development.
- f) Central Government's recent nullification of MAAs

TGLP/ Gateway to London LEP

1) Advantages

- a) The LEP will be designed around a pure economic functional area
- b) Enable the continuation of historical growth investment and development plans
- c) Agglomeration of economies on a wider scale can continue to promote cluster and innovation advantages
- d) The larger area with increased numbers of development sites would increase the likelihood of potential fiscal and development levies to support services
- e) Better HEI presence and linkages
- f) Strong public affairs capability and lobbying presence
- g) Potential to extend beyond London's regional boundary to Kent and Essex

2) Disadvantages

- a) Weak private sector representation – Gateway to London is a public sector led agency with private sector representatives.
- b) Historically Gateway to London has not delivered well for Hackney.
- c) Larger size will lead to difficulty achieving common positions or agreement on key decisions.
- d) Less homogeneity of immediate issues of worklessness, housing, health and educational attainment.
- e) Relatively no delivery experience within the sub regional organisations leading the TGLP bid.

3.3 Single Work Programme: update

Briefing for EDP Task Group: 25 August 2010 Jobcentre Plus

Please find below an update on developments within DWP/JCP that is known at the time of writing.

Lone Parents

From 25 October 2010 – Lone Parents with a youngest child aged 7 and over making new or repeat claim to Income Support will no longer be entitled. There are plans to extend this to age 5 but a date has not yet been set.

Existing Lone Parent entitlement to IS will cease between November 2010 and April 2011.

From 26 October 2009 lone parents with a youngest child aged 6 to 8 have been invited to work-focused interviews every 3 months to prepare them for changes to Income Support that will affect them from Oct 2010.

As Lone Parents they can choose to be fast-tracked at the start of their JSA claim through to support normally only available after 6 months. From April travel and childcare costs will be paid for JSA customers undertaking training.

Also from April 26 lone parents on Jobseekers Allowance with a youngest child aged 12 and under have the **right** to restrict their availability for work to school hours. Aim is to help them find the right balance between work and caring for their child.

April also saw the introduction of a full disregard on Child Maintenance payments so that parents in receipt of such maintenance will now be able to retain all of their state benefits

Incapacity Benefit/Income Support (Reassessment)

Will commence from October 2010 in pilot areas

The majority of the Incapacity Benefit/Income Support customers will start migration in Jan/Feb 2011 (Medical referrals and Work Capability Assessments) and April 2011 (assess and award onwards) - completing by April 2014.

Work Capability Assessments establish what the customer can do, rather than what they cannot do, and identifies the health-related support they might need. The assessment can be done by a questionnaire that the customer completes or in some cases by attending a medical examination).

The principle behind reassessment is the same as that behind Employment Support Allowance – that it will focus on what people can do – not on what

they cannot do and the belief that appropriate work is good for most people's physical and mental health and well-being.

Treating existing incapacity benefit customers in the same way as new claimants is both fairer and simpler for everyone concerned.

Those assessed fully capable of work can make a claim to Jobseekers Allowance and those who cannot work or have limited capability to work will move to Employment and Support Allowance

Work Programme

The Work Programme will be an integrated package of support providing personalised help for people who find themselves out of work regardless of the benefit they claim. Participation will be mandatory for certain people at this time felt to be 18/24 year olds after 6 months unemployment and those aged over 25 years after 12 months unemployment.

The overall package will be delivered through a combination of contracted employment provision by private, public and voluntary sectors as well as Jobcentre Plus led service delivery. Providers will be given the flexibility to choose how they deliver support

Prime contractors will need significant financial resources and ability to form effective network with range of smaller and local delivery groups. Payment is thought to be by Job outcomes and sustainability, likely to be weighted to those harder to help.

Further clarity on customer eligibility for the Work Programme will be known by end of 2010. National implementation is expected to be by next summer.

Until the Work Programme is implemented, current provision remains ie Employment Zones and New Deals. Existing support - such as has been provided to JSA customers by New Deal and Flexible New Deal and to ESA customers by Pathways to Work – will be folded into the Work Programme

Framework

On 29 June the Government set out the parameters of a commercial framework and is encouraging private, public and voluntary sector organisations to bid to be part of it.

Initial expressions of interest were due by 30 July with more discussions and information through August. Once in the framework, organisations will compete to supply employment support.

There is expected to be 11 regional contract lots and between 3 and 8 organisations will to be appointed in each region. Contracts may be region-wide or smaller. Bidders can apply for as many lots as they wish.

Expected value of each contract could be between £10m and £50m.

The provisional timescale for inclusion in the Framework and procurement for Work Programme is as follows:

Milestone	Date
Framework notified	29 June 2010
Framework to Market	16 August 2010
Framework successful bidders notified	30 November 2010
The Work Programme to market – Issue of ItT	01 December 2010
The Work Programme tenders returned	21 January 2011
The Work Programme preferred suppliers notified	31 March 2011
The Work Programme Contracts Awarded	15 April 2011
The Work Programme Initial Contracts Go Live – delivery commences	26 April 2011

In addition to the Work Programme the intention is to introduce a range of additional support options, though detail is still being worked up at this time:

a) Work Clubs

Will help people make the most of local knowledge and resources, to help unemployed people in their communities. The aim is that Work Clubs will provide unemployed people with a place to meet and exchange skills, share experience, find opportunities, make contacts and receive support to help them in return. They will build on the foundations of existing community based support and develop with some help from JCP. There is no pre determined organisation to set up work clubs, the demand will be driven locally by individuals, community groups or local organisations.

b) Work Experience

To ensure that young people have support to develop the skills they need to secure sustainable jobs by offering a period of work experience. Details are still being worked through, in consultation with relevant organisations and stakeholders. Work experience will though contain an element of pre employment training. The intention is for JSA to be retained whilst undertaking work experience with possibly tops ups. The view is that people will move into pre-Apprenticeships, Apprenticeships, other sustainable employment, self employment or further education or training. There will be 50K new apprenticeship places.

c) Work for Yourself

This will encourage people to see self –employment as a viable route off benefits and into financial independence. Details are being worked through with some exploration into whether some form of financial support in the early days of trading would be appropriate. The current Self Employment advice option will remain until this new programme is introduced.

d) Work Together

Volunteering whilst searching for paid employment can develop and maintain work skills, build confidence and motivation and keep jobseekers in touch with the labour market. Volunteering can also have a positive impact on local communities. The government is looking to make volunteering easier to find a

and take up volunteering and remove any barriers with the view to working more closely volunteering organisation including third sector and social enterprises.

On-line services – Encouraging more people to claim benefits and find jobs online, promoting access to digital technology for all our customers. From 19/8 people were able to complete their JSA claim form for both incomes and contributions based Jobseekers allowance on line.

Benefit fraud:

From April 1 a four-week benefit sanction will be imposed for all cases where there is sufficient evidence that benefit fraud had been committed to consider a prosecution.

The 4-week sanction will only be applied to cases where the whole period of the fraud is committed on or after 1st April 2010. This is in addition to the current 'Two Strike' policy of a fixed 13 week benefit disqualification period for anyone convicted of benefit fraud in two separate proceedings within a five-year period.

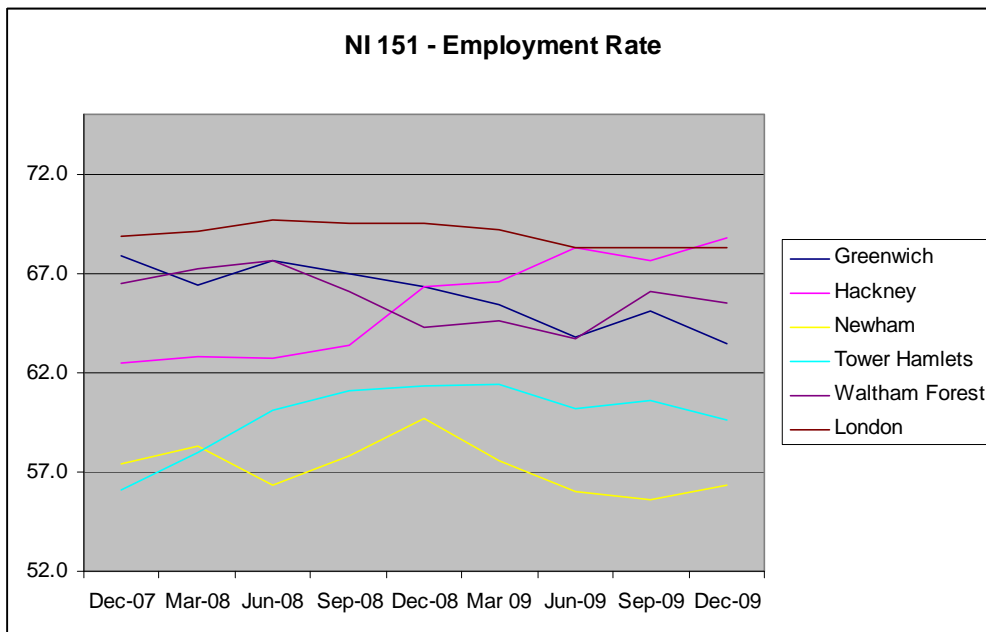
The aim of extending the sanctions to include those committing a first benefit fraud offence is to heighten the deterrent effect of the existing sanctions regime.

Benefit Simplification

Government is to bring forward detailed proposals for simplifying the benefits system in order to improve incentives to work.

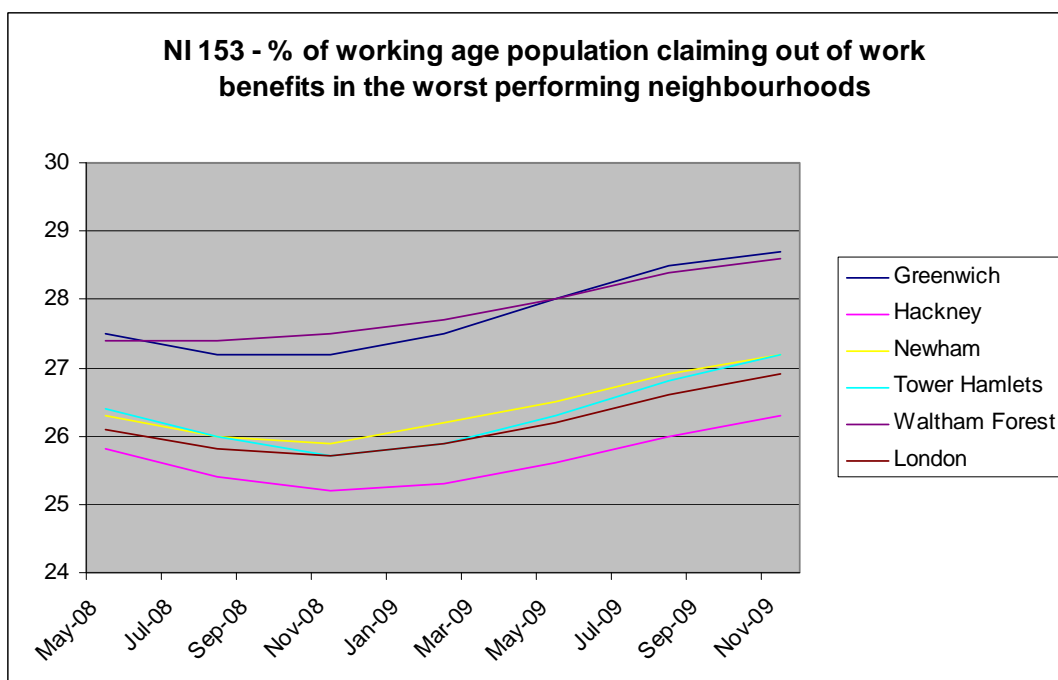
4.4 Analysis of key labour market trends, September 2010

1) NI 151 – Overall employment rate



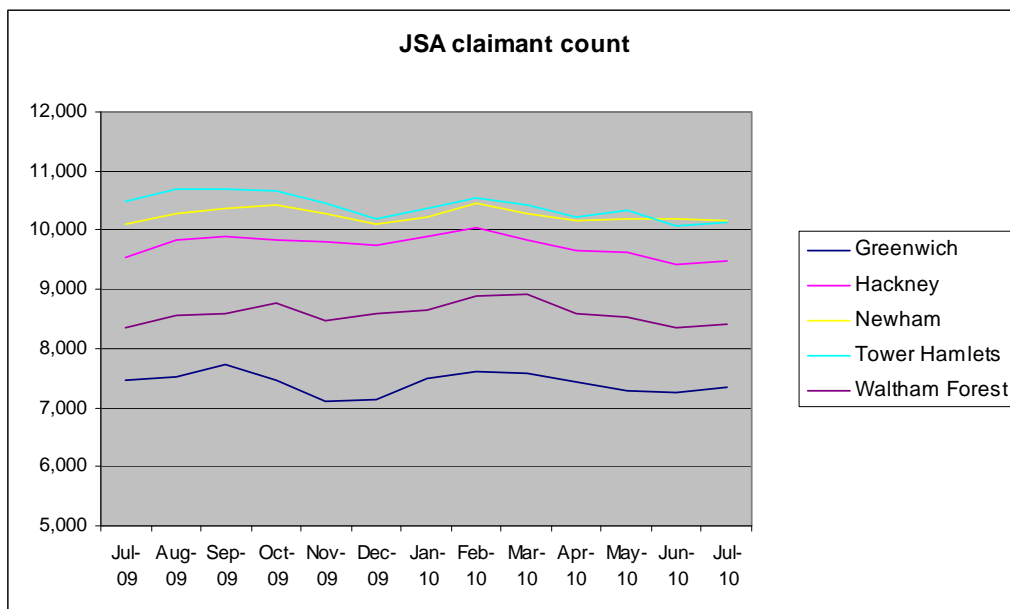
- Hackney's employment rate increased from September to December '09. It now stands at 68.8%, 0.5% above the London average.
- In numerical terms, the number of Hackney residents in employment has increased from 91,800 to 104,900 over the past 2 years.
- Hackney and Tower Hamlets are the only Host Boroughs which have experienced an overall increase in employment rate over the last 2 years.

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



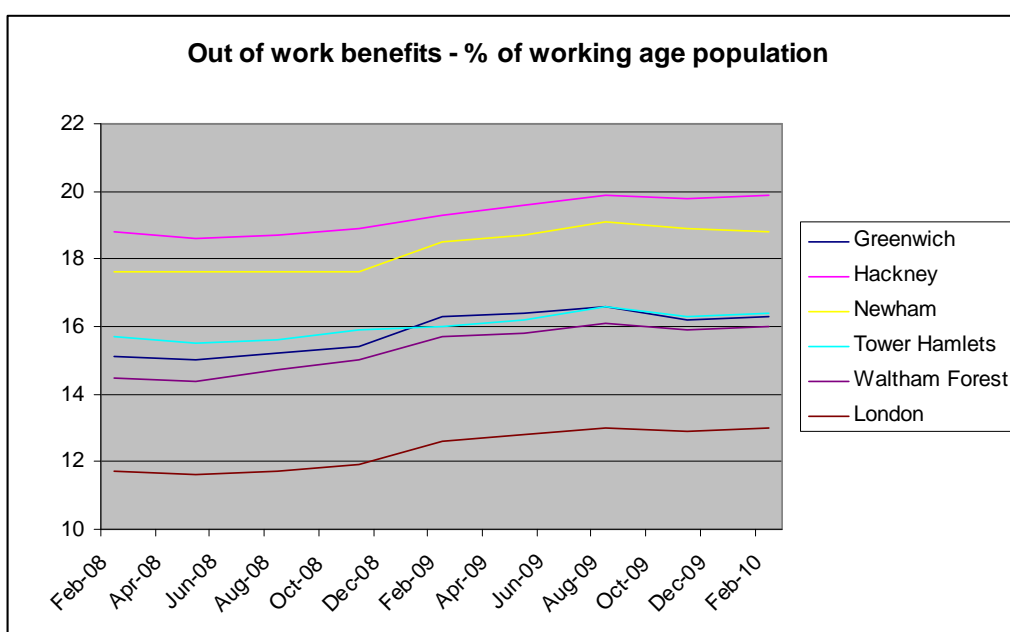
- Hackney has a lower % of residents (26.3%) claiming out of work benefits in its 'worst performing neighbourhoods'¹ than both the other Host Boroughs and London.
- Since the start of 2009, the positive downward trend has been reversed. This coincides with high levels of JSA claimants.
- The renegotiated 10/11 target for NI 153 is for Hackney to be 0.4% above London (rather than an absolute target). Hackney's latest outturn (relating to Nov '09) is 0.6% above London.

3) JSA claimant count



- Hackney's JSA claimant count increased slightly from June to July, although it is still lower than the peak of over 10,000 claimants in February 2010.
- 6.3% of Hackney's working age population are claiming JSA – a rate which (joint with Newham) is higher than the other Host Boroughs, and significantly higher than the London average of 4.0%.
- The % of total claimants in July '10 aged 18-24 is 19.6% - lower than in July '09 (23.0%)

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



¹ 'worst performing neighbourhoods' are those LSOAs where 25%+ of working age residents were claiming key out of work benefits in May '07 (NI baseline)

- Hackney has the highest proportion of out of work benefit claimants (19.9%) of all the Host Boroughs
- This difference is largely due to the high number of IB/ESA claimants in LBH – 8.9% of the working age population.
- The trend for LBH since Feb 08 is in-line with the other Host Boroughs and London as whole. This reflects the sharp spike in JSA claimants during the first half of 2009.

