

# A New Commitment to Neighbourhood Renewal

National Strategy  
Action Plan





**CABINET  
OFFICE**

# A New Commitment to Neighbourhood Renewal

## National Strategy Action Plan

Report by the  
Social Exclusion Unit



January 2001

This National Strategy applies to England only, but will be drawn upon by the administrations in Scotland, Wales and Northern Ireland in compiling their distinctive strategies.

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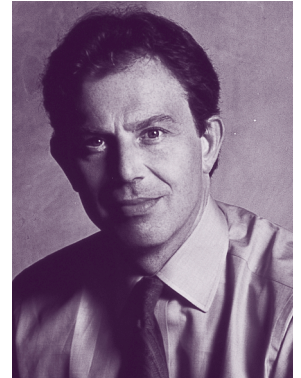
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# Contents

<b>FOREWORD</b>	<b>5</b>
<b>SUMMARY</b>	<b>7</b>
<b>CHAPTER 1 ANALYSIS</b>	<b>12</b>
<b>CHAPTER 2 SUCCESS AND GOOD PRACTICE</b>	<b>21</b>
<b>CHAPTER 3 STRATEGY</b>	<b>24</b>
<b>CHAPTER 4 NEW POLICIES, FUNDING AND TARGETS</b>	<b>32</b>
<b>CHAPTER 5 JOINING IT UP LOCALLY</b>	<b>43</b>
<b>CHAPTER 6 NATIONAL AND REGIONAL SUPPORT</b>	<b>54</b>
<b>CHAPTER 7 GOVERNMENT COMMITMENTS TO NEIGHBOURHOOD RENEWAL</b>	<b>61</b>
<b>ANNEXES</b>	<b>68</b>
<b>ANNEX A MAIN MESSAGES FROM THE SEU'S CONSULTATION</b>	<b>68</b>
<b>ANNEX B BACKGROUND TO THE ACTION PLAN</b>	<b>74</b>
<b>ANNEX C WHAT DIFFERENT SECTORS CAN CONTRIBUTE</b>	<b>76</b>
<b>ANNEX D THE NEIGHBOURHOOD RENEWAL FUND: PUBLISHED DRAFT GUIDANCE</b>	<b>83</b>
<b>ANNEX E BACKGROUND: TRACKING CHANGES FROM THE CONSULTATION DOCUMENT</b>	<b>89</b>
<b>ANNEX F EXAMPLES OF GOOD PRACTICE</b>	<b>94</b>
<b>ANNEX G CHECKLIST FOR DEVELOPING LOCAL NEIGHBOURHOOD RENEWAL STRATEGIES: STEPS IN DEVELOPING STRATEGIES</b>	<b>117</b>
<b>FURTHER INFORMATION</b>	<b>122</b>
<b>LIST OF ABBREVIATIONS</b>	<b>123</b>
<b>NOTES</b>	<b>126</b>

# FOREWORD BY THE PRIME MINISTER

When we came into office, we inherited a country where hundreds of neighbourhoods were scarred by unemployment, educational failure and crime. They had become progressively more cut off from the prosperity and opportunities that most of us take for granted. Communities were breaking down. Public services were failing. People had started to lose hope. That's why I asked the Social Exclusion Unit to work on developing a new and integrated approach to reversing this decline.



Since then, we have seen substantial progress on many fronts. A million more people are in work, with the largest improvements in high unemployment areas. The Working Families Tax Credit and Minimum Wage are making work pay for millions of people. Schools have sharply improved literacy and numeracy standards, with the greatest improvements in deprived areas.

But reversing years of decline requires long-term investment and new ways of working. The Spending Review set out a major boost of public spending, including an extra £11 billion for education and training and £12 billion for the NHS over the next three years. For the first time, we have set targets not just for the national average, but for outcomes in deprived areas, which will ensure that a fair share of these increases goes to deprived areas.

But more needs to be done to build on these successes and ensure investment delivers results. This Action Plan sets out a National Strategy for Neighbourhood Renewal to narrow the gap between outcomes in deprived areas and the rest. It builds on the work of 18 Policy Action Teams, involving hundreds of people inside and outside Government, and thousands of people across the country through consultation.

The Action Plan sets out a new approach to renewing poor neighbourhoods. This approach is different for four reasons. First, the true scale of the problem is being addressed – not the tens but the hundreds of severely deprived neighbourhoods. Second, the focus is not just on housing and the physical fabric of neighbourhoods, but the fundamental problems of worklessness, crime and poor public services – poor schools, too few GPs and policing. Third, the Strategy harnesses the hundreds of billions of pounds spent by the key Government departments, rather than relying on one-off regeneration spending. Fourth, the Strategy puts in place new ideas including Neighbourhood Management and Local Strategic Partnerships for empowering residents and getting public, private and voluntary organisations to work in partnership.

I believe the ideas and commitments made in this document will deliver real change on the ground – revived economies, safer communities and high quality public services.

My vision is of a nation where no-one is seriously disadvantaged by where they live, where power, wealth and opportunity are in the hands of the many not the few. This Action Plan is a crucial step in creating one nation, not separated by class, race, or where people live.

*Tony Blair*

# SUMMARY

## The problem

- 1 Over the past twenty years, hundreds of poor neighbourhoods have seen their basic quality of life become increasingly detached from the rest of society. People living just streets apart became separated by a gulf in prosperity and opportunity.
- 2 These are places where more than two in five people rely on means-tested benefits, where three-quarters of young people fail to get five good GCSEs, and where, across England as a whole, a million homes are empty or hard to fill.
- 3 Many neighbourhoods have been stuck in a spiral of decline. Areas with high crime and unemployment rates acquired poor reputations, so people, shops and employers left. As people moved out, high turnover and empty homes created more opportunities for crime, vandalism and drug dealing.
- 4 These neighbourhoods exist right across the country, north and south, rural and urban. They may be cut off on the edge of cities, or close to city centres and wealthy suburbs. They may be high-rise council estates, or streets of private rented or even owner-occupied homes.

## Causes

- 5 As **Chapter 1** sets out, neighbourhood decline has been fuelled by a combination of factors. These have included economic change and the decline of old industries leading to mass joblessness, skills demands and entrepreneurship of new industries. At the same time, we have seen more family breakdown, the declining popularity of social housing and ever greater concentration of vulnerable people in poor neighbourhoods.
- 6 But Government policies have not been good enough at tackling these issues, and sometimes they have been part of the problem. Departments have worked at cross purposes on problems that required a joined-up response. Too much reliance was put on short-term regeneration initiatives in a handful of areas and too little was done about the failure of mainstream public services in hundreds of neighbourhoods. There was too little attention to the problems of worklessness, crime, and poor education and health services. Government failed to harness the knowledge and energy of local people, or empower them to develop their own solutions. There was a lack of leadership, and a failure to spread what works and encourage innovation.

## Can anything be done?

- 7 It is a daunting task to turn around a problem that has been over twenty years in the making. But progress has to be made, both for the sake of people living in deprived neighbourhoods and the rest of society. It is both unfair, and economically wasteful, to have so many people suffering from ill health, crime, unemployment and failing schools.
- 8 The picture is not without hope. As **Chapter 2** sets out, over the past three years, economic prosperity and educational opportunity have increased not just in affluent areas, but right across the country. Unemployment has fallen faster than the national average in 19 out of the 20 highest unemployment areas. Of the most improving areas for literacy and maths, the majority are in deprived districts.