5) Qualification levels



- Since 2005, the % of Hackney residents with Level 1+ qualifications (i.e. all qualifications above level 1) has increased from 57.7% to 70.8%.
- The rise in the % of residents with graduate level qualifications (i.e. level 4+) has been particularly sharp (from 28.9% to 46%).
- While Hackney has a higher proportion of graduates than London as a whole, a higher % of residents are also below level 1 (29.2% compared with 26%).

Andrew Munk
Economic Research & Policy Officer
London Borough of Hackney
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3.7 Update on developments with the Better Homes Partnership Board - Ways into Work Programme: A new social housing employment offer for Hackney

Report provided for	Economic Development Partnership (EDP) Task Group, 25 th August 2010
Report Title	Ways into Work Programme-A New Social Housing Employment Offer for Hackney Update on developments with Better Homes Partnership Board
Report Author	Sonia Khan, Head of Commissioning, Partnerships, London Borough of Hackney
Date	19 th August 2010

1. Overview

The report updates the group on the discussions which have taken place at the Better Homes Partnership Board with regard to the Ways into Work Programme, in terms of both better alignment of the existing programme and long term sustainability of the work.

This report is intended to supplement the main paper for consideration by the EDP task group, and to help inform planning around exit strategies for the commissioned programme.

2. Summary of discussion with Better Homes Partnership

On 2nd March 2010, Ian Ashman, co-chair of the EDP gave a presentation to the Better Homes Partnership (BHP) covering the cross-cutting review on worklessness and the Ways into Work Programme (WiW). The Partnership agreed that:

- the programme should be extended to include social landlords not currently engaged with the programme
- employment services offered by housing providers and the Ways into Work Programme should be aligned
- the programme should include employment opportunities offered by housing providers across the housing sector (i.e. not just construction but management, customer service etc)
- a joint investment protocol to support these actions should be developed and agreed.

A workshop was subsequently held on 20th May 2010 with key housing providers to scope the expansion of the Ways into Work (WiW) Programme and the June meeting of the BHP supported the following recommendations in principle, and agreed that the WiW team should bring the proposals back to the Board with further detail on what each of these actions would require in practice from partner organisations:

1. *Extend the service offer provided by the Housing Outreach.*
2. *Establish an industry focussed construction apprenticeship programme across the borough.*
3. *Pursue the establishment of an employment route into the housing sector*
4. *Support the development of a green jobs brokerage* - further information on the scale of the potential pilot projects was requested
5. *Development of a joint investment plan through establishing a clear business case and development fund:* It was agreed that requests for further support for these proposals would need to be accompanied by a clear indication of what exactly is required of partners (e.g. financial contribution, staff time etc, participation). It was also agreed that setting out

a clear business case for getting residents into work for the residents themselves, the landlord and the wider community, would aid this proposal.

The BHP will receive an update on progress in September, and a proposal in December.

To further develop this work, the Ways into Work Programme team prepared a specification, outlining key tasks required to inform both the development of the Joint investment framework and training/apprenticeship routes for the built environment, green skills and housing. Following a competitive tendering process they have appointed consultants to take this work forward over the next 4 months. An extract of the brief follows.

Scope of Work:

The appointed organisation is required to satisfactorily complete the following tasks:

- (a) Development of framework to allow LB Hackney to work in partnership with the social housing sector to progress the economic well-being of social housing residents in the borough. This will involve:
 - (i) Undertaking an impact assessment of recently employment related activity undertaken by the social housing sector in Hackney.
 - (ii) Develop a business case that presents the social and financial benefit and costs of social housing organisations mainstreaming employment related activity.
 - (iii) Set out a joint programme of activity covering the coordination of current programmes (2010/11) and the development of future initiatives (2011/12 – 2013/14) which will include the specific apprenticeship opportunities set out in points (b), (c) and (d) below.
 - (iv) Set out arrangements for a development fund (jointly supported by LB Hackney and the social housing sector) to develop and secure required resources for the future initiatives.
 - (v) Following consultation with key stakeholders, draw together all the elements of this consultancy into a Joint Investment Plan which outlines the Social Housing Employment Offer in Hackney 2011/12 – 2013/14.
- (b) Establish an apprenticeship programme for the '**Built Environment**' that is able to provide long-term unemployed residents with the skills and experience required by industry. The focus of this apprenticeship is training and employment opportunities in house building, housing maintenance and public sector new build programmes. This will involve:
 - (i) Reviewing the current construction apprenticeship activity of the social housing sector and producing recommendations for improving the coordination and effectiveness of this activity.
 - (ii) Assessing the HCA's new approach to delivering apprenticeships and other employment activity (as a requirement of the NAHP) and developing recommendations to support the housing sector to meet these requirements.
 - (iii) Determining industry requirements for supporting apprenticeships initiatives in the built environment (including those of the sector skills council).
 - (iv) In consultation with key stakeholders (including the HCA), developing a model for apprenticeships for the Built Environment which proposes the best method for enabling the long-term unemployed to gain the skills and experience needed to secure employment.

- (v) Outlining the framework for implementing the Built Environment Apprenticeship programme, including advice on procurement, managing development and making best use of the planning process.
- (c) Establish an innovative economic development programme for the '**Green Environment**' focussed on training, employment and enterprise opportunities related to retrofit programmes, installing carbon/waste reduction measures in housing, managing open space and landscaping. This will involve:
 - (i) Reviewing the current environmental activity being undertaken by the social housing sector with a view to determine the need and scope for establishing enterprise and apprenticeship opportunities in the Green Environment.
 - (ii) Consult with the housing sector on recruiting Green Environment apprentices within their organisations and through their supply chains.
 - (iii) Consult with environmental service organisations and the sector skills council on training and employment requirements for an apprenticeship programme.
 - (iv) Develop a model for a Green Apprenticeship programme for Hackney. Develop a framework for implementing the Green Apprenticeships programme in Hackney including advice on procurement, managing housing services & development schemes and making best use of the planning process.
 - (v) Consult with the housing sector on enterprise development opportunities within the Green economy and develop appropriate pilot initiatives..
 - (vi) Consult with the housing sector on supply chain development opportunities, supporting Green economy initiatives and develop appropriate pilot projects.
- (d) Establishing an apprenticeship programme for **Social Housing Organisations**. This will involve:
 - (i) Consulting with the social housing sector on the scope and requirements for establishing an apprenticeship programme leading to employment within social housing organisations.
 - (ii) Developing a model for the social housing sector apprenticeship.
 - (iii) Developing an implementation plan for establishing housing sector apprenticeships.

3.6 Ways into Work Impact Assessment: project brief

Context

The Ways into Work programme has been commissioned by Team Hackney since July 2009 to continue the City Strategy Pathfinder Programme funded through the DWP from April 2008-June 2009.

The current commissioned programme works with 1400 people, of which 60% should sustain their jobs after 13 weeks. The programme covers:

- Outreach programme –Registered Social Landlords and Hackney Homes Management Partners to undertake outreach to social housing estates across Hackney, reaching 50,000 homes
- General employment support
- Specialist employment support (to parents NEET young people and incapacity benefit claimants)
- Employers Gateway – Coordination of jobs agencies involved in the Ways into Work programme to ensure effective approach with employers

The contract value is £5.37m between July 2009 and March 2011.

Aim of research

To establish where the impact of the Ways into Work Programme is greatest: on which communities and in which areas? (NB: we will need to agree how we define what we mean by impact¹). Through this research, the aim would be to inform future programmes and resource priorities relating to worklessness, and local policy shaping relating to worklessness.

¹ Possible indicators

- Job retention
- Entry into jobs above a certain level of income
- A match between participants' aspirations and the jobs secured
- Evidence that the beneficiary have not got a job without the support

Work Programme and Methodology

Quantitative and qualitative data would be collected systematically between July 2010 and March 2011. This plan has been updated following further discussion, and the need to align with the Joint Investment Plan work.

Data	Collection	Analysis	Who	Timeline	Report back
Monitoring information presented in the data fields required as listed below ² .	Quarterly returns backed up by detailed breakdown by data fields Verified in Visits	Quarterly review of performance meetings	Officers from Partnerships and Policy and Performance	Q1 review: Sept 2010 Q2 review: Nov 2010 Q3 review: Feb 2011	Quarterly reports to EDP
Anecdotal evidence from IAG workers	Observations Specific focus groups	Review of anecdotal information about client profile, client experience and impact	Shawnee Keck	Sept-Dec 2010	Report back January 2011
Stakeholders' perspectives	Interviews	Review of stakeholder perspectives on programme reach & impact	Shawnee Keck	TBC: Hold until CESI work has been completed	TBC
Perspectives of organisations based in areas where Ways into Work is active	Interviews	Review of stakeholder perspectives on programme reach & impact	Shawnee Keck	TBC: Hold until CESI work has been completed	TBC
Client feedback	Focus groups with clients	Anecdotal information client profile, client experience and impact	External	October – December 2010	Report back January 2011
Client feedback	Longitudinal tracking	Anecdotal information client profile, client experience and impact	External	December 2010 July 2011	Report back June 2011

² Proposed data fields:

- 6 strands of equalities data monitoring (age/gender etc)
- Tenure and if relevant RSL
- Education and employment history and status
- Ward /
- Job aspiration at the beginning
- Destination by job type, terms and conditions and salary level
- Parents / lone parents
- Information about clients should also include benefits history and family history

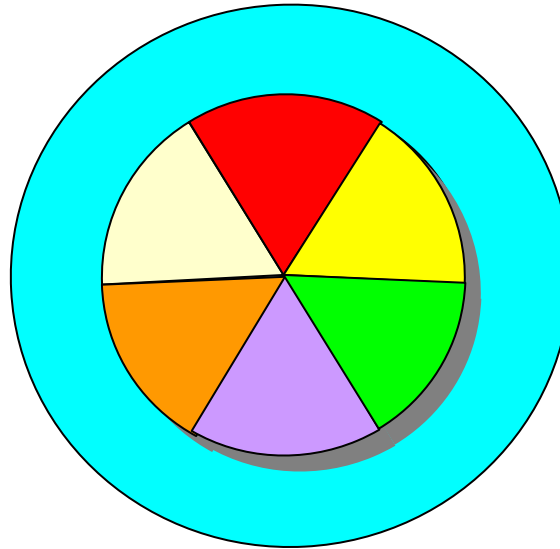
The impact assessment will der:

- What has worked the best, and in which communities, and in which areas?
- Who has not been reached (with reference to the priority groups for worklessness programmes which will be agreed)? Do we know why?
- Who has been reached, but has not engaged? Do we know why?
- Which barriers to employability have proven to be the most difficult to address?

Health Inequalities

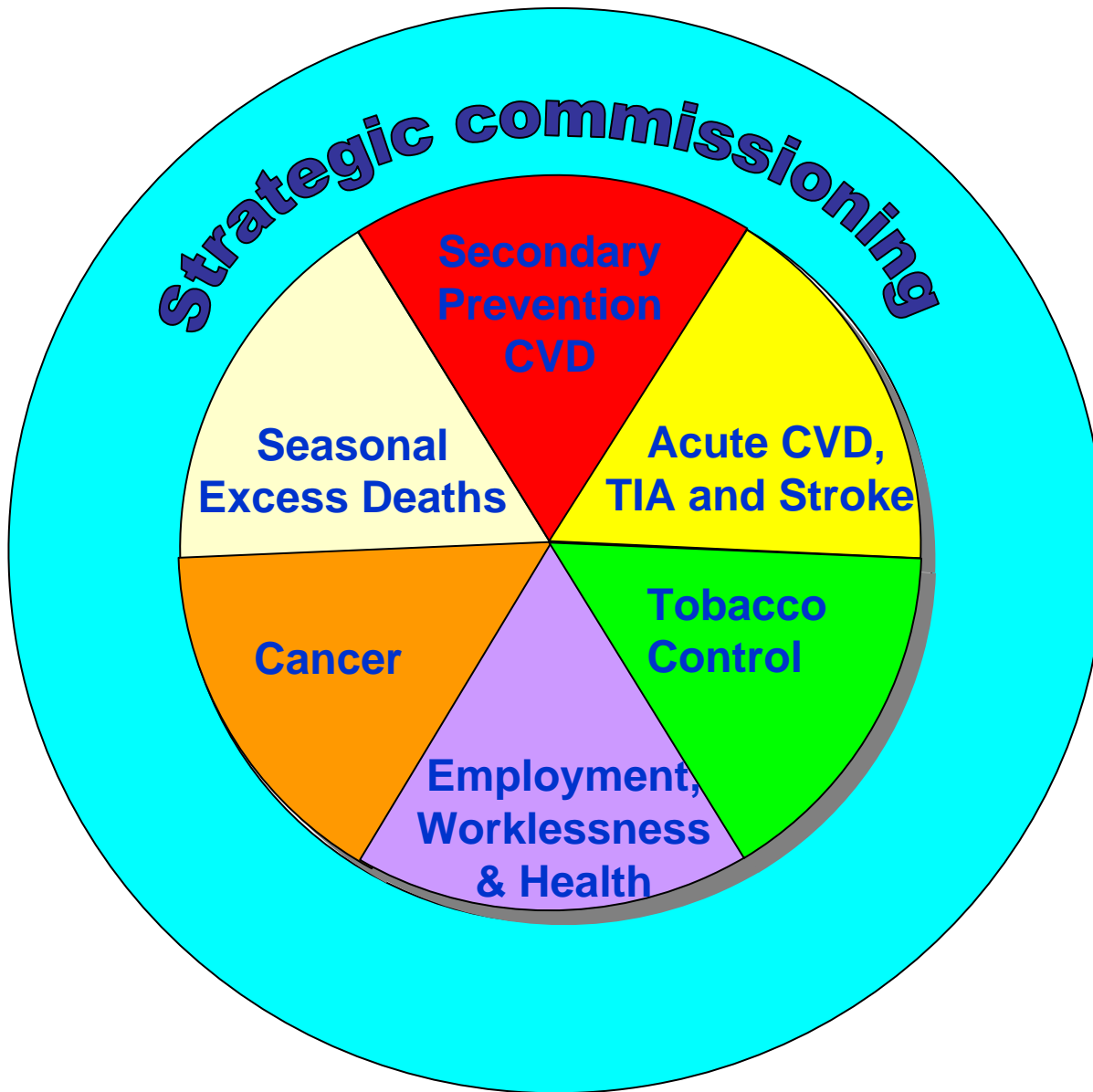
National Support Team Feedback

Systematic Delivery of Population Interventions



Hackney

7th – 11th June 2010



Strengths



Employment,
Worklessness
& Health

There are considerable strengths in Hackneys approach to outreach support:

- The 'Ways into Work' (WiW) programme -
 - With everyone referred onto a WiW employment provider receiving pre-employment support, e.g. a skills and aspirations assessment, guidance on identifying suitable employment and a tailored personal development / action plan.
 - Through the Single Points of Access (SPA), more streamlined services made available to the hardest to reach
 - Outreach through Registered Social Landlords and Hackney Homes' Management Partners to engage clients on estates across Hackney, complemented by referrals from the Children Centres, JCP, training organisations and the community sector
- Steps are being taken towards the introduction of a 'Gateway Manager' responsible for the co-ordination, quality control, consistency of approach and capacity building of outreach activity



Strengths



- HINST identified significant other strengths, for example:
 - Externally recognised good practice in commissioning by Hackney Council and the PCT
 - There is a strong positive relationship between local partners and Job Centre Plus
 - The ‘traffic light’ system for workless people –with its inbuilt indication of client job-readiness
 - PCT engagement with the Public Sector Action Group work on Apprenticeships



Employment, Worklessness & Health

- a strategic framework

	WORKLESS PEOPLE, JOB SEEKERS	EMPLOYEES	EMPLOYERS
Sustain employm ent			
↑	<u>Transition to work</u> – to sustain the jobseeker in employment.	<u>Workplace health</u> <ul style="list-style-type: none"> o occupational health services. o Fit for Work Services (FFWS) – similar to the national Pilots, including case managers. o In-work support -e.g. help with housing, debt or becoming a carer 	<u>Employer support</u> support to employers in respect of new job-seeker entrants, and employees who develop health conditions or social difficulties
Entry into employm ent			
	<u>Employability Support</u> for workless people needs to be aligned to the recruitment needs of local employers		<u>Employer engagement</u> <ul style="list-style-type: none"> o Recruitment - encouraging employers to give priority to workless people. o Job Broking - intermediary between the employer and the jobseekers
Workless ness			

Recommendations



Employability Support

- Outreach has a strong and laudable emphasis on engagement with residents of social rented housing through Registered Social Landlord (RSL's) HINST endorses the intention to adopt a similar approach with the private rented sector which, albeit smaller numerically, is highly likely to contain a high proportion of people with multiple problems including worklessness and poor health /health prospects
- HINST endorses the commitment made by the PCT (and re-iterated in the workshop) to work with Job Centre Plus on the extension of employment advice in doctors surgeries and in the new South East Resource Centre
- The strength of Hackneys approach to outreach might also be enhanced by:
 - A 'case conference' partnership approach to vulnerable individuals at times of potential stress e.g. when taken off incapacity benefits
 - Aids to effective signposting by GPs, health trainers and other professionals e.g. an integrated website for signposting to health, employability, housing, welfare rights and debt services



Recommendations



Employer engagement

- HINST endorses the existing actions* and recommends the further development of a strong focus on employer engagement:
 - Using information from employers so that employability support services for workless clients are better geared towards local employment opportunities
 - The development of positive attitudes in local employers to create a willingness to recruit and support workless people -from agencies receiving consistent and positive messages about the recruitment of workless people
 - Ensuring continued 'best fit' between the current and future planned programmes of the 'Ways into Work' Programme and the JCP programmes (including the Pathways to Work Programme /Condition Management Programme (CMP))
- HINST endorses the proposed introduction of a 'Gateway Manager' responsible for the co-ordination, quality control, consistency of approach and capacity building of job brokerage activity



Recommendations



Employment,
Worklessness
& Health

Transition to work

- Currently Work Directions offers follow up for 52 weeks after people are placed in work.
- However, to meet the apparent need, the HINST recommends the development of a focus on in-work support, if only to sustain the investment in workless people prior to job-entry.
- Services need to be well calibrated to individual need e.g. help with waking in the morning, presence in the evening of the first payday to help avoid a relapse into alcohol or drugs, etc.