- 9 At a local level, there are some neighbourhoods where despite high levels of poverty and poor physical conditions, dramatic changes have been achieved on individual problems such as crime, health and jobs. This report highlights many of these examples – including a Neighbourhood Warden scheme in Hartlepool which cut crime by 35 per cent, a GP practice in Runcorn which has reduced the number of fatal heart attacks by 40 per cent, and an employment project in Harlesden which has got 2,000 clients into jobs. The challenge is to ensure many more neighbourhoods progress in tackling problems on all fronts.
- 10 The Government is under no illusions about the difficulty of doing this. That is why the Social Exclusion Unit was charged with developing a long-term comprehensive approach, working in an unprecedentedly open and consultative way involving 400 people from inside and outside Government in 18 Policy Action Teams, and thousands more in consultation events.
- 11 In parallel, the Government made poor neighbourhoods a big feature of the last Spending Review – making sure the Government invests the dividends of successful economic management in measures that will deliver social and economic improvement.

## Vision, Goals and Strategy

- 12 This work has produced agreement on the vision that, within 10 to 20 years, no-one should be seriously disadvantaged by where they live. People on low incomes should not have to suffer conditions and services that are failing, and so different from what the rest of the population receives.
- 13 The vision is reflected in two long-term goals:
  - In all the poorest neighbourhoods, to have common goals of lower worklessness and crime, and better health, skills, housing and physical environment.
  - To narrow the gap on these measures between the most deprived neighbourhoods and the rest of the country.
- 14 **Chapter 3** sets out the overview of a more comprehensive approach to area deprivation than has been attempted before. There are three key dimensions to this:
  - new policies, funding and targets (described in **Chapter 4**);
  - better local co-ordination and community empowerment (described in **Chapter 5**); and
  - national and regional support (described in **Chapter 6**).
- 15 These chapters list 105 departmental commitments which are brought together in **Chapter 7**. The main points are summarised below.

## I New policies, funding and targets

16 Following the Spending Review 2000, Whitehall departments will be judged for the first time on the areas where they are doing worst rather than on the national average. This document sets out a raft of commitments to policies, resources and targets, which can only be achieved if departments work well together, and with local communities and service providers. The Government's commitment to a platform of stability has created the opportunity for improved investment and public services for all. The challenge in deprived areas as elsewhere is to use this opportunity to generate better services, new jobs and a new culture of enterprise for all.

17 The key changes over the next three years, set out in **Chapter 4**, include:

### *Work and Enterprise*

18 The Departments for Education and Employment (DfEE) and of Social Security have three-year targets to raise employment rates in the 30 local authority districts with the poorest initial labour market position to narrow the gap between these areas and overall rates, and to do the same for disadvantaged groups.

19 Key policies to achieve these targets for the next three years include: making the New Deal permanent; £40 million for 32 Action Teams for Jobs; a large investment in childcare and transport; making work pay through benefit and tax changes; the new Small Business Service and a £96 million Phoenix Fund to encourage enterprise in deprived areas; more funding and flexibility for Regional Development Agencies; and follow-up to the Social Investment Task Force.

### *Crime*

20 The Home Office has a target to reduce burglary by 25 per cent and ensure no district has a burglary rate more than three times the national average. Policies to support this and other crime reduction objectives over the next three years include: a £1.6 billion increase in spending on the police by 2003–04; an £18.5 million Neighbourhood Wardens Fund; a three-year Crime Reduction Programme with over £200 million already committed to more than 1,000 projects; a new responsibility for Crime and Disorder Reduction Partnerships to tackle anti-social behaviour and improve reporting of racist crime; and a new National Drug Treatment Agency with funding over the next three years rising by an average of 10 per cent a year.

### *Education and skills*

21 DfEE has targets to ensure that no Local Education Authority has fewer than 38 per cent of pupils getting 5 GCSEs at A\*–C and that no school has fewer than 25 per cent of pupils getting 5 GCSEs A\*–C by 2004. A further target will be set later in 2001 to ensure that no authority has fewer than a set percentage of pupils achieving the expected standards of literacy and numeracy.

22 Policies include: extending Sure Start to cover a third of infants by 2004; extending the coverage of the Excellence in Cities programme; creating a Children's Fund to work with vulnerable 5 to 13 year olds; creating the Connexions Service to keep 13 to 19 year olds in learning; establishing 6000 online centres; and an Adult Basic Skills Strategy aimed at helping 750,000 people improve basic skills by 2004.



### *Health*

- 23 The Department of Health has committed itself to narrowing the health gap between socio-economic groups, and between the most deprived areas and the rest of the country. Specific targets will be set in 2001. Key policy changes over the next three years include: long-term investment through the NHS Plan with a 6.1 per cent increase in funding each year; making reducing health inequalities a key criterion for allocating NHS resources; incentives to recruit and retain primary care staff in deprived areas; 200 Personal Medical Service Pilots, mainly in deprived areas, to improve primary care; and a free national interpretation and translation service in all NHS premises through NHS Direct.

### *Housing and the physical environment*

- 24 The Department of the Environment, Transport and the Regions has new targets, such as to reduce by 33 per cent the number of households living in non-decent social housing by 2004, with the most improvement in the most deprived local authority areas. Key measures include: an extra £1.6 billion investment in housing over the next three years; £80 million extra a year for housing management by 2003–04; expanding the transfer of local authority homes to Registered Social Landlords; and measures to tackle low demand and abandonment, including a clear lead role for local authorities and pilot funding of demolition by the Housing Corporation.
- 25 These actions complement the vision of an urban renaissance and measures set out in the Urban White Paper.

## **II Joining up locally and empowering communities**

- 26 Second, it is essential to co-ordinate services around the needs of each neighbourhood if these resources and policies are to translate into real change. Despite all the money, people and initiatives that operate in deprived neighbourhoods, there has never been anyone to take responsibility for tackling their problems. **Chapter 5** sets out two ideas to meet these challenges:
- **Local Strategic Partnerships (LSPs)** – a single body that brings together at local level the different parts of the public sector as well as private, voluntary and community sectors so that different initiatives and services support rather than contradict each other.
  - **Neighbourhood Management** may achieve this at an even smaller scale, with someone visibly taking responsibility at the sharp end.
- 27 The Government is supporting regeneration in the 88 most deprived local authority districts with an £800 million Neighbourhood Renewal Fund, and £45 million will be invested in at least two rounds of Neighbourhood Management pathfinders over the next three years.
- 28 Communities in the 88 most deprived districts will also get around £400,000 each over three years to help them to participate in LSPs through the **Community Empowerment Fund** (over £35 million in total), and **Community Chests** worth £50 million in total will fund local small grant schemes so communities can run their own projects.

## **III National and Regional Support**

- 29 Finally, Government needs to be more joined up and to work with local partners in a totally new way. Government needs to support and monitor progress in local communities, spread news about successful projects, and change how Whitehall does things where that is necessary.

- 30 To support this, **Chapter 6** sets out the following key changes:
- The Government is setting up a new **Neighbourhood Renewal Unit** (NRU) to spearhead change across and outside Government, and make sure the Government delivers on its commitments. It will report to the Minister for Local Government, Regeneration and the Regions, and a Cabinet-level committee chaired by the Deputy Prime Minister.
  - **Neighbourhood Renewal Teams in the Regions** will oversee local renewal strategies, administer funding and join up Government policy.
  - **Neighbourhood Statistics** will help to track progress in neighbourhoods and identify those at risk of decline. This will begin shortly with the publication of ward-level figures.
  - The NRU will create a **knowledge management system** to share evidence of what works, and ensure that people working on the ground have the necessary skills and training.

### What will have changed?

- 31 It is easy to be sceptical about change. But recent achievements show what can be done.
- 32 Three years ago, there was no New Deal to tackle unemployment, no National Minimum Wage or Working Families Tax Credit, and no Sure Start or decent child development programme for infants. Many people could not get a basic bank account. Neighbourhood Wardens were just a good idea working in a few areas, but Government had done nothing to promote it. There was no youth policy, no-one in charge of targeting people at risk of dropping out of education, and children excluded from school often got no education at all. Radical change has now been made on all these fronts.
- 33 Over the next three years, the pace of change will be no less radical. There is a stable economy, an unprecedented investment in public services, and tough targets to deliver in the poorest places. Communities, local services, business and voluntary and faith groups are all ready and willing to participate. This Action Plan sets out the Government's new commitment to work with them to spread prosperity and opportunity more widely than ever before.