Recommendations



Workplace health

- In an environment of economic difficulty, HINST believes that programmes to prevent people 'falling out' of work - for reasons of health or social circumstance, are an important complement to programmes for workless people. The HINST recommends the development of a more systematic approach to 'fit for work' /in-work support - through a local review of the national Fit For Work Service (FFWS) pilots, including:
 - making the best use of partnership arrangements, for example, services offered by 'Ways into Work' and the Condition Management Programme (CMP –Pathways to Work), and
 - Recognising and enhancing the mental health services already provided by City and Hackney Mind Education and Employment Services in the form of a dedicated work retention service to adults already in employment
- Statutory partners should consider sharing their occupational health arrangements with Small and Medium Enterprises (SMEs)
- There is also potential for the systematic use of health trainers to work with occupational health and the Condition Management Programme



Recommendations



Employment,
Worklessness
& Health

Statutory partners as corporate employers

- It is recommended that each statutory partner reviews it's own policies and procedures in relation to the Workplace health elements i.e.
 - Employer engagement -in terms of it's own recruitment policies
 - Transition to work -when employing workless people
 - Workplace health
- Partners are likely to be the beneficiaries of their own improvements in service e.g. health partners as beneficiaries of the resultant improvements in health



Economic Development Partnership Board Meeting

Agenda

Tuesday 14th September 2010, 09:30-11:30am
 Hackney Community College, Falkirk Street, N1 6HQ
 Co Chairs: Cllr Guy Nicholson and Ian Ashman

1.	09:30	Welcome, introductions and apologies	Chair: Cllr Nicholson
2.	09:35	Minutes, updates and actions Notes, actions and matters arising from the previous meeting Papers: <ul style="list-style-type: none"> Economic Development Partnership Board Notes 1 June 2010 	Chair
3.	09:40	Strategic Commissioning – forward planning Context: The Area Based Grant (ABG) commissioned interventions reach the end of their contracts in March 2011. A task group of the EDP met on 24 th August to consider how EDP can best plan exit strategies and opportunities for mainstreaming and to manage the risks if interventions end. The Board is invited to consider these issues in the context of wider changes and policy developments in the regional commissioning and funding landscape, including the Single Work Programme, Local Enterprise Partnerships, and the changing roles of other regional bodies. Role of Board: <ul style="list-style-type: none"> To discuss the strategic role of LBH and the EDP and how these changes might affect our strategic partnerships around skills, employment and enterprise To consider the implications of these developments for future funding and commissioning of programmes To decide what action the EDP can take to ensure Hackney is in the best position to benefit from future opportunities, including developing better links with the private sector To agree the recommendations of the EDP task group in relation to the current programme of commissioned interventions Paper(s): <ul style="list-style-type: none"> 3.1 EDP Task Group recommendations on Strategic Commissioning forward planning (Sonia Khan) 3.2 Issues paper: regional commissioning and funding (LEPs) (Juniper-Hope Strong) 3.3 Single Work Programme: update (Derek Harvey) 	Chair / External presenter

		<ul style="list-style-type: none"> 3.4 14-19s reforms and post-16 commissioning: update on changes (Yvonne Servante) <p>Background paper(s):</p> <ul style="list-style-type: none"> 3.5 Team Hackney Worklessness Model Longitudinal Study: Summary of key findings and recommendations (Sonia Khan) 3.6 Ways into Work Impact Assessment: project brief (Sonia Khan) 3.7 Joint Investment Protocol summary 	
4.	10:40	<p>Quarterly Performance</p> <p>Context: Regular performance update and discussion</p> <p>Role of Board: To discuss and challenge performance of LAA indicators and ABG interventions, within the wider economic context</p> <p>Paper(s):</p> <ul style="list-style-type: none"> 4.1 EDP interventions performance report 4.2 Ways into Work Programme: progress update 4.3 EDP quarterly LAA performance indicators report 4.4 Analysis of key labour market trends 	Andrew Munk / Lin Cotterrell
5.	10:50	<p>Information items</p> <ul style="list-style-type: none"> EDS update (Cllr Nicholson) 5.1 Hackney Partnership Agreement – Local Area Agreement (James Palmer) 5.2 Health Inequalities National Support Team Feedback (Ian Ashman) 	Chair
6.	11:15	Any other business	Chair

Please note the dates of future meetings:

Date	Time and Venue
23 November 2010	3-5pm Hackney Community College
8 March 2011	3-5pm Hackney Community College

For further information, or to suggest items for future meetings, please contact:
 Lin Cotterrell, 020 8356 2167 / lin.coxxxxxxxx@xxxxxxx.xxx.xx

Economic Development Partnership Board Meeting

1 June 2010, 15:00 – 17:00

Hackney Community College, Falkirk Street, N1 6HQ

Role	Name	Organisation	Present	Apology
Co-Chair	Ian Ashman	Principal, Hackney Community College	✓	
Co-Chair	Guy Nicholson	Cabinet Member, Regeneration and the Olympics		✓
Member	Richard Abbott	Hackney Enterprise Network Representative	✓	
	Janet Bywater	The Learning Trust		✓
	Steve Douglas	Interim Corporate Director, Neighbourhoods and Regeneration, London Borough of Hackney	✓	
	Derek Harvey	External Relations Manager, Job Centre Plus	✓	
	Rosie Holcroft	Senior Regeneration Manager, LDA		✓
	Avril McIntyre	(Lifeline) CEN representative from the Economic Development Network		✓
	Lesley Mountford	Director of Public Health, City & Hackney PCT	✓	
	Louise Muller	Programme Manager, ELBA,		✓
	Bisi Ojuri	(Hackney Voluntary Action) CEN representative from the Economic Development Network		✓
	Yvonne Servante	Deputy Director (Secondary), Learning Trust		✓
	Matthew Thompson	Social Enterprise Representative		✓
Advisers	Seth Anyetei	Partnership Support Officer, Hackney Council	✓	
	Lin Cotterrell	Partnerships Adviser, Hackney Council	✓	
	Andrea Cronin	Thematic Partnerships Manager	✓	
Guest/ Presenter	Yvonne Folkes	Head of Community Engagement, 2012 Team, London Borough of Hackney	✓	
	Shawnee Keck	Policy Adviser (Economic Affairs), London Borough of Hackney	✓	
	Sonia Khan	Head of Strategic Commissioning, London Borough of Hackney	✓	
	Helen McNulty	The Learning Trust	✓	
	Andrew Munk	Economic Research & Policy Officer, Partnership and Investment, London Borough of Hackney	✓	
	Juniper-Hope Strong	Head of Service - Partnership and Investment, London Borough of Hackney	✓	
Observer	Jed Keenan		✓	

	Discussion and Decision	Actioned by whom	Actioned by when
1.	<p>Welcome and apologies</p> <p>Apologies were received from Janet Bywater, Rosie Holcroft, Avril McIntyre, Louise Muller, Cllr Guy Nicholson, Bisi Ojuri, Yvonne Servante, Matthew Thompson</p>		
2.	<p>Minutes, updates and actions</p> <p>The Board received the notes from the previous meeting and approved them as an accurate record.</p> <p>Enterprise update</p> <p>A meeting had been held between Partnerships and Investment, HEN and the Social Enterprise representative.</p> <p>ACTIONS:</p> <p>Points raised at this meeting will be incorporated into the Economic Development Strategy</p> <p>A further update on work to develop an enterprise vision and action plan for Hackney will be provided at the next EDP meeting.</p> <p>Update on the cross-cutting review on tackling worklessness</p> <p>The worklessness review has been taken to each of the Team Hackney partnership boards. The recommendations approved by PIE/Team Hackney Board are to be implemented by a working group, which will include a reference group reporting back to PIE. The specifics and terms of reference for these groups are being finalised. The report from the cross-cutting review will be finalised in the next few weeks.</p> <p>ACTIONS:</p> <p>The full report and recommendations from the cross-cutting review on tackling worklessness will be circulated to partners when finalised.</p> <p>Update on apprenticeships, local jobs and procurement</p> <p>The Board heard that Hackney Homes are keen to encourage businesses to tender for work and that this is being monitored at the Senior Management Team meetings. However, Hackney Homes are bound by the Project Partnering contract which does not allow rules restricting contracts to local businesses.</p>	<p>Andrew Munk</p> <p>Richard Abbott</p> <p>Shawnee Keck</p>	<p>Sep 2010</p> <p>Sep 2010</p> <p>Sep 2010</p>

	<p>Apprenticeships are also being considered at Hackney Homes' meetings with RSLs, which may provide an opportunity for widening the conversation out to include other housing providers.</p> <p>The HATCH program, now led by the Learning Trust, continues to work with developers to increase the apprenticeship profile within the borough. An apprenticeship strategy is being developed.</p> <p>Pressure is being put on contractors on the Olympic site to employ local people, so it is important that the Council and wider partnership are able to demonstrate that they are also doing well in this area, especially in the housing sector.</p> <p>City and Hackney PCT reported that they now have apprentices starting in administrative posts.</p> <p>The Board noted that out of the £6.2 billion savings announced by Central Government, £150 million was to be reinvested to fund 50,000 new apprenticeship places, with a focus on SMEs.</p> <p>HEN expressed an interest in collaborating with HATCH if the programme's current public sector focus widens to include private sector apprenticeships.</p> <p>LDA/ESF update</p> <p>The LDA have been asked by the Chair if they are able to continue supporting LSPs. The Learning Trust is part of the team designing the specification for the bid for the next round of ESF funding. Pre-apprenticeship funding is likely to be the priority, with the aim of preventing and addressing NEETs.</p> <p>Green economies</p> <p>The Sustainable Environment Partnership Board has been set up as a thematic partnership of Team Hackney. Work is being done around green economies as part of the Economic Development Strategy, as well as in the housing sector. A number of EDP members expressed an interest in running a joint agenda item to both the Sustainable Environment and EDP Boards in September, with input from the Better Homes Partnership.</p> <p>ACTION:</p> <p>Joint meeting to be arranged with members of the EDP, Better Homes Partnership Board and the Sustainable Environment Board, to take this forward, and bring an agenda item for the next EDP meeting in September 2010.</p>	Lin Cotterrell / Andrew Munk	
3.	<p>Strategic Regeneration Framework and Multi Area Agreement</p> <p>The MAA was signed by Central Government and the five borough partners. It sets out a series of twenty year targets agreed with</p>		

	<p>central government. The Strategic Regeneration Framework of the MAA aims to improve the coordination and delivery of local policy in order to achieve convergence between the five host boroughs and the London average in terms of economic opportunities.</p> <p>The Board were given an overview of the Economic Action Plan and its five themes of enterprise, inward investment, business tourism, visitor tourism and environmental (low carbon) technology.</p> <p>It was noted that the Economic Action Plan was in the process of being finalised, but that resources would be subject to review and were therefore only indicative.</p> <p>The Board discussed how they can contribute to the overall achievement of the SRF's Economic Action Plan, the MAA's principal delivery plan.</p> <p>The Board heard of difficulties around marketing the five boroughs collectively, and that this contributed to uncertainties around future MAA funding. The Board also heard about recent successes with securing apprenticeships for Hackney young people and efforts to secure early job notifications and skills forecasts from LOCOG.</p> <p>ACTION:</p> <p>Members of the Board were asked to provide comments on the action plan to the Partnerships and Investment Team</p>	All	15 June 2010
4.	<p>Work & Skills Plan</p> <p>The Board received the Interim Sub-Regional Work and Skills Plan for 2010-2011. There is a statutory requirement for all local authorities to produce a work and skills plan. The Plan sets out the workplan for the sub-regional partnership, and focuses on three key work strands:</p> <ul style="list-style-type: none"> - Delivering sub-regional programmes and projects to support local people into employment - Developing a sub-regional Work and Skills plan (including an investment framework) for 2011-2015 - Implementing a sub-regional Performance Framework to measure progress. <p>The Board discussed how the partnership can work together on developing the full plan for 2011-2015, due at the end of this financial year, which will focus on creating strong relationships between skills and employment provision locally. This will be the action plan for the work and skills component of the Strategic Regeneration Framework.</p> <p>The board noted the context for the work and skills plan has moved on very quickly since this was first drafted, for example funding for the Future Jobs Fund has been withdrawn, and it was noted that funding changes are rendering many plans out of date as</p>		

	<p>government cuts are resulting in the cessation of some existing programs.</p> <p>The Board discussed how Hackney's Skills for Employment Strategy could be incorporated into the full Work and Skills Plan. It was noted that the new government's likely requirements for work and skills strategies were uncertain. It was agreed that at the local level, Hackney's Skills for Employment Strategy provides the context and overall plan, but will require updating in light of the current economic context. It will also need to look at covering jobs across the wider sub-region.</p> <p>ACTION:</p> <p>Hackney's Skills for Employment Strategy will be incorporated into the full Work and Skills Plan 2011-2015.</p> <p>The draft Work and Skills Plan 2011-2015 will be brought to EDP later this year</p>	<p>Juniper- Hope Strong Juniper- Hope Strong</p>	<p>Dec 2010</p> <p>Dec 2010</p>
5.	<p>Quarterly Performance</p> <p>The Board received a quarterly performance report on the ABG-funded interventions, including Ways into Work, and the LAA National Indicators, as well as an analysis of key labour market trends.</p> <p>ABG Interventions</p> <p>It was noted that of the six funded interventions, two projects were only just underway, so the first reports on those would come to the next EDP meeting. The evaluation of the Team Hackney Worklessness Model was now complete. The remaining three interventions (Personal Best, School Gates Employment Support, and Ways into Work) were now on track in terms of both performance and spend.</p> <p>ACTION:</p> <p>The findings from the evaluation of the Team Hackney Worklessness Model will be brought to the EDP in September</p> <p>Ways into Work programme</p> <p>It was reported that the Ways into Work project team had now been recruited and the procurement process had been completed, with two local organisations commissioned to deliver services.</p> <p>The data showed that most of the jobs secured through Ways into Work in 2008/09 were in construction, retail and sales, and the hospitality sector. By contrast, in 2009/10, retail and sales was by far the biggest sector, followed by clerical/office work, health and social care, and hospitality. The Board was informed that the</p>	<p>Sonia Khan / Lin Cotterrell</p>	<p>Sep 2010</p>

	<p>programme was looking to become more sector-focused by building relationships with local growth sectors, with the aim of opening up more opportunities for skilled jobs.</p> <p>It was reported that the disability pilot scheme was now up and running, and that there would be a mid-year review of the pilot which would be shared with the EDP. The aim is for a case load of 20 disabled clients, achieving two job outcomes per month.</p> <p>ACTION:</p> <p>The findings of the mid-year review of the disability pilot will be shared with the EDP.</p> <p>LAA Performance Indicators</p> <p>The Board discussed the difficulties with the definition of the National Indicator relating to Incapacity Benefit claimants (NI 12), which has meant that capturing success in this area has been challenging. This was a stretch target agreed in 2007 and linked to ABG funded interventions, which were affected by subsequent changes in the welfare regime (including the introduction of Pathways to Work in 2008). The contract was picked up by the PCT and continues to deliver, but has not been successful in achieving the number of job outcomes originally set in the target. Conversations have been underway with central government about how best to address this issue.</p> <p>The Board agreed that it would be important not to replicate this situation in the future and that there were lessons to be learnt from this for future commissioning and target-setting, including the need to benchmark, be realistic in future target-setting, and to react more quickly. These lessons have already informed the disability pilot being commissioned, which is complementary to the Pathways programme rather than in conflict.</p> <p>Key Labour Market Trends</p> <p>The Board received a summary of key labour market statistics in relation to National Indicators NI151 (overall employment rate) and NI 153 (proportion of the working age population on out of work benefits in the worst performing neighbourhoods), as well as the number of JSA claimants and the qualification levels of Hackney residents.</p> <p>In the discussion that followed, it was mentioned that the majority of those with Level 1 qualifications were older men, many of whom appear to have left the borough. At the same time, there has been an influx of people with Level 3 and Level 4 qualifications moving into the borough. This would suggest that demographic changes account for some of the increase in Hackney's qualification levels.</p>	<p>Sonia Khan / Lin Cotterrell</p>	
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6.	<p>Strategic Commissioning – forward planning</p> <p>The Area Based Grant (ABG) commissioned interventions are reaching the end of their contracts in March 2011. The Board discussed ways forward on developing exit strategies and the future of these.</p> <p>The Board noted that there was continuing uncertainty around spending cuts and the future funding situation, that current funding would be ‘unringfenced’, and that ‘in-year’ cuts should be anticipated.</p> <p>All ABG-funded contracts were due to expire in March 2011 and it had been agreed that no tentative commitments should be made to continue funding for any interventions. This was in keeping with the original purpose of commissioning, which was to pilot innovative approaches which could then be mainstreamed or taken up more widely.</p> <p>The Board recognised the need to identify the key risks to the achievement of outcomes if interventions commissioned through the Area-Based Grant or other short-life funding streams cease after April 2011. It was noted that the impact was likely to vary as different programmes were closer to being mainstreamed. Ways into Work is the largest contract. The other contracts were smaller and had been commissioned later, with an end-point written into them.</p> <p>The Board agreed that the focus must be on plugging gaps in mainstream funding and services, avoiding duplication, and building on areas of success.</p> <p>There was a discussion about what the gaps were likely to be. In the discussion that followed, the Board heard from Jobcentre Plus about future funding cuts and uncertainties. It was thought likely that all existing JCP programmes will eventually cease, including the New Deals, and be replaced by the Single Work Programme. It was not yet clear whether Flexible New Deal, which was scheduled to begin in October, would come on stream as planned and be absorbed into the Single Work Programme later. It was anticipated that the government’s focus was likely to be on Incapacity Benefit, and that the plans for Incapacity Benefit migration would definitely go ahead, including the reassessment of all current IB claimants through the Work Capability Assessment. However, the three year timeline for the reassessments may be halved by the new government. The plans to introduce Lone Parent obligations for lone parents of children aged 7 or over were also set to go ahead. No big shifts in the target groups are envisaged.</p> <p>Members noted that it was hard to predict what the gaps would be until the new Single Work Programme had been finalised.</p>		
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	<p>It was also noted that public sector cuts increased the need for the EDP to get a clear handle on opportunities in other sectors, including finance, the City and enterprise. However, funding for the enterprise sector is also uncertain. If the Business London contract finished, Hackney would not be funding business start-ups, which may leave Hackney at a disadvantage compared to neighbouring boroughs such as Islington.</p> <p>ACTION:</p> <p>The Board agreed that:</p> <p>A task group would meet to look at the specifics of the Ways into Work programme, including risks to outcomes, identify success and impacts of current programmes, and identify both individual provider responses as well as a collective EDP approach going forward</p> <p>Further analysis, interrogation of performance and lessons learnt would be brought to the next meetings of EDP as part of this ongoing discussion.</p> <p>The report on the Charedi project would be brought to the next EDP meeting</p>	<p>Lin Cotterrell</p> <p>Sonia Khan</p> <p>Sonia Khan</p>	<p>Mid-July</p> <p>Sep / Dec 2010</p> <p>Sep 2010</p>
7.	<p>Any other business</p> <p>The Board received invites to the health events the PCT are leading in the week commencing 7 June 2010.</p> <p>The Board noted that a Controlled Drinking Area order had been implemented in a number of areas across the borough, and that the Regulatory Committee were concerned to ensure that any negative impact on the economy was monitored and brought to their attention.</p>		