# Chapter 1: Analysis

## Chapter summary

The gap in living standards between the most deprived neighbourhoods and the rest of the country is wide, and grew through the 1980s and into the 1990s. This matters both to residents and more widely through its social and economic consequences. This chapter defines what is meant by deprived neighbourhoods, and sets out the scale and causes of their problems.

## What the National Strategy is about

- 1.1 The purpose of the National Strategy for Neighbourhood Renewal is to tackle the unacceptably bad conditions in this country's poor neighbourhoods.
- 1.2 By focusing on the area aspects of social exclusion, it complements other social exclusion policies that look at particular groups, such as unemployed people, people from ethnic minorities, lone parents or older people, regardless of where they live.
- 1.3 By focusing on the social exclusion aspects of specific areas, it complements frameworks such as the Urban and Rural White Papers and local Government reform, which look at the overall needs of localities whether they are poor or not.

## The gap between poor neighbourhoods and the rest of the country

- 1.4 Two past Social Exclusion Unit (SEU) reports have shown the large gap between England's most deprived neighbourhoods and the rest of the country.<sup>1</sup> The figures below show up-to-date examples of the disparity:
  - in the 10 per cent most deprived wards in 1998, 44 per cent of people relied on means tested benefits, compared with a national average of 22 per cent;<sup>2</sup>
  - in the 10 per cent most deprived wards in 1998, over 60 per cent of children lived in households that relied on means tested benefits;<sup>3</sup>
  - in 1998–99, the employment rate in Tower Hamlets was 55 per cent, compared with 74 per cent nationally;<sup>4</sup>
  - the domestic burglary rate in North Manchester in 1999–2000 was 24.8 per 1,000 population – compared with 8.7 nationally. Violence against the person was 37.8 per 1,000 population, compared with 11.4 nationally;<sup>5</sup>
  - in 1998, only 11 of the 488 schools with more than 35 per cent of pupils on free school meals attained the national average level of GCSE passes;<sup>6</sup>
  - during 1999, 26 per cent more people died from coronary heart disease in the 20 per cent most deprived Health Authorities than in the country as a whole;<sup>7</sup>
  - 43 per cent of all housing in the 10 per cent most deprived wards is not in a decent state, compared with 29 per cent elsewhere;<sup>8</sup> and

- 19 per cent of all homes in the 10 per cent most deprived wards are in areas suffering from high levels of vacancy, disrepair, dereliction or vandalism, compared with 5 per cent of homes elsewhere.<sup>9</sup>

1.5 The boxes below give some key facts and definitions about deprived neighbourhoods:

## KEY FACTS AND DEFINITIONS

### What is a neighbourhood?

- The SEU's work has focused on deprivation at the neighbourhood level because this is where the sharpest disparities are seen. Looking at a larger scale, such as a region or local authority, conceals the most extreme pockets of deprivation.
- There is no exact definition of what makes a neighbourhood. Local perceptions of neighbourhoods may be defined by natural dividing lines such as roads and rivers, changes in housing design or tenure, or the sense of community generated around centres such as schools, shops or transport links. Neighbourhoods vary in size, but tend to be made up of several thousand people. Many are dominated by local authority or housing association property, but others have a higher proportion of privately-owned housing.
- To get an idea of what is going on at neighbourhood level, statistics from electoral wards are often used. This is only a proxy – but at the moment it is the best one we have. Some wards include several neighbourhoods and some neighbourhoods cross ward boundaries. Getting better statistics about small neighbourhoods is one of the priorities of the National Strategy.

### How many poor neighbourhoods are there?

- Deprivation is a spectrum and there is no clear cut off below which a neighbourhood can be described as deprived, and above which it is not.
- However, the Government's Indices of Deprivation use the statistics we do have to rank England's wards by level of deprivation. There is little disagreement that the poorest 10 per cent of wards face very serious deprivation – with child poverty three times the national average.<sup>10</sup> The poorest 10 per cent include 841 wards.

### Where are the poorest neighbourhoods?

- There are deprived wards in every region, but the highest concentrations are in four regions: the North East (19 per cent of the most deprived wards), the North West (25.7 per cent), London (18 per cent), and Yorkshire and Humberside (9.4 per cent). The proportion of the regional population living in the most deprived wards in these regions is 35.9 per cent in the North East, 28.4 per cent in the North West, 18.8 per cent in London and 21.6 per cent in Yorkshire and Humberside.<sup>11</sup>
- 82 per cent of the most deprived wards are concentrated in 88 local authority districts.<sup>12</sup> Most of these wards are in urban areas, one-industry or no-industry towns, and coal mining areas. However, at least 16 of the 88 most deprived districts contain substantial rural areas.<sup>13</sup> The new Indices of Deprivation 2000 take more account of rural poverty than their predecessors.

## KEY FACTS AND DEFINITIONS (continued)

### Who lives in poor neighbourhoods?

- 70 per cent of all people from ethnic minorities live in the 88 most deprived local authority districts, compared with 40 per cent of the general population;<sup>14</sup> and
- 18 per cent of England's children live in the most deprived 10 per cent of wards.<sup>15</sup>

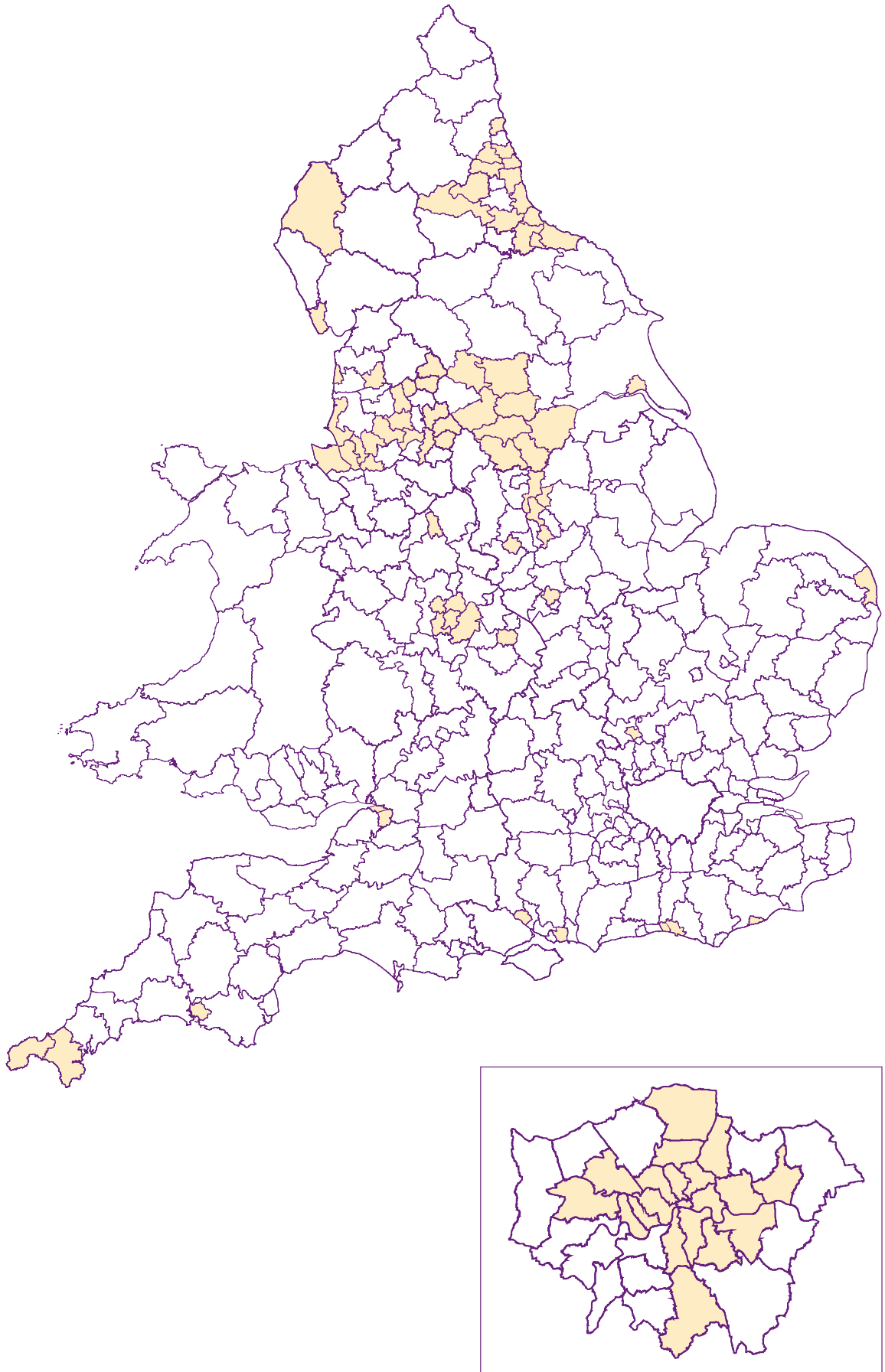
The table below shows the diverse range of people who live in some deprived neighbourhoods which were selected as pathfinders for the New Deal for Communities (NDC) programme. In particular, it demonstrates the over-representation of ethnic minorities and young people.