Please note the dates of future meetings:

Date	Time and Venue
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::

Lin Cotterrell
020 8356 2167
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Report Title	Strategic Commissioning Forward planning with Economic Development Partnership (EDP) Task Group meeting on 14th September 2010
Report Author	Sonia Khan, Head of Commissioning, Partnerships, LBH
Date	7th September 2010

1. Overview

On 1st June, the EDP discussed the commissioned programme (attached on page 6) which is coming to an end in March 2011 in order to plan for exit strategies and identify the key risks to the programme ending. The EDP agreed that a task group would meet to give more detailed consideration to this and then feedback to the next EDP. The task group met on 25th August and it was agreed that the proposed actions should be taken forward by EDP between now and March 2011:

- 1) Identifying and understanding the key risks if interventions end, including outcomes, targets and inter-dependencies
- 2) Identifying potential funding opportunities for leveraging in funding to the borough and horizon scanning national policy developments in order to plan collective and coordinated responses from EDP
- 3) Understanding lessons learnt to date and their implications for forward planning, inc:
 - a. the findings from impact assessments, evaluations and monitoring/performance data
 - b. the evidence, findings and recommendations from relevant reviews and strategies
- 4) Contribute to future thinking about the allocation of resources in furtherance of targets overseen by the EDP
- 5) Consider the potential for mainstreaming activities
- 6) Consider the mainstream capacity to address the needs which were addressed through the commissioned programme

They also identified the following resources to inform the action planning required:

- The findings from the in house Impact Assessment of Ways into Work (outline plan attached)
- The proposed Joint Investment Plan being developed by the Ways into Work programme team and Housing Providers (summary attached)
- The findings of the final stage of longitudinal tracking of Team Hackney's earlier worklessness programmes commissioned between 2007 and 2009 (summary attached)
- Detailed monitoring and performance data from the commissioned interventions
- LAA indicator performance
- Relevant reviews and strategies, including the Worklessness Review, Local Economic Assessment, Work and Skills Plan, Economic Development Strategy

This paper sets out in more detail how the EDP task group suggest that actions 1-6 (above) should be taken forward. The role for the EDP today is to:

- Discuss the actions suggested by the task group and agree which ones the EDP will take forward
- Charge the task group to undertake more detailed work to take forward these actions, reporting back to EDP meetings each quarter
- Note that exit strategies for the commissioned programmes have been built in to the smaller contracts within the commissioned programme and the task group has reviewed these and is confident that plans are in place
- Agree that the focus of forward planning should be on the Ways into Work Programme

1. Identifying and understanding the key risks if interventions end, including outcomes, targets and inter-dependencies		
Where we are	Recommended actions	Timeline
<p>The task group has identified the following risks:</p> <ol style="list-style-type: none"> 1. Funding for localised programmes to tackle worklessness is at high risk. 2. Approaches to supporting people who face multiple barriers to employment could become more fragmented 3. The position for local strategic partnerships in relation to economic development and tackling worklessness is unclear 4. Employer engagement could also become fragmented 5. The Single Work Programme prime contractors and sub- contractors are not identified yet. There is a risk that providers who do not know Hackney will operate in the area, and that it takes time to forge connections with existing provision locally 6. Prime contracts are currently establishing contact with the Council and other partners. There is a risk that any discussion and allegiance with providers about future <i>delivery</i> might compromise the strategic role that the Council and EDP may need to take in order to influence the Single Work Programme specifications and provision 	<p>The EDP is recommended to:</p> <ol style="list-style-type: none"> 1. Ensure that these risks are addressed in all discussions about future programmes to tackle worklessness 2. Ensure that provision delivered through the Single Work Programme is influenced by an understanding of local need by undertaking the actions set out under (2) 3. Ask the EDP task group to maintain a watching brief of key strategic policy developments and that strategic responses required by the EDP are identified 	<p>October 2010</p> <p>September – March 2011</p> <p>September – March 2011</p>

2. Identifying potential funding opportunities for leveraging in funding to the borough and horizon scanning national policy developments in order to plan collective and coordinated responses from EDP		
Where we are	Recommended actions	Timeline
<p>Policy developments</p> <p>The task group has identified that:</p> <ol style="list-style-type: none"> 1. The Government is introducing a single integrated package of support providing personalised help for everyone who finds themselves out of work regardless of the benefit they claim- Single Work Programme (SWP). 2. There is likely to be 1 prime contractor for each sub region and pre qualification requirements are likely to exclude all but the very large (over £50m) sized contractors. Prime contractors are going through the pre-qualification stage at present. Detailed submissions will be worked up in January and February. 3. The local authorities role in delivering public health could help strengthen pathways for supporting IB claimants. 4. Local enterprise partnerships that will bring together councils and business on an equal footing with one voice, replacing the current Regional Development Agencies (RDAs). <p>Funding opportunities</p> <ol style="list-style-type: none"> 1. Locally, resources to address worklessness continue through LDA funding to support those not on benefits. 	<p>The EDP is recommended to:</p> <ol style="list-style-type: none"> 1. Discuss and agree actions required to develop a strategic response to the Single Work Programme in order to first influence specifications and then to influence prime contractor bids. 2. Ensure this strategic response is based on an understanding of local needs, as informed by the actions proposed under (3) Understanding lessons learnt to date. 3. Discuss and agree whether it is able to either: <ul style="list-style-type: none"> a. Test whether it is feasible to champion or co-ordinate a dialogue between local providers and prospective prime contractors or b. Catalyse the development of a local consortium of providers who can negotiate with prime contractors 	<p>September 2010</p> <p>January 2011</p> <p>September 2010</p>

<p>2. There is potential for housing providers to invest in tackling worklessness, if a case for the long term benefits and savings can be made.</p> <p>3. New ESF round is launched in September for 2011-13</p> <p>4. There might be Section 106 opportunities</p> <p>5. The EDP will discuss opportunities and policy developments in more detail on 14/9/2010</p>	<p>In either case EDP will need to ask the task group to take forward more detailed work</p> <p>4. Keep a watching brief on the following additional elements of the Single Work Programme, in terms of the role of the LSP or providers: Work Clubs, Work Experience, Work for Yourself, Work Together</p> <p>5. Discuss whether the proposed joint investment plan proposed by Ways into Work for housing providers (attached) .</p> <p>6. Keep a watching brief on policy developments, and consider at a future EDP.</p>	<p>September 2010 – March 2011</p> <p>September 2010</p> <p>September 2010 – March 2011</p>
3. Understanding lessons learnt to date and their implications for forward planning		
Where we are	Recommended actions	Timeline
<p>The task group have identified the following :</p> <p>1. The findings of the in-house Impact Assessment of Ways into Work will begin to report in January 2010.</p>	<p>The EDP should ask the task group to:</p> <p>1. Consider the emerging findings from January 2011 in order to use these to influence SWP and any new locally developed programmes.</p>	<p>January 2011</p>

2. The Ways into Work evaluation 2009/10 3. A Review of the City Strategy Pathfinder programme will report in November 2010 4. The Scrutiny Reviews 5. Worklessness Review 6. Economic Development Strategy	2. Use information to develop a position in relation to the local needs and the likely gaps and risks in those groups who are most at risk in the future	Task group to report to EDP in November 2010
4. Contribute to future thinking about the allocation of resources in furtherance of targets overseen by the EDP		
Where we are	Recommended actions	Timeline
This will depend on: 1. The lessons learnt from the reviews and evaluations 2. The resources available locally after the Comprehensive Spending Review 3. The implementation of the Single Work Programme in Hackney	The EDP is recommended to: 1. Ensure that recommended action 3.2 is taken forward 2. Ask the Task Group to bring further recommendations in January and in March 2011 3. Ensure that local proposals for tackling worklessness have strategic fit with the Single Work Programme, avoid duplication and are informed by the evidence base identified at (3)	Task group to report to EDP in November 2010 January 2011 and March 2011 January 2011 and March 2011
5. Consideration of Mainstreaming activities and 6. Mainstream capacity		
Where we are	Recommended actions	Timeline
This will depend on the resources available locally and the Single Work Programme	EDP is recommended to ensure that: 1. Actions set out under (2) and (4) are taken forward	January 2011 and March 2011

4. The current commissioned programme

A summary of commissioned activities, contract end dates and plans for evaluation and forward planning.

The total investment in EDP commissioned programmes has been:

Type of intervention	Contract period	NI / stretch target	Programme Value 2008/11	Progress being made Plans for evaluation Sustainability / exit strategy
Ways into Work The current commissioned programme works with 1400 people, of which 60% should sustain their jobs after 13 weeks. The programme covers: <ul style="list-style-type: none"> • Outreach programme –Registered Social Landlords and Hackney Homes Management Partners to undertake outreach to social housing estates across Hackney, reaching 50,000 homes • General employment support • Specialist employment support (to parents and incapacity benefit claimants) • Employers Gateway – Coordination of jobs agencies involved in the Ways into Work programme to ensure effective approach with employers • Piloting of dedicated support for IB claimants 	1/7/2009 - 31/3/2011	NI 151, NI 153	£5.37m	Progress being made: Entering jobs: 768 (against target to date- 465) Sustaining jobs: 380 (against target to date- 192) See update from WiW Programme Manager. Plans for evaluation: The impact assessment should consider: <ul style="list-style-type: none"> • What has worked the best, and in which communities, and in which areas? • Who has not been reached (with reference to the priority groups for worklessness programmes which will be agreed)? Do we know why? • Who has been reached, but has not engaged? Do we know why? • Which barriers to employability have proven to be the most difficult to address? This will inform the cross cutting review of worklessness, providing an understanding of both what works, and an insight into a large sample of people who are currently workless. Sustainability: This is a very significant programme, and the exit strategy which is developed will need to be informed by policies which are developed for worklessness, informed by the impact assessment. It will also hinge on developing a sustainable local partnership.
Sustainable employment in the Charedi community Development of a partnership between Charedi	1/4/2010- 31/3/11	NI 151, NI 153	£140k	Progress being made: Train e Traid have been contracted to deliver the

community representatives, mainstream training and employment support providers. The aim is to enable Charedi men from Hackney to access employment, through the development of appropriate education, training and employment pathways. The project will deliver a local training and employment support offer for Charedi men, a business plan setting out a sustainable model for employment support and a capacity building programme delivered for local providers.				<p>programme with Interlink and have started to engage with key local stakeholders and with the local community. A detailed report will be brought to the EDP in November.</p> <p>Plans for evaluation: This is a developmental project. It will succeed in its objectives if a sustainable partnership is established between mainstream provision and the community.</p> <p>Exit strategy: No additional funds should be required for the development after this point.</p>
<p>Employability and Volunteering- Volunteer Centre Hackney (VCH)</p> <p>Support to enhance employability skills in 100 volunteers registering with the <i>Volunteer Centre Hackney</i> through structured and supported placements, co-ordinated by an IAG worker.</p>	1/1/2010 - 31/3/11	NI 151, NI 153	£120k	<p>Progress being made: The programme has recruited 5 organisations to host placements, has engaged with 4 volunteers (this is ahead of schedule as it was profiled to begin in April) and referral routes are being established with Ways into Work and Job Centre Plus.</p> <p>Plans for evaluation: Evaluation and tracking is built into this programme</p> <p>Exit strategy: If the programme proves to be successful, the evidence should support future fundraising led by the Volunteer Centre Hackney.</p>
<p>Employability and Volunteering- Personal Best</p> <p><i>Personal Best</i> offers individuals the opportunity to take part in training activities and gain nationally recognised qualifications. Personal Best Learners typically have a range of support needs and include ex offenders and the long term unemployed.</p> <p>The commissioned programme delivers activities for 40 learners who have learning support needs, in order to support the employability of this group. 50% of these learners should complete the programme (an improvement of 20%) and 15 learners should be referred to the VCH Employability and Volunteering programme.</p>	1/1/2010- 30/9/2010	NI 151, NI 153	£16,000	<p>Progress being made: 10 learners needs have been assessed and supported.</p> <p>Plans for evaluation: All learners are tracked and the success of the programme will be judged on whether there is an improvement on completion. The Learning Trust will also report on an agreed set of outcomes.</p> <p>Exit strategy: If the programme proves to be successful, the evidence should support The Learning Trust in making the case for the funding for learning support to be built in to project costs / or to develop partnerships to draw in alternative mainstream funds.</p>

Apprenticeship Co-ordination A post to work with all sectors to support and develop more local opportunities for apprenticeships and work placements.	31/3/11	NI 151, NI 153	£100k	This programme did not continue as result of the in year budget reductions required. Alternative ways to develop apprenticeship opportunities were being developed and there was also a need to look at ways that the HATCH group could be continued.

Economic Development Partnership	
Title	Issues paper: regional commissioning and funding (LEPs)
Lead	Juniper-Hope Strong – Hackney Council
Date	14th September 2010
<p>Summary:</p> <p>This paper sets out the key issues regarding the Local Enterprise Partnerships and the Regional Growth Fund and discusses the implications for Hackney and wider east London. The paper sets out interest from partners across north and east London to form a Local Enterprise Partnership and presents an analysis of the two major options Hackney.</p>	

1. Background

The Government's policies for the replacement of the regional development agencies outside London and the merger of the LDA with the GLA became clearer over the summer.

Government has invited local authorities to come forward jointly with the private sector to set up Local Enterprise Partnerships (LEPS) and has set out consultation proposals for the Regional Growth Fund (RGF). Both are seen as devices for increasing devolution of policy to a more local level.

In London the presence and role of LEPs and access by localities to RGF is subject to ongoing Government/Mayoral discussion and at the time of writing is unclear.

Local Enterprise Partnerships are envisaged to provide strategic leadership over local economic priorities.

The Regional Growth Fund is a proposed new £1bn Regional Growth Fund which seeks to help local areas grow private sector jobs. LEPs alongside other bodies will be able to bid for the funds which will be available over two years starting 2011/12. The RGF is currently subject to consultation but the first bidding deadline is expected in December.

More detail on LEPs and RGF is expected in a white paper on sub national economic growth due in October the primary objective being to bring in private investment and support sustainable increases in private sector jobs and growth in their area.

The critical issue is that LEPs appear to be the single national/local interface in future and therefore it is possible this grouping could be one of the most significant sub national policy vehicles. The deadline for expressions of interest from London authorities is expected to be mid to late October.

2. Purpose of LEPs

The primary goal of Local Enterprise Partnerships is to deliver private sector job growth. To this end, CLG and BIS are clear that LEP Boards must comprise a minimum 50% private sector as well as participation from higher education institutions and the third sector. Government has also suggested that the partnerships may be chaired by either the private sector or an elected mayor.

Beyond this the character and role of LEPs is for local determination and central government performance and monitoring will minimal. The initial scope for LEPs business will include:

- Employment and apprenticeships; skills development and links between employers and educational organisations, - but probably *not* worklessness
- Business support, enterprise development, inward investment and supply chain growth
- Partnerships for finance, matching and leverage to additional value to public sector funding
- Cross borough coordination on transport and strategic planning and development
- Shared services, efficiency savings

It appears that that the LEP structure could eventually be used for other policy areas and dispersal of other funding streams.

3. A LEP for Hackney?

London local authorities' respective positions on their preferred LEP configuration are still emerging. Significant activity has however been led by the London sub regional partnerships. Hackney has been approached by TGLP¹/Gateway² to London, NLSA/North London Business³ and is party to discussions in the Host Boroughs and with ELBA⁴ about potential configurations. Attached at appendix A is a detailed analysis of the TGLP and the Host Borough options.