### Diversity in NDC pathfinder areas<sup>16</sup>

	Ethnic minority (%)	Retired (%)	Under-16 (%)
<b>Sandwell</b>	29.9	18.6	22.8
<b>Bradford</b>	45.8	14.8	19.1
<b>Nottingham</b>	27.3	7.6	14.6
<b>Manchester</b>	5.0	15.6	26.4
<b>Middlesbrough</b>	2.6	14.1	25.2
<b>Newham</b>	33.3	14.3	24.2
<b>Tower Hamlets</b>	73.0	13.0	34.0
<b>ENGLAND</b>	5.9	18.2	20.5

No comparable figures exist for disability in deprived areas but the experience of individual NDC pathfinders is that disabled people are also over-represented. For instance, in the Middlesbrough NDC area, the claim rates of Incapacity Benefit and Severe Disability Allowance were twice the GB average in 1998.

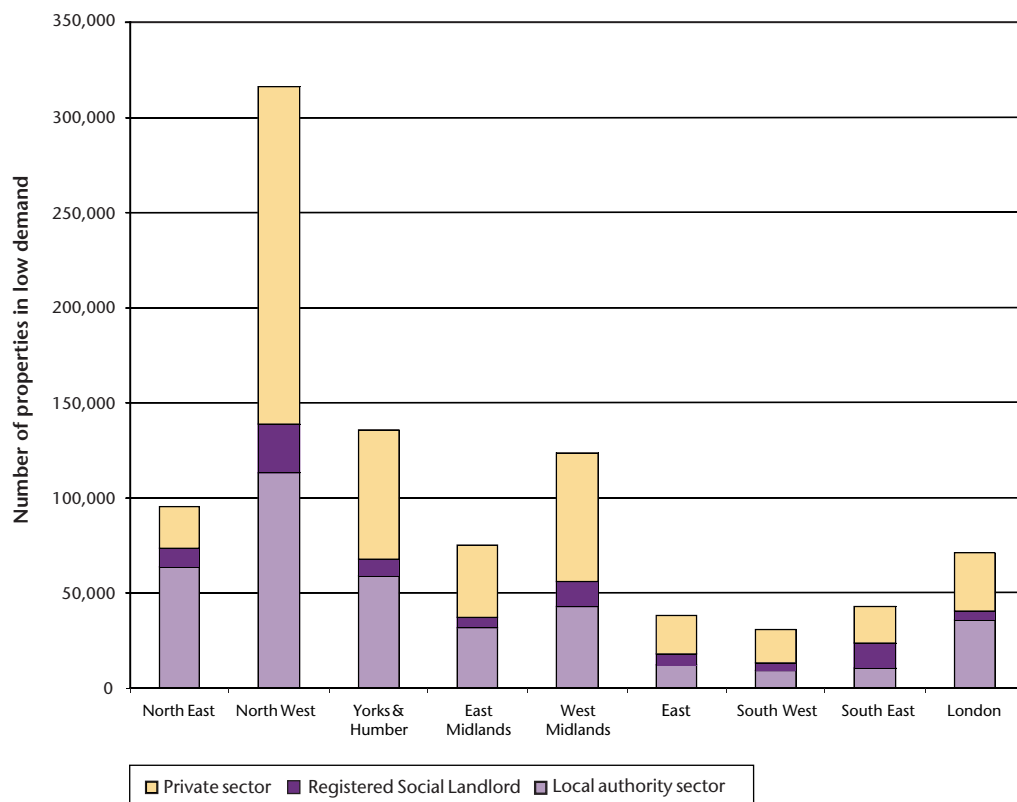
1.6 The map below illustrates the location of the 88 most deprived local authority districts:



## Trends

- 1.7 Past SEU reports have documented how the gap between poor neighbourhoods and the rest widened over the 1980s and into the 1990s.<sup>17</sup> Over this period, communities became less mixed and more vulnerable with poor people more likely to be concentrated in the same places. Places that started with the highest unemployment often also saw the greatest rise in unemployment. Health inequalities widened. The proportion of people living in relatively low-income households more than doubled between the end of the 1970s and the beginning of the 1990s.<sup>18</sup> Child poverty more than trebled between 1979 and 1995–96.<sup>19</sup>
- 1.8 The entrenched poverty and breakdown of some areas also led to new problems. One of the most striking is the issue of low demand for housing, and area abandonment. The 1999 Policy Action Team report on Unpopular Housing found that over half of local authorities (58 per cent) had reported increased problems with low demand in the local authority sector over the previous three years.<sup>20</sup> This is a problem that varies dramatically by region, as shown in the chart below.<sup>21</sup>