The options available to Hackney are:

- ❖ To be in a LEP at all
- ❖ To join TGLP comprising 10 London Boroughs plus private sector through Gateway to London
 - possibly with a Host Borough sub committee
 - TGLP plus north Kent and south Essex
- ❖ To join a 10 borough LEP without TGLP/GtL leadership and create a new framework for east London sub regional leadership
- ❖ To join Host Boroughs probably including Barking and Dagenham and possibly with private sector through ELBA
 - possibly leaving the option open for other east London boroughs to eventually join
- ❖ Any of the above plus Hackney joining NLSA as borough which 'looks both ways'

4. LEP Benefits

- Involvement in the Government agenda for economic growth including associated funds that may attract
- Strong platform for local/regional/national dialogue.
- Better access to private sector view on impediments to growth
- Better dialogue between schools, colleges, universities and employers.
- Stronger strategic collaboration

¹ Thames Gateway London Partnership is a subscription membership group to lobby on economic growth issues. Includes 10 local authorities, covering all boroughs eastwards from Hackney and Waltham Forest north of the Thames with the London Boroughs of Lewisham, Greenwich,

² Gateway to London is subscription led providing inward investment support across east London on behalf of the LDA

³ NLB is subscription led providing inward investment support across north London on behalf of the LDA

⁴ East London Business Alliance is a private sector led corporate social responsibility agency across east London with a focus on Newham, Tower Hamlets and Hackney.

Appendix 1

Host Boroughs

No specific outline of activity exists but the host boroughs have a strong strategic direction developed over the years of collaboration. LEP activity would inevitably draw on the MAA and SRF and previous joint activity such as the Local Enterprise Growth Initiative bid submitted previously and the current worklessness proposals. Details would be forthcoming after an officer meeting on 1 September.

Thames Gateway London Partnership plus Gateway to London

TGLP have issued a draft expression of interest for partner comment. The current draft suggests that the primary functions will be strategic coordination across partners and themes. The proposal includes the organization of funding bids, TIFs (Tax Increment Financing), Bonds, BIDs (Business Improvement Districts) and other non-grant funding.

- 5 dimensions/themes for coordination across the East:
 - Skills and education
 - Business support and enterprise
 - Employment and worklessness
 - Transport
 - Managing an enterprise zone/accelerated development zone
- A flexible structure within the themes could allow appropriate coalitions of boroughs within the LEP to form for particular topics.

Host Borough LEP

1) Advantages

- a) A strong delivery history
- b) A framework already exists for delivery and partnership among the borough officers and external partners
- c) Public sector funding can be distributed across a smaller area
- d) Newham, Tower Hamlets and Barking and Dagenham and Havering represent the core of Thames Gateway development plans.
- e) Strong private sector grouping, ELBA is a genuine private sector led organisation with a wholly private sector board.
- f) Common profile of some of the immediate issues such as 2012, poverty and worklessness
- g) A smaller grouping of boroughs more likely to reach agreement

2) Disadvantages

- a) Spatial disruption of E London as designated in the London Plan.
- b) Discontinuation of coordinated development investment and planning across a well established sub region.
- c) Delinking economic development with transport and infrastructure development - Crossrail; London Port; London City Airport; DLR extensions and links to Crossrail and East London Lines
- d) Spatial fracture of emerging markets and sectors within the Gateway such as low carbon, creatives, shipping, logistics and distribution. A disruption of the links between sectors could lead to underdevelopment in spillovers.

- e) Missed opportunities for employment, training and supply chain coordination on Opportunity Area/Intensification Areas and Town Centre development.
- f) Central Government's recent nullification of MAAs

TGLP/ Gateway to London LEP

1) Advantages

- a) The LEP will be designed around a pure economic functional area
- b) Enable the continuation of historical growth investment and development plans
- c) Agglomeration of economies on a wider scale can continue to promote cluster and innovation advantages
- d) The larger area with increased numbers of development sites would increase the likelihood of potential fiscal and development levies to support services
- e) Better HEI presence and linkages
- f) Strong public affairs capability and lobbying presence
- g) Potential to extend beyond London's regional boundary to Kent and Essex

2) Disadvantages

- a) Weak private sector representation – Gateway to London is a public sector led agency with private sector representatives.
- b) Historically Gateway to London has not delivered well for Hackney.
- c) Larger size will lead to difficulty achieving common positions or agreement on key decisions.
- d) Less homogeneity of immediate issues of worklessness, housing, health and educational attainment.
- e) Relatively no delivery experience within the sub regional organisations leading the TGLP bid.

3.3 Single Work Programme: update

Briefing for EDP Task Group: 25 August 2010 Jobcentre Plus

Please find below an update on developments within DWP/JCP that is known at the time of writing.

Lone Parents

From 25 October 2010 – Lone Parents with a youngest child aged 7 and over making new or repeat claim to Income Support will no longer be entitled. There are plans to extend this to age 5 but a date has not yet been set.

Existing Lone Parent entitlement to IS will cease between November 2010 and April 2011.

From 26 October 2009 lone parents with a youngest child aged 6 to 8 have been invited to work-focused interviews every 3 months to prepare them for changes to Income Support that will affect them from Oct 2010.

As Lone Parents they can choose to be fast-tracked at the start of their JSA claim through to support normally only available after 6 months. From April travel and childcare costs will be paid for JSA customers undertaking training.

Also from April 26 lone parents on Jobseekers Allowance with a youngest child aged 12 and under have the **right** to restrict their availability for work to school hours. Aim is to help them find the right balance between work and caring for their child.

April also saw the introduction of a full disregard on Child Maintenance payments so that parents in receipt of such maintenance will now be able to retain all of their state benefits

Incapacity Benefit/Income Support (Reassessment)

Will commence from October 2010 in pilot areas

The majority of the Incapacity Benefit/Income Support customers will start migration in Jan/Feb 2011 (Medical referrals and Work Capability Assessments) and April 2011 (assess and award onwards) - completing by April 2014.

Work Capability Assessments establish what the customer can do, rather than what they cannot do, and identifies the health-related support they might need. The assessment can be done by a questionnaire that the customer completes or in some cases by attending a medical examination).

The principle behind reassessment is the same as that behind Employment Support Allowance – that it will focus on what people can do – not on what

they cannot do and the belief that appropriate work is good for most people's physical and mental health and well-being.

Treating existing incapacity benefit customers in the same way as new claimants is both fairer and simpler for everyone concerned.

Those assessed fully capable of work can make a claim to Jobseekers Allowance and those who cannot work or have limited capability to work will move to Employment and Support Allowance

Work Programme

The Work Programme will be an integrated package of support providing personalised help for people who find themselves out of work regardless of the benefit they claim. Participation will be mandatory for certain people at this time felt to be 18/24 year olds after 6 months unemployment and those aged over 25 years after 12 months unemployment.

The overall package will be delivered through a combination of contracted employment provision by private, public and voluntary sectors as well as Jobcentre Plus led service delivery. Providers will be given the flexibility to choose how they deliver support

Prime contractors will need significant financial resources and ability to form effective network with range of smaller and local delivery groups. Payment is thought to be by Job outcomes and sustainability, likely to be weighted to those harder to help.

Further clarity on customer eligibility for the Work Programme will be known by end of 2010. National implementation is expected to be by next summer.

Until the Work Programme is implemented, current provision remains ie Employment Zones and New Deals. Existing support - such as has been provided to JSA customers by New Deal and Flexible New Deal and to ESA customers by Pathways to Work – will be folded into the Work Programme

Framework

On 29 June the Government set out the parameters of a commercial framework and is encouraging private, public and voluntary sector organisations to bid to be part of it.

Initial expressions of interest were due by 30 July with more discussions and information through August. Once in the framework, organisations will compete to supply employment support.

There is expected to be 11 regional contract lots and between 3 and 8 organisations will to be appointed in each region. Contracts may be region-wide or smaller. Bidders can apply for as many lots as they wish.

Expected value of each contract could be between £10m and £50m.

The provisional timescale for inclusion in the Framework and procurement for Work Programme is as follows:

Milestone	Date
Framework notified	29 June 2010
Framework to Market	16 August 2010
Framework successful bidders notified	30 November 2010
The Work Programme to market – Issue of ItT	01 December 2010
The Work Programme tenders returned	21 January 2011
The Work Programme preferred suppliers notified	31 March 2011
The Work Programme Contracts Awarded	15 April 2011
The Work Programme Initial Contracts Go Live – delivery commences	26 April 2011

In addition to the Work Programme the intention is to introduce a range of additional support options, though detail is still being worked up at this time:

a) Work Clubs

Will help people make the most of local knowledge and resources, to help unemployed people in their communities. The aim is that Work Clubs will provide unemployed people with a place to meet and exchange skills, share experience, find opportunities, make contacts and receive support to help them in return. They will build on the foundations of existing community based support and develop with some help from JCP. There is no pre determined organisation to set up work clubs, the demand will be driven locally by individuals, community groups or local organisations.

b) Work Experience

To ensure that young people have support to develop the skills they need to secure sustainable jobs by offering a period of work experience. Details are still being worked through, in consultation with relevant organisations and stakeholders. Work experience will though contain an element of pre employment training. The intention is for JSA to be retained whilst undertaking work experience with possibly tops ups. The view is that people will move into pre-Apprenticeships, Apprenticeships, other sustainable employment, self employment or further education or training. There will be 50K new apprenticeship places.

c) Work for Yourself

This will encourage people to see self –employment as a viable route off benefits and into financial independence. Details are being worked through with some exploration into whether some form of financial support in the early days of trading would be appropriate. The current Self Employment advice option will remain until this new programme is introduced.

d) Work Together

Volunteering whilst searching for paid employment can develop and maintain work skills, build confidence and motivation and keep jobseekers in touch with the labour market. Volunteering can also have a positive impact on local communities. The government is looking to make volunteering easier to find a

and take up volunteering and remove any barriers with the view to working more closely volunteering organisation including third sector and social enterprises.

On-line services – Encouraging more people to claim benefits and find jobs online, promoting access to digital technology for all our customers. From 19/8 people were able to complete their JSA claim form for both incomes and contributions based Jobseekers allowance on line.

Benefit fraud:

From April 1 a four-week benefit sanction will be imposed for all cases where there is sufficient evidence that benefit fraud had been committed to consider a prosecution.

The 4-week sanction will only be applied to cases where the whole period of the fraud is committed on or after 1st April 2010. This is in addition to the current 'Two Strike' policy of a fixed 13 week benefit disqualification period for anyone convicted of benefit fraud in two separate proceedings within a five-year period.

The aim of extending the sanctions to include those committing a first benefit fraud offence is to heighten the deterrent effect of the existing sanctions regime.

Benefit Simplification

Government is to bring forward detailed proposals for simplifying the benefits system in order to improve incentives to work.

Derek Harvey

24 August 2010

Report to members of Economic Development Partnership: 14-19 reforms and post-16 commissioning

1. Purpose

To update members of the present knowledge around the 14-19 Reforms and post-16 commissioning.

2. Update

In Hackney we have used the 14-19 Reforms to improve outcomes for young people. As a result of the foci of the work our performance against national indicators has improved. The attainment for young people has improved at an above the national average rate at KS4 and KS5 with significant reductions in the number of young people classified 'unknown' or Not in Education, Employment or Training (NEET). Hackney learners have had the opportunity to study Diplomas, Foundation Learning, Functional Skills, Young Apprenticeships and courses offered in partnership between schools and colleges. Young people have had significantly more contact with employers in their learning environments.

Hackney has placed and still does place an emphasis on 14-19 education; as outlined in the Children and Young People's Plan (CYPP) 2008-2011 plan. Priority 1: *More young people in Hackney to be in education and training and to have a better range of opportunities between the ages of 14-19.*

However, a change in government is having a significant impact on the 14-19 Reforms. As documented in the new coalition government's May statement the new ways of working include 'reducing bureaucracy in 14-19 curriculum and qualifications, reducing the centre's role in directing their implementation and development.' This is a contrast to the previous government's policy the 'role of local authorities as strategic leaders of 14-19 reform in their localities and regions'. (DCSF 14-19 Next Steps 2008).

Furthermore, on 19th July the DfE announced a number of changes to simplify and streamline the structures and processes relating to 16-19 funding. Firstly, there will no longer be a requirement for local authorities to form Sub-Regional Groups and Regional Planning Groups. Partnership working at local and regional level between local authorities and providers continues to be important, and the value of 14-19 partnerships is recognised, but Government will not prescribe how that should be done.

With effect from September 2010 (the new academic year) the Young People's Learning Agency (YPLA) will be responsible for making payments to General FE Colleges, Sixth Form Colleges and other training providers and LAs will no longer manage contract and grant arrangements with these providers. Funding for School Sixth Forms will continue to come through LAs. The allocation of funding to each provider will be based solely on historic recruitment.

In terms of performance laid out by the previous government we have performed above average in our 14-19 delivery;

- R
ated as Green or Green Amber against the GOL Progress Checks and DCSF LA 14-19 Assessment
- D
eveloped and increased the numbers of Public Sector Apprenticeships through the Hackney Apprenticeship Taskforce - Changing Hackney Project (HATCH).
- 1
1 successful Diploma submissions out of the possible 14, with the majority categorised as 1 the highest category.
- 3
Diploma lines up and running with 3 more in consultation to be delivered, even with the change of government.
- W
e have successfully run a Qualifications and Curriculum Development Agency (QCDA) Foundation Learning (FL) pilot and are recognised as a leading borough in this area, with Regent's Vocational College regarded as a model of good practice nationally.
- O
ur preparedness in the 16-19 Transfer resulted in a growth of 571 funded places at post 16 and realising our local priority through Building Schools for the Future (BSF) of Haggerston School having a sixth form.
- W
e have a local prospectus and are involved in the developments of the Common Application Process.
- W
e are in a good position to meet the requirements of Raising Participation Age (RPA).

3. The New Environment

Apprenticeships

- There remains a significant emphasis on Apprenticeships. The numbers are expected to increase and for apprenticeships to be offered across the 14-19 age range.

Diplomas

- They are still recognised and will attract additional funding in the short term. However it will be market forces that determine their future as the government has stated 'it is not the role of Government to promote particular qualifications over others'. (DfE Key Messages on Diplomas June 2010).
- The Gateway 4 Diploma lines including the Languages and International Communications Diploma are now not being taken further.

Foundation Learning

- FL will go ahead in September 2010, with the new FL Qualification Credit Framework (QCF) catalogue out by end of June 2010.
- The National Database of Accredited Qualifications (NDAQ) will remain. Work is on-going in recognising non-accredited learning.
- Some qualifications are being unlisted to allow more flexible funded delivery – specifically the Personal Progress Awards and maybe others at Entry 1 level.

Functional Skills

- Embedded in the GCSE and only required in the Diploma and FL frameworks

Funding

- Our local delivery support grant to support Diploma developments and overall 14-19 reforms in general is reduced by approximately 30% for the next academic year.

- The 14-19 Flexible Pot that supports initiatives such as the local prospectus has had a 24% in year cut.
- The increase in funds devolved to maintained schools and schools becoming Academies will reduce funds held centrally.
- There will be new round of European Social Fund (ESF) from April 2011 £30million for London that the Regional Planning Group (RPG) has a role in developing.

4. Post 16 Commissioning

On July 19 Michael Gove wrote to the Local Government Association (LGA) and Association of Directors of Children's Services (ADCS) outlining changes to simplify and streamline 16-19 funding by;

- setting out a continued commitment to raised participation
- introducing a data-led allocation model for the funding of 16-19 learning
- transferring responsibility for contracts and payments from LAs to YPLA
- confirming that the responsibility to determine the curriculum offer and mix of provision lies with individual schools, colleges and training providers
- stating that LAs maintain their strategic commissioning role and strategic overview and could do this through their 14-19 Partnerships
- suggesting LAs fulfil their strategic commissioning roles by working closely with the YPLA
- establishing a Ministerial Advisory Group

On July 23 LGA and ADCS issued a briefing following this announcement;

- confirming that this announcement would not affect the statutory duties placed on LAs and YPLA
- suggesting that the statutory basis of the LA 16-19 commissioning role remains unchanged
- stating that LAs will continue to produce local commissioning plans supported by dialogue with providers and 14-19 partnerships

This briefing advised that there would be a continuing role for transferring Learning Skills Council (LSC) staff and that any restructuring decisions should await further clarification expected in September.

However, the National Commissioning Framework which set out statutory guidance about the way in which LAs would undertake this commissioning role has been withdrawn. Draft revised guidance is promised from the YPLA in September.

Peter Lauener, Chief Executive, YPLA, confirmed in a letter to Directors of Children's Services that 'this does not make the YPLA either a commissioning or planning body' and that the YPLA will work with LAs to support their strategic functions. YPLA Regional Directors will discuss transition arrangements with LAs before the end of July.

The LA will continue to exercise a broad planning function through its place shaping role and strategic partnerships. It is not yet clear, however, what the new expectations of LAs as continuing strategic commissioners will be and we need to clarify and shape this role through discussion with the YPLA.

5. Aimhigher

The national programme that supports increased progression into Higher Education will ceased to be funded post July 2011.

6. Careers Education Information Advice and Guidance

Identified as a priority, but Connexions services nationally have experienced dramatic cuts from the Area Based Grant (ABG) in year cut.

Helen McNulty
14-19 Strategy Co-ordinator
August, 2010

3.5 Team Hackney Worklessness Model Longitudinal Study: Summary of key findings and recommendations

Report Author **Sonia Khan, Head of Commissioning, Partnerships, LBH**
Meeting: **Economic Development Partnership Board, 14 September 2010**
Date **7th September 2010**

Overview

This study presented the findings from the third and final wave of the longitudinal study commissioned to evaluate the effectiveness of the Team Hackney Worklessness Model. There were 68 respondents to the final survey up to March 2010, reduced from an initial 108 beneficiaries initially surveyed in September 2008. The respondents had all been beneficiaries of one of the seven worklessness interventions commissioned by Team Hackney.

The interventions included four pilot contracts:

- 'Supporting 18-24 year olds into employment' delivered by Talent Recruitment Consortium
- 'Supporting 18-24 year old young Black men into employment' also delivered by Talent
- 'Supporting economically inactive residents into employment' delivered by Hackney Works Consortium (Renaissi)
- 'Moving On', led by the East London NHS Foundation Trust in partnership with City and Hackney PCT and City and Hackney Mind

and three sectoral contracts:

- 'Ignition' delivered by Lifeline in collaboration with Hackney Empire and HCVS
- 'Host' delivered by Hackney Community College, Training for Life and WALTZ
- 'Gym Train' delivered by Training for Life

Key findings

Overall, the survey found that at the end of the study period, some progress had been made towards employment outcomes amongst the 68 beneficiaries who had responded to all three phases of the study, including:

- An increase in the number employed (the highest increase was in the proportion of part-time employment, followed by full-time and then self-employment)
- A high proportion of beneficiaries were in full-time education (one fifth, with five respondents enrolled on academic degree courses)
- A generally positive trend in terms of income generation (though there is no data provided to verify this)
- Increased confidence amongst the study cohort in mainstream provision

These outcomes were despite the impact of the recession, which beneficiaries felt had resulted in increased competition for vacancies, an increase in the skills levels required for many positions, limited pay rises, and reduced job opportunities for people without experience.

Amongst those who were unemployed at the end of the study, the majority had been unemployed for longer than six months and over a third had been out of work for over a year.

The study emphasised that the projects evaluated were time-limited and had had relatively little time to embed pilot methodologies and/or innovative working practices, linked to the individual evaluation reports. However, the following benefits/successes were identified:

- The most valuable elements identified across the pilot projects from client feedback was immediate support in finding job opportunities and preparing for interview, including improving CVs and one-to-one support to develop interview skills.
- Practical experience of work, enhanced skills/qualifications and increased motivation were also highlighted as benefits.

- Barriers to employability that beneficiaries felt had been reduced included: lack of experience, knowledge of employment opportunities, and possibly levels of self-esteem or confidence.
- Beneficiaries reported an increased confidence over the study period in accessing mainstream provision and in the services offered by JCP advisers, though this was not clearly attributable to their engagement in the projects. However, this does fit with broader research suggesting the value of local authorities' role in complementing and moving people closer to mainstream provision by supporting soft skills, confidence and motivation to start the journey to work.
- The impact of the projects overall was felt to be relatively short-term. Increased motivation and familiarity with work search activities may have had the most lasting impact.

Recommendations and lessons learnt

Measuring impact

- Beneficiaries in employment 12 to 18 months after their involvement with the projects were asked to rate how much of their success was attributable to the projects. The average rating was 3.5 out of 5, where 1 is total attribution and 5 is no impact.
- The majority of those who were out of work at the end of the study had been so for longer than six months, and over a third had been out of work for over a year. What impact (if any) did the interventions have on moving these people closer to the labour market, and on reducing the size of this core overall?
- Whilst the study found a growing confidence amongst beneficiaries in mainstream provision, this was not clearly attributable to engagement with the projects, making it difficult to determine the value-added. The research points to a gap in our ability to accurately measure the impact of the projects, and in particular whether the commissioned interventions promoted a greater willingness on the part of beneficiaries to engage with mainstream provision and/or succeeded in reaching people who would not otherwise have benefited from employment services.

The longitudinal study suggested the following findings and lessons learnt to inform future interventions:

- Two of the barriers to employability were not reduced amongst beneficiaries: the effects of disability or ill health, and childcare
- Transport was also seen by respondents as a barrier to employment in terms of ease, speed and cost, with multiple journeys and transport modes required to reach employment destinations
- Beneficiaries emphasised the need for a wider selection of job vacancies or work placements beyond retail
- Some respondents also highlighted the need for staff to have a good knowledge of industry structures and the nature of work in different sectors
- Some respondents identified the need for projects to communicate more effectively with their clients both in terms of prospective opportunities and in-work support
- Project organisation and procedures were sometimes weak, with the result that clients' expectations and/or agreed deliverables were not met.
- The study findings questioned the interventions' success in engaging and targeting beneficiaries, particularly in terms of reaching those furthest from the labour market, and the researchers questioned the robustness of the engagement principles of the providers. The study provided evidence of projects supporting relatively skilled, well educated and economically mobile individuals who could not be classed as 'hard to reach' and therefore represented "easy wins for providers".

3.6 Ways into Work Impact Assessment: project brief

Context

The Ways into Work programme has been commissioned by Team Hackney since July 2009 to continue the City Strategy Pathfinder Programme funded through the DWP from April 2008-June 2009.

The current commissioned programme works with 1400 people, of which 60% should sustain their jobs after 13 weeks. The programme covers:

- Outreach programme –Registered Social Landlords and Hackney Homes Management Partners to undertake outreach to social housing estates across Hackney, reaching 50,000 homes
- General employment support
- Specialist employment support (to parents NEET young people and incapacity benefit claimants)
- Employers Gateway – Coordination of jobs agencies involved in the Ways into Work programme to ensure effective approach with employers

The contract value is £5.37m between July 2009 and March 2011.

Aim of research

To establish where the impact of the Ways into Work Programme is greatest: on which communities and in which areas? (NB: we will need to agree how we define what we mean by impact¹). Through this research, the aim would be to inform future programmes and resource priorities relating to worklessness, and local policy shaping relating to worklessness.

¹ Possible indicators

- Job retention
- Entry into jobs above a certain level of income
- A match between participants' aspirations and the jobs secured
- Evidence that the beneficiary have not got a job without the support

Work Programme and Methodology

Quantitative and qualitative data would be collected systematically between July 2010 and March 2011. This plan has been updated following further discussion, and the need to align with the Joint Investment Plan work.

Data	Collection	Analysis	Who	Timeline	Report back
Monitoring information presented in the data fields required as listed below ² .	Quarterly returns backed up by detailed breakdown by data fields Verified in Visits	Quarterly review of performance meetings	Officers from Partnerships and Policy and Performance	Q1 review: Sept 2010 Q2 review: Nov 2010 Q3 review: Feb 2011	Quarterly reports to EDP
Anecdotal evidence from IAG workers	Observations Specific focus groups	Review of anecdotal information about client profile, client experience and impact	Shawnee Keck	Sept-Dec 2010	Report back January 2011
Stakeholders' perspectives	Interviews	Review of stakeholder perspectives on programme reach & impact	Shawnee Keck	TBC: Hold until CESI work has been completed	TBC
Perspectives of organisations based in areas where Ways into Work is active	Interviews	Review of stakeholder perspectives on programme reach & impact	Shawnee Keck	TBC: Hold until CESI work has been completed	TBC
Client feedback	Focus groups with clients	Anecdotal information client profile, client experience and impact	External	October – December 2010	Report back January 2011
Client feedback	Longitudinal tracking	Anecdotal information client profile, client experience and impact	External	December 2010 July 2011	Report back June 2011

² Proposed data fields:

- 6 strands of equalities data monitoring (age/gender etc)
- Tenure and if relevant RSL
- Education and employment history and status
- Ward /
- Job aspiration at the beginning
- Destination by job type, terms and conditions and salary level
- Parents / lone parents
- Information about clients should also include benefits history and family history

The impact assessment will der:

- What has worked the best, and in which communities, and in which areas?
- Who has not been reached (with reference to the priority groups for worklessness programmes which will be agreed)? Do we know why?
- Who has been reached, but has not engaged? Do we know why?
- Which barriers to employability have proven to be the most difficult to address?

3.7 Update on developments with the Better Homes Partnership Board - Ways into Work Programme: A new social housing employment offer for Hackney

Report provided for	Economic Development Partnership (EDP) Task Group, 25th August 2010
Report Title	Ways into Work Programme-A New Social Housing Employment Offer for Hackney Update on developments with Better Homes Partnership Board
Report Author	Sonia Khan, Head of Commissioning, Partnerships, London Borough of Hackney
Date	19th August 2010

1. Overview

The report updates the group on the discussions which have taken place at the Better Homes Partnership Board with regard to the Ways into Work Programme, in terms of both better alignment of the existing programme and long term sustainability of the work.

This report is intended to supplement the main paper for consideration by the EDP task group, and to help inform planning around exit strategies for the commissioned programme.

2. Summary of discussion with Better Homes Partnership

On 2nd March 2010, Ian Ashman, co-chair of the EDP gave a presentation to the Better Homes Partnership (BHP) covering the cross-cutting review on worklessness and the Ways into Work Programme (WiW). The Partnership agreed that:

- the programme should be extended to include social landlords not currently engaged with the programme
- employment services offered by housing providers and the Ways into Work Programme should be aligned
- the programme should include employment opportunities offered by housing providers across the housing sector (i.e. not just construction but management, customer service etc)
- a joint investment protocol to support these actions should be developed and agreed.

A workshop was subsequently held on 20th May 2010 with key housing providers to scope the expansion of the Ways into Work (WiW) Programme and the June meeting of the BHP supported the following recommendations in principle, and agreed that the WiW team should bring the proposals back to the Board with further detail on what each of these actions would require in practice from partner organisations:

1. *Extend the service offer provided by the Housing Outreach.*
2. *Establish an industry focussed construction apprenticeship programme across the borough.*
3. *Pursue the establishment of an employment route into the housing sector*
4. *Support the development of a green jobs brokerage* - further information on the scale of the potential pilot projects was requested
5. *Development of a joint investment plan through establishing a clear business case and development fund:* It was agreed that requests for further support for these proposals would need to be accompanied by a clear indication of what exactly is required of partners (e.g. financial contribution, staff time etc, participation). It was also agreed that setting out

a clear business case for getting residents into work for the residents themselves, the landlord and the wider community, would aid this proposal.

The BHP will receive an update on progress in September, and a proposal in December.

To further develop this work, the Ways into Work Programme team prepared a specification, outlining key tasks required to inform both the development of the Joint investment framework and training/apprenticeship routes for the built environment, green skills and housing. Following a competitive tendering process they have appointed consultants to take this work forward over the next 4 months. An extract of the brief follows.

Scope of Work:

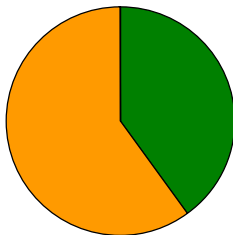
The appointed organisation is required to satisfactorily complete the following tasks:

- (a) Development of framework to allow LB Hackney to work in partnership with the social housing sector to progress the economic well-being of social housing residents in the borough. This will involve:
 - (i) Undertaking an impact assessment of recently employment related activity undertaken by the social housing sector in Hackney.
 - (ii) Develop a business case that presents the social and financial benefit and costs of social housing organisations mainstreaming employment related activity.
 - (iii) Set out a joint programme of activity covering the coordination of current programmes (2010/11) and the development of future initiatives (2011/12 – 2013/14) which will include the specific apprenticeship opportunities set out in points (b), (c) and (d) below.
 - (iv) Set out arrangements for a development fund (jointly supported by LB Hackney and the social housing sector) to develop and secure required resources for the future initiatives.
 - (v) Following consultation with key stakeholders, draw together all the elements of this consultancy into a Joint Investment Plan which outlines the Social Housing Employment Offer in Hackney 2011/12 – 2013/14.
- (b) Establish an apprenticeship programme for the '**Built Environment**' that is able to provide long-term unemployed residents with the skills and experience required by industry. The focus of this apprenticeship is training and employment opportunities in house building, housing maintenance and public sector new build programmes. This will involve:
 - (i) Reviewing the current construction apprenticeship activity of the social housing sector and producing recommendations for improving the coordination and effectiveness of this activity.
 - (ii) Assessing the HCA's new approach to delivering apprenticeships and other employment activity (as a requirement of the NAHP) and developing recommendations to support the housing sector to meet these requirements.
 - (iii) Determining industry requirements for supporting apprenticeships initiatives in the built environment (including those of the sector skills council).
 - (iv) In consultation with key stakeholders (including the HCA), developing a model for apprenticeships for the Built Environment which proposes the best method for enabling the long-term unemployed to gain the skills and experience needed to secure employment.

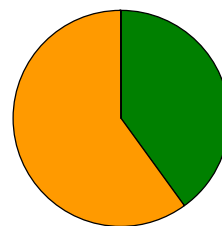
- (v) Outlining the framework for implementing the Built Environment Apprenticeship programme, including advice on procurement, managing development and making best use of the planning process.
- (c) Establish an innovative economic development programme for the '**Green Environment**' focussed on training, employment and enterprise opportunities related to retrofit programmes, installing carbon/waste reduction measures in housing, managing open space and landscaping. This will involve:
 - (i) Reviewing the current environmental activity being undertaken by the social housing sector with a view to determine the need and scope for establishing enterprise and apprenticeship opportunities in the Green Environment.
 - (ii) Consult with the housing sector on recruiting Green Environment apprentices within their organisations and through their supply chains.
 - (iii) Consult with environmental service organisations and the sector skills council on training and employment requirements for an apprenticeship programme.
 - (iv) Develop a model for a Green Apprenticeship programme for Hackney. Develop a framework for implementing the Green Apprenticeships programme in Hackney including advice on procurement, managing housing services & development schemes and making best use of the planning process.
 - (v) Consult with the housing sector on enterprise development opportunities within the Green economy and develop appropriate pilot initiatives..
 - (vi) Consult with the housing sector on supply chain development opportunities, supporting Green economy initiatives and develop appropriate pilot projects.
- (d) Establishing an apprenticeship programme for **Social Housing Organisations**. This will involve:
 - (i) Consulting with the social housing sector on the scope and requirements for establishing an apprenticeship programme leading to employment within social housing organisations.
 - (ii) Developing a model for the social housing sector apprenticeship.
 - (iii) Developing an implementation plan for establishing housing sector apprenticeships.

4.1 Economic Development Thematic Partnership Intervention Report QTR 1 2010-2011

Spend Risk Control (QTR 1)



Output Performance (QTR 1)



G - Spend is on track

A - Spend is not on track but in control

R - Spend is not in control

G - The intervention is on track and in control

A - The intervention is not on track but is in control

R - The intervention is not on track and is not in control (no plausible action plan in place).

Economic Development Thematic Partnership Intervention Report QTR 1 2010-2011

Intervention	Delivery Agent	Contract Value and End Date	Q1		Q2		Q3		Q4		Q1		Spend Action (if Red/Amber)	Performance Action (if Red/Amber)
			Spend	Performance	Spend	Performance	Spend	Performance	Spend	Performance	Spend	Performance		
													The reporting deadline was 16/07/10. If an intervention failed to meet this deadline and/or has provided insufficient evidence of spend details of this are highlighted in red text.	The reporting deadline was 16/07/10. If an intervention failed to meet this deadline and/or has provided insufficient evidence of spend details of this are highlighted in red text.
NI 151 Overall employment rate														
NI 153 Working age people claiming out of work benefits in the worst performing neighbourhoods														
Hackney LAA Reward Indicator - lone parents and Incapacity Benefit claimants supported into sustainable employment														
City Strategy Pathfinder	LBH, Neighbourhoods and Regeneration	£5,140,000 31/03/2010	D	D	A	A	A	A	G	G	A	A	Q1 - Monitoring return received late on 26/07. £397,252.03 (70%) underspend due to late invoices and time taken to get invoices processed for payment. Also, reduced capacity for delivery of specialist provision for parents due to transition to new contract. Full spend reprofiled to Q2.	Q1 - Monitoring return received late on 26/07. Q1 - Slightly below target on numbers of parents registered and entering jobs and IB claimants in sustainable employment due to transition to new contracts and slow start up of specialist providers, numbers will be recouped in future quarters. Corresponding numbers of parents and lone parents in sustainable employment well above target.

4.2 Ways into Work Progress Report Q1 2010/11

Set out below is the performance review of Ways into Work for Q1 2010/11. A more detailed programme output and finance breakdown has been provided to Team Hackney with the quarterly claim.

General performance

Ways into Work has exceeded target in regards to the general performance of the programme as per table below. WiW has registered over a thousand clients and has secured 259 jobs compared to the quarterly target of 175. We have also exceeded target in jobs sustained at 13 weeks with actual output of 129 compared to the quarterly target of 80.

Q1 2010/11 Output and Outcomes	Q1 Target	Q1 Actual	Q1 Variance
Total no. people registered	384	1036	652
<i>Of which are parents</i>	84	74	-10
Total no. receiving employability support	297	821	524
Total no. entering jobs	175	259	84
<i>Of which are BAME</i>	122	211	89
<i>Of which are parents</i>	50	44	-6
<i>Of which are lone parents</i>	12	23	11
<i>Of which are IB claimants</i>	4	17	13
Jobs sustained @13 weeks	80	129	49
<i>Of which are BAME</i>	53	91	38
<i>Of which are Parents</i>	25	54	29
<i>Of which are lone parents</i>	10	24	14
<i>Of which are IB claimants</i>	4	1	-3

WiW has been very successful registering Hackney residents onto the programme, majority of these registrations were achieved through outreach work via housing associations and some through the job brokers.

Everyone referred to a WiW employment provider receives pre-employment support of 6 hours or more, WiW has given 821 clients pre employability support in quarter one, with an overachievement of 524.

The three areas that have been identified as under performance are all based around the parent's aspect. After tendering for the Parents Specialist Service and careful consideration of the potential providers, decision has been made that Renaisi wouldn't be awarded with 2010/11 contract. Consequently, LifeLine has been awarded as the new Parents Specialist Service provider. Therefore, due to this transition and transfer of service it has slightly affected the delivery of this programme and the outputs are negligibly low, which can be easily recouped in the next quarter. Additionally, we're slightly below the target on IB claimants that can be easily recouped in the next quarter.

The specialist service was only delivered by Renaisi last year. Full monitoring on this was done by Renaisi and also by Talent to a certain degree, from quarter two we

have asked all our job brokers to monitor these performance indicators in regards to parents. Therefore, going forward we will be reporting to full capacity of the programme on these performance indicators.

Recruitment and procurement

Last Quarter we were waiting for the recruitment of the Employer Gateway manager but now we have a complete 'Ways into Work' team which consists of a Programme Delivery Manager, Client Gateway Manager, Employer Gateway Manager, Skills & Training manager and a Contract Monitoring & Performance Officer.

Talent & Renaisi were running on contract extension from March, Talent have been commissioned to carry on their service and Renaisi's service has been replaced by Lifeline. Therefore, contract & procurement processes are being finalised to secure these services.

The disability pilot scheme

Remploy is a central government funded organisation who has offered WiW 2 disabled jobs along with 20 live cases per month. The programme started very well with 2 immediate job starts. At the moment Remploy have registered 19 people as WiW clients and are working on job outcome.

Apprenticeship - Group Training Pilot Scheme

Partnership and Invest Team have forged a partnership with REDS10 (a national agency delivering consultancy and project management within housing and construction fields) to deliver an innovative construction apprenticeship scheme funded by LDA and Homes and Communities Agency.

This new scheme has been developed to overcome some of the difficulties associated with apprenticeship and modern methods of construction. In this model REDS10 recruits apprentices and offers them soft and vocational skills and places them with appropriate contractors and supply chain on a placement basis. The apprentices remain the employee of REDS10 until they achieve their full qualifications.

30 young people including ex-offenders and people with multiple barriers to training and employment have been selected and are undergoing final stages of their recruitment.

This scheme has been supported by CSkills, Summit Skills and London Employer Accord as well as Hackney Community College.

Hackney Homes WiW Volunteer Programme

The purpose of the volunteer programme is to engage working-age, unemployed Hackney Homes residents to support activities of the Ways into Work programme. Volunteers who take up this opportunity will gain skills and experience enhancing their employability. The overall outcome that is sought is to increase levels of employment through the Ways into Work programme, through the volunteers

enhancing the existing service as well as these volunteers gaining employment following the volunteer placement.

The programme is to create and provide the Hackney Homes Ways into Work team, with a well briefed and supported pool of volunteers. Voluntary Centre Hackney will be responsible for the co-ordination, support and placement of the volunteers. Hackney Homes will share responsibility for the briefing, placement of volunteers and be responsible for the overall management and funding of the scheme.




VCH will manage 30 volunteers over the course of a 3-term year. It is hoped that these volunteers continue with VCH on their Pathways to Employment programme. From the Pathways programme and the WiW Volunteer programme, at least 10 of these volunteers will aim to secure employment.




DAAT Education Training & Employment Advisor (ETEA)



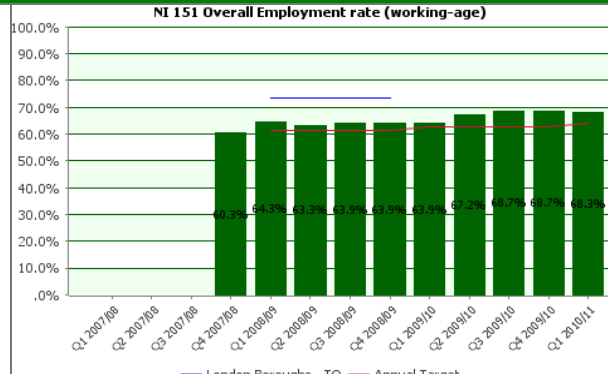
WiW will fund the post of an Education, Training and Employment Advisor (ETEA) to work with substance misuse clients as part of LBH Drug and Alcohol Action Team (DAAT) aftercare service. The new ETEA will have the responsibility to undertake extensive outreach programme with the DAAT clients, identifying and preparing suitable clients to be referred within the WiW's Employment and Training Brokerages.



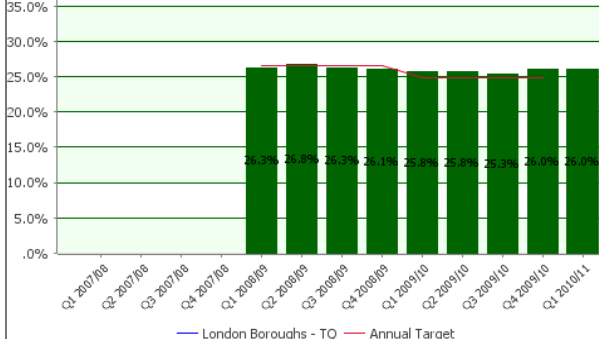


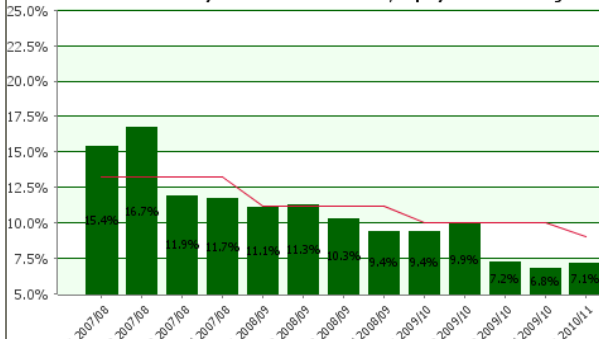


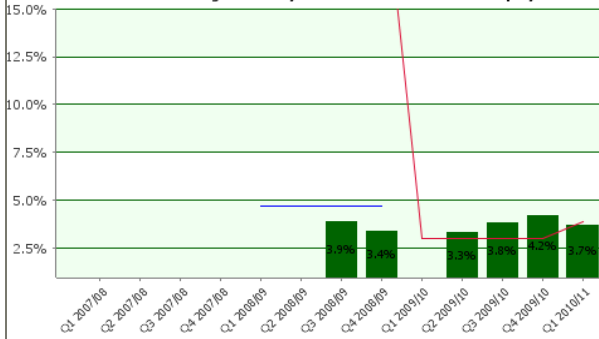
4.3 EDP – Quarterly LAA Performance Indicator Report

2010/11 Q1 LAA Performance

On course to achieve target?		Q1	Q2	Q3	Q4
	This PI is on course to achieve/exceed target.	10			
	This PI is below target, but likely to recover	3			
	This PI is below target and unlikely to recover	2			
N/A	Not available/applicable	3			

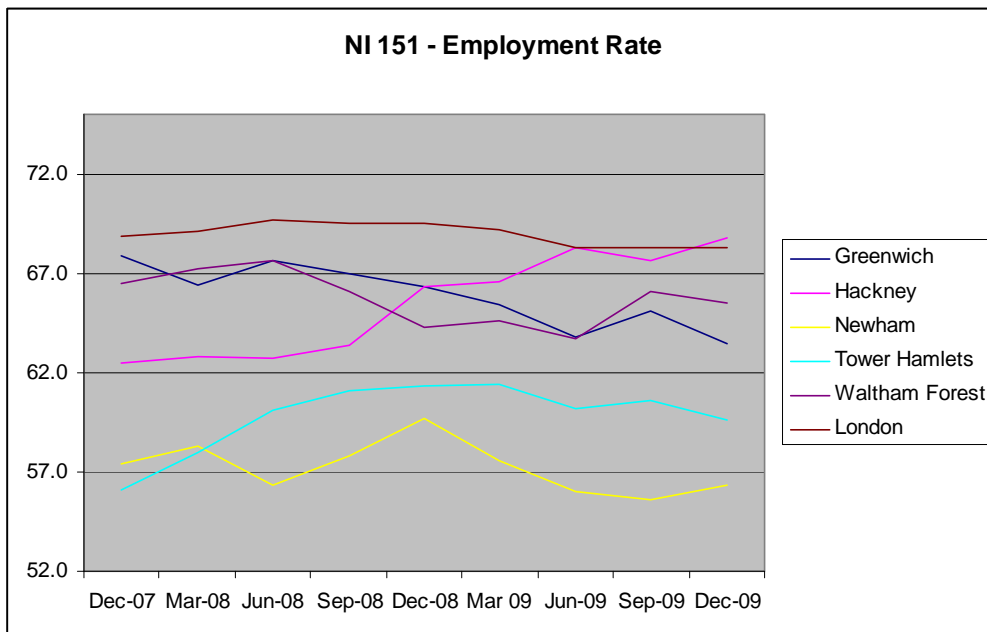
Performance compared to previous quarter		Q1	Q2	Q3	Q4
	The value of this PI has improved since the previous quarter.	7			
	The value of this PI has worsened since the previous quarter	7			
	The value of this PI has not changed since the previous quarter.	1			
N/A	Not available/applicable	3			

PI Code	Short Name	2008/09	2009/10	Q4 2009/10	Q1210/11	Target 2009/10	Direction of travel	Expected outcome	Chart																												
EDP targets																																					
NI 151	Overall Employment rate (working-age)	63.9%	69.0%	68.7%	68.3%	63.9%			<div><p>NI 151 Overall Employment rate (working-age)</p><table><thead><tr><th>Quarter</th><th>Employment Rate (%)</th></tr></thead><tbody><tr><td>Q1 2007/08</td><td>61.3%</td></tr><tr><td>Q2 2007/08</td><td>64.2%</td></tr><tr><td>Q3 2007/08</td><td>62.3%</td></tr><tr><td>Q4 2007/08</td><td>63.9%</td></tr><tr><td>Q1 2008/09</td><td>63.9%</td></tr><tr><td>Q2 2008/09</td><td>63.9%</td></tr><tr><td>Q3 2008/09</td><td>63.9%</td></tr><tr><td>Q4 2008/09</td><td>63.9%</td></tr><tr><td>Q1 2009/10</td><td>63.9%</td></tr><tr><td>Q2 2009/10</td><td>63.9%</td></tr><tr><td>Q3 2009/10</td><td>63.9%</td></tr><tr><td>Q4 2009/10</td><td>63.9%</td></tr><tr><td>Q1 2010/11</td><td>68.3%</td></tr></tbody></table><p>— London Boroughs - TQ — Annual Target</p></div>	Quarter	Employment Rate (%)	Q1 2007/08	61.3%	Q2 2007/08	64.2%	Q3 2007/08	62.3%	Q4 2007/08	63.9%	Q1 2008/09	63.9%	Q2 2008/09	63.9%	Q3 2008/09	63.9%	Q4 2008/09	63.9%	Q1 2009/10	63.9%	Q2 2009/10	63.9%	Q3 2009/10	63.9%	Q4 2009/10	63.9%	Q1 2010/11	68.3%
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PI Code	Short Name	2008/09	2009/10	Q4 2009/10	Q1210/11	Target 2009/10	Direction of travel	Expected outcome	Chart																												
NI 153	Working age people claiming out of work benefits in the worst performing	26.1%	26.0%	26.0%	26.0%	N/A			<div><div>NI 153 Working age people claiming out of work benefits in the worst performing Neighbourhoods</div><table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2007/08</td><td>26.3%</td></tr><tr><td>Q2 2007/08</td><td>26.3%</td></tr><tr><td>Q3 2007/08</td><td>26.3%</td></tr><tr><td>Q4 2007/08</td><td>26.3%</td></tr><tr><td>Q1 2008/09</td><td>26.3%</td></tr><tr><td>Q2 2008/09</td><td>26.3%</td></tr><tr><td>Q3 2008/09</td><td>26.3%</td></tr><tr><td>Q4 2008/09</td><td>26.3%</td></tr><tr><td>Q1 2009/10</td><td>25.8%</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>26.0%</td></tr></tbody></table><div>London Boroughs - TQAnnual Target</div></div>	Quarter	Percentage	Q1 2007/08	26.3%	Q2 2007/08	26.3%	Q3 2007/08	26.3%	Q4 2007/08	26.3%	Q1 2008/09	26.3%	Q2 2008/09	26.3%	Q3 2008/09	26.3%	Q4 2008/09	26.3%	Q1 2009/10	25.8%	Q2 2009/10	25.8%	Q3 2009/10	25.3%	Q4 2009/10	26.0%	Q1 2010/11	26.0%
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Supporting indicators																																					
NI 117	16 to 18 year olds who are not in education, employment or training (NEET)	10.0%	8.6%	6.8%	7.1%	9.0%			<div><div>NI 117 % of 16-18 year olds not in education,employment or training</div><table><thead><tr><th>Quarter</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>16.7%</td></tr><tr><td>Q3 2007/08</td><td>11.9%</td></tr><tr><td>Q4 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>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>Q1 2010/11</td><td>7.1%</td></tr></tbody></table><div>London Boroughs - TQAnnual Target</div></div>	Quarter	Percentage	Q1 2007/08	15.4%	Q2 2007/08	16.7%	Q3 2007/08	11.9%	Q4 2007/08	11.7%	Q1 2008/09	11.1%	Q2 2008/09	11.3%	Q3 2008/09	10.3%	Q4 2008/09	9.4%	Q1 2009/10	9.4%	Q2 2009/10	9.9%	Q3 2009/10	7.2%	Q4 2009/10	6.8%	Q1 2010/11	7.1%
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NI 150	Adults receiving secondary mental health services in employment	3.5%	4.2%	4.2%	3.7%	3.9%			<div><div>NI 150 Adults receiving secondary mental health services in employment</div><table><thead><tr><th>Quarter</th><th>Percentage</th></tr></thead><tbody><tr><td>Q1 2007/08</td><td>4.9%</td></tr><tr><td>Q2 2007/08</td><td>4.9%</td></tr><tr><td>Q3 2007/08</td><td>4.9%</td></tr><tr><td>Q4 2007/08</td><td>4.9%</td></tr><tr><td>Q1 2008/09</td><td>4.9%</td></tr><tr><td>Q2 2008/09</td><td>4.9%</td></tr><tr><td>Q3 2008/09</td><td>4.9%</td></tr><tr><td>Q4 2008/09</td><td>4.9%</td></tr><tr><td>Q1 2009/10</td><td>4.9%</td></tr><tr><td>Q2 2009/10</td><td>3.3%</td></tr><tr><td>Q3 2009/10</td><td>3.8%</td></tr><tr><td>Q4 2009/10</td><td>4.2%</td></tr><tr><td>Q1 2010/11</td><td>3.7%</td></tr></tbody></table><div>London Boroughs - TQAnnual Target</div></div>	Quarter	Percentage	Q1 2007/08	4.9%	Q2 2007/08	4.9%	Q3 2007/08	4.9%	Q4 2007/08	4.9%	Q1 2008/09	4.9%	Q2 2008/09	4.9%	Q3 2008/09	4.9%	Q4 2008/09	4.9%	Q1 2009/10	4.9%	Q2 2009/10	3.3%	Q3 2009/10	3.8%	Q4 2009/10	4.2%	Q1 2010/11	3.7%
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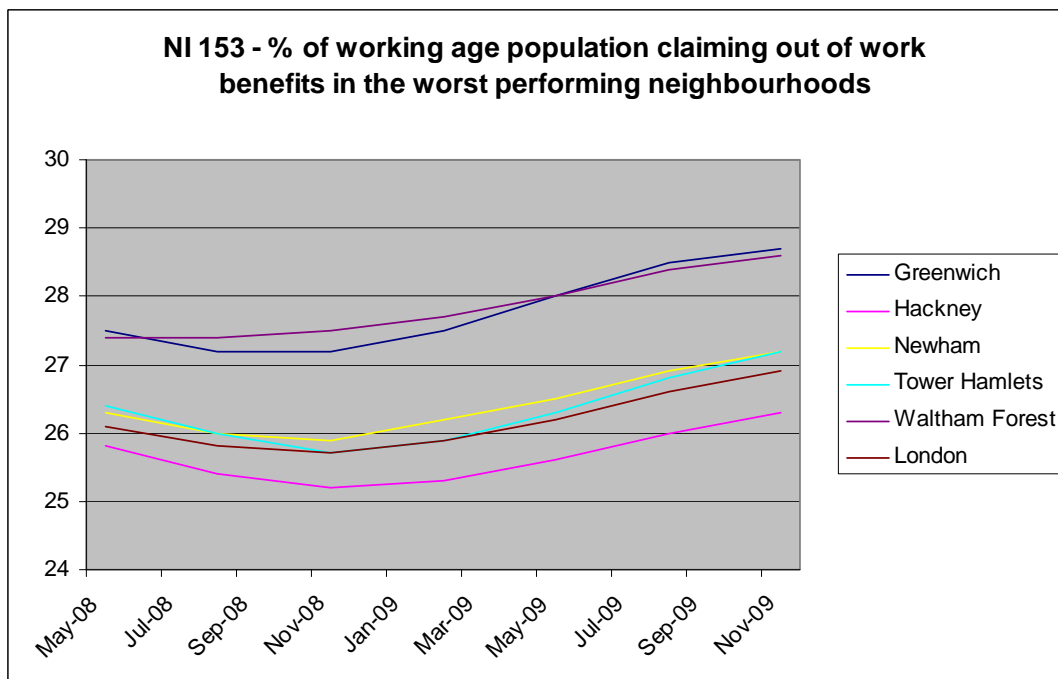
4.4 Analysis of key labour market trends, September 2010

1) NI 151 – Overall employment rate



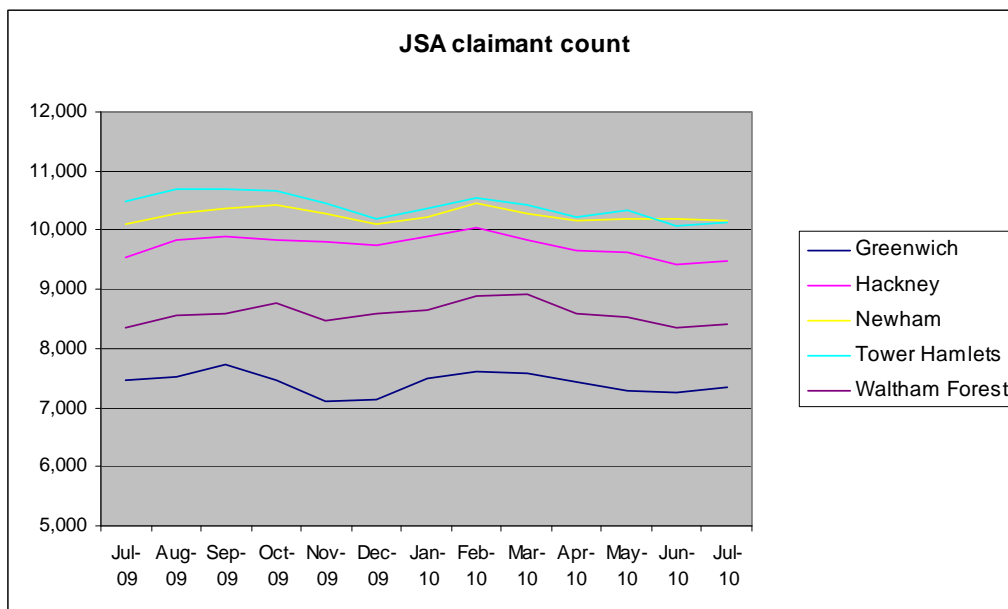
- Hackney's employment rate increased from September to December '09. It now stands at 68.8%, 0.5% above the London average.
- In numerical terms, the number of Hackney residents in employment has increased from 91,800 to 104,900 over the past 2 years.
- Hackney and Tower Hamlets are the only Host Boroughs which have experienced an overall increase in employment rate over the last 2 years.

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



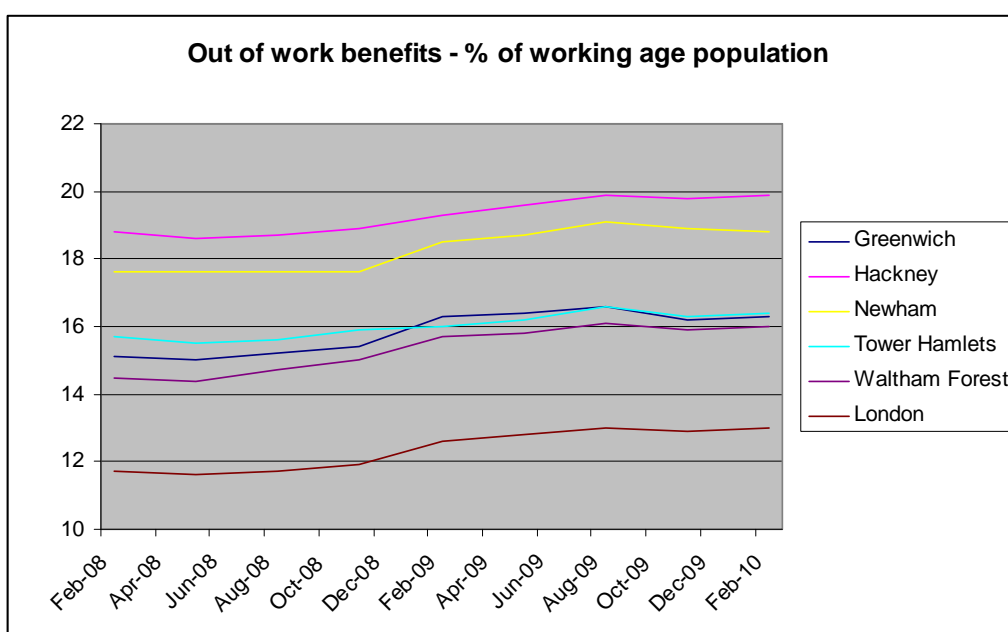
- Hackney has a lower % of residents (26.3%) claiming out of work benefits in its 'worst performing neighbourhoods'¹ than both the other Host Boroughs and London.
- Since the start of 2009, the positive downward trend has been reversed. This coincides with high levels of JSA claimants.
- The renegotiated 10/11 target for NI 153 is for Hackney to be 0.4% above London (rather than an absolute target). Hackney's latest outturn (relating to Nov '09) is 0.6% above London.

3) JSA claimant count



- Hackney's JSA claimant count increased slightly from June to July, although it is still lower than the peak of over 10,000 claimants in February 2010.
- 6.3% of Hackney's working age population are claiming JSA – a rate which (joint with Newham) is higher than the other Host Boroughs, and significantly higher than the London average of 4.0%.
- The % of total claimants in July '10 aged 18-24 is 19.6% - lower than in July '09 (23.0%)

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



¹ 'worst performing neighbourhoods' are those LSOAs where 25%+ of working age residents were claiming key out of work benefits in May '07 (NI baseline)

- Hackney has the highest proportion of out of work benefit claimants (19.9%) of all the Host Boroughs
- This difference is largely due to the high number of IB/ESA claimants in LBH – 8.9% of the working age population.
- The trend for LBH since Feb 08 is in-line with the other Host Boroughs and London as whole. This reflects the sharp spike in JSA claimants during the first half of 2009.

5) Qualification levels



- Since 2005, the % of Hackney residents with Level 1+ qualifications (i.e. all qualifications above level 1) has increased from 57.7% to 70.8%.
- The rise in the % of residents with graduate level qualifications (i.e. level 4+) has been particularly sharp (from 28.9% to 46%).
- While Hackney has a higher proportion of graduates than London as a whole, a higher % of residents are also below level 1 (29.2% compared with 26%).

Andrew Munk
Economic Research & Policy Officer
London Borough of Hackney
~~xxxx~~

Report Title	Hackney Partnership Agreement – Draft proposals and development of the 2011-2014 LAA
Report Author	James Palmer
For	Economic Development Partnership Board
Date	27 August 2010

Philosophy

LAA's may or may not be supported by central government in the future with GoL abolished there is no clear responsible body so it is likely that any involvement will be slight.

In Hackney it has been a strong tool to build common ground and consensus within the partnership, alongside measuring performance.

- We should ensure that the concept of a basket of shared performance indicators remains central to the work of the partnership.
- Indicators should be linked directly to the delivery of the Sustainable Communities Strategy.
- We should not use indicators that are not fit for purpose, even if they are the only ones in the NI set that are linked directly to an identified outcome (e.g. mental health).

Draft process

- Revisit the current suite of LAA indicators; identify a core that will be recommended to HMT/Cabinet/LSP for consideration. Alongside identification of any gaps
- Produce draft suite of local indicators, and discuss further throughout partnership structure.
- Set targets (need to take account of central governments role).

Rough timescales

July/August – officer produce recommendations as above

September – first discussions HMT and Partnership Boards

October – summary of progress and emerging themes PIE/Team Hackney Board

October – Officer challenge and recommendations

November – Back to thematic Boards

Jan 2011 onwards – whole partnership event to agree suite

Agreement timescales

HMT – March 2010

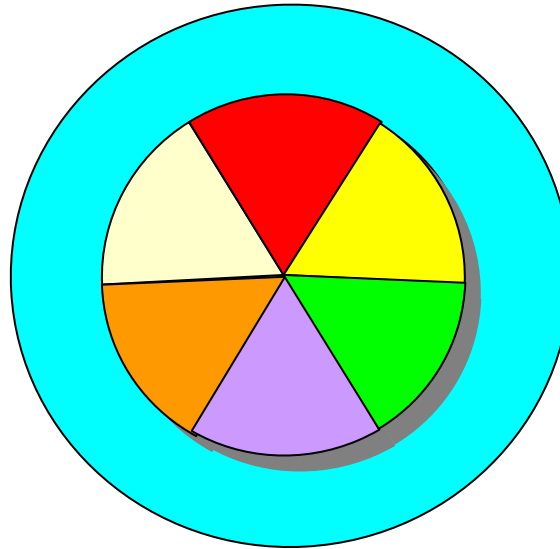
PIE - 9th March 2010

Cabinet - 21st March 2010 (on forward plan)

Team Hackney Board - 31st March 2010

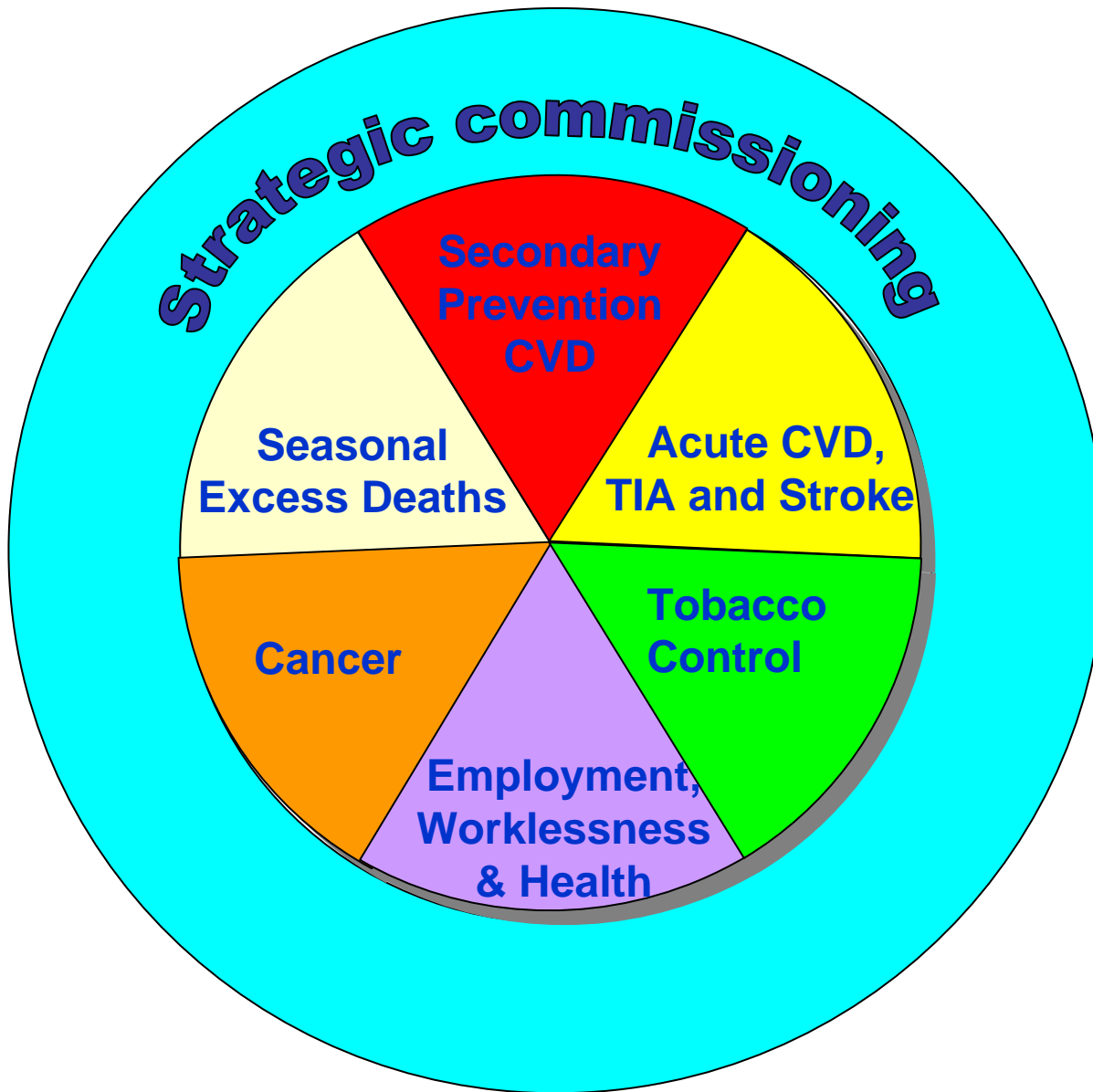
Health Inequalities National Support Team Feedback

Systematic Delivery of Population Interventions



Hackney

7th – 11th June 2010



Strengths



Employment,
Worklessness
& Health

There are considerable strengths in Hackneys approach to outreach support:

- The 'Ways into Work' (WiW) programme -
 - With everyone referred onto a WiW employment provider receiving pre-employment support, e.g. a skills and aspirations assessment, guidance on identifying suitable employment and a tailored personal development / action plan.
 - Through the Single Points of Access (SPA), more streamlined services made available to the hardest to reach
 - Outreach through Registered Social Landlords and Hackney Homes' Management Partners to engage clients on estates across Hackney, complemented by referrals from the Children Centres, JCP, training organisations and the community sector
- Steps are being taken towards the introduction of a 'Gateway Manager' responsible for the co-ordination, quality control, consistency of approach and capacity building of outreach activity

Strengths



- HINST identified significant other strengths, for example:
 - Externally recognised good practice in commissioning by Hackney Council and the PCT
 - There is a strong positive relationship between local partners and Job Centre Plus
 - The ‘traffic light’ system for workless people –with its inbuilt indication of client job-readiness
 - PCT engagement with the Public Sector Action Group work on Apprenticeships

Employment, Worklessness & Health

- a strategic framework

	WORKLESS PEOPLE, JOB SEEKERS	EMPLOYEES	EMPLOYERS
Sustain employ- ment			
↑	<u>Transition to work</u> – to sustain the jobseeker in employment.	<u>Workplace health</u> <ul style="list-style-type: none"> ○ occupational health services. ○ Fit for Work Services (FFWS) – similar to the national Pilots, including case managers. ○ In-work support -e.g. help with housing, debt or becoming a carer 	<u>Employer support</u> support to employers in respect of new job-seeker entrants, and employees who develop health conditions or social difficulties
Entry into employ- ment			
↓	<u>Employability Support</u> for workless people needs to be aligned to the recruitment needs of local employers		<u>Employer engagement</u> <ul style="list-style-type: none"> ○ Recruitment - encouraging employers to give priority to workless people. ○ Job Broking - intermediary between the employer and the jobseekers
Workless ness			

Recommendations



Employability Support

- Outreach has a strong and laudable emphasis on engagement with residents of social rented housing through Registered Social Landlord (RSL's) HINST endorses the intention to adopt a similar approach with the private rented sector which, albeit smaller numerically, is highly likely to contain a high proportion of people with multiple problems including worklessness and poor health /health prospects
- HINST endorses the commitment made by the PCT (and re-iterated in the workshop) to work with Job Centre Plus on the extension of employment advice in doctors surgeries and in the new South East Resource Centre
- The strength of Hackneys approach to outreach might also be enhanced by:
 - A 'case conference' partnership approach to vulnerable individuals at times of potential stress e.g. when taken off incapacity benefits
 - Aids to effective signposting by GPs, health trainers and other professionals e.g. an integrated website for signposting to health, employability, housing, welfare rights and debt services

Recommendations



Employer engagement

- HINST endorses the existing actions* and recommends the further development of a strong focus on employer engagement:
 - Using information from employers so that employability support services for workless clients are better geared towards local employment opportunities
 - The development of positive attitudes in local employers to create a willingness to recruit and support workless people -from agencies receiving consistent and positive messages about the recruitment of workless people
 - Ensuring continued 'best fit' between the current and future planned programmes of the 'Ways into Work' Programme and the JCP programmes (including the Pathways to Work Programme /Condition Management Programme (CMP))
- HINST endorses the proposed introduction of a 'Gateway Manager' responsible for the co-ordination, quality control, consistency of approach and capacity building of job brokerage activity

Recommendations



Employment,
Worklessness
& Health

Transition to work

- Currently Work Directions offers follow up for 52 weeks after people are placed in work.
- However, to meet the apparent need, the HINST recommends the development of a focus on in-work support, if only to sustain the investment in workless people prior to job-entry.
- Services need to be well calibrated to individual need e.g. help with waking in the morning, presence in the evening of the first payday to help avoid a relapse into alcohol or drugs, etc.

Recommendations



Workplace health

- In an environment of economic difficulty, HINST believes that programmes to prevent people 'falling out' of work - for reasons of health or social circumstance, are an important complement to programmes for workless people. The HINST recommends the development of a more systematic approach to 'fit for work' /in-work support - through a local review of the national Fit For Work Service (FFWS) pilots, including:
 - making the best use of partnership arrangements, for example, services offered by 'Ways into Work' and the Condition Management Programme (CMP –Pathways to Work), and
 - Recognising and enhancing the mental health services already provided by City and Hackney Mind Education and Employment Services in the form of a dedicated work retention service to adults already in employment
- Statutory partners should consider sharing their occupational health arrangements with Small and Medium Enterprises (SMEs)
- There is also potential for the systematic use of health trainers to work with occupational health and the Condition Management Programme

Recommendations



Employment,
Worklessness
& Health

Statutory partners as corporate employers

- It is recommended that each statutory partner reviews it's own policies and procedures in relation to the Workplace health elements i.e.
 - Employer engagement -in terms of it's own recruitment policies
 - Transition to work -when employing workless people
 - Workplace health
- Partners are likely to be the beneficiaries of their own improvements in service e.g. health partners as beneficiaries of the resultant improvements in health