### Incidence of low demand housing by region – Private Sector, Registered Social Landlord and Local Authority Sectors



## Why it matters

1.9 Deprivation matters both to those who experience it and those who do not.

- Poor services in deprived neighbourhoods compound the misery of living on a low income, with people who already have trouble making ends meet also facing higher prices in shops, worse schools, fewer doctors and higher rates of crime. This can be particularly problematic for especially vulnerable groups including older people, lone parents, disabled people, and black and minority ethnic residents.
- Multiple deprivation blocks the routes out of poverty, as having had a poor education or coming from an area with a bad reputation makes it harder to get a job. This deprives the economy of workers, customers, entrepreneurs and taxpayers, and costs society dear in terms of higher unemployment, poor health and high crime rates.
- The extent of deprivation in urban neighbourhoods has contributed to the outflow from cities to the edge of town.<sup>22</sup> And it is not just an urban problem – multiple deprivation has also become increasingly marked in some rural and coastal communities, causing population loss there too.
- The problem bears unequally on different groups in society, with people from ethnic minorities and young people disproportionately likely to live in deprived neighbourhoods.

## Why the gap is so wide

1.10 The wide gap between poor neighbourhoods and the rest results from a complex combination of factors. Some of the factors are social and economic changes that have affected many countries. When these combine they can create a complex and fast-moving vicious cycle. But, over several decades, the policies and actions of central and local Government have not been good enough at tackling these issues; and sometimes they have been part of the problem.

### Social and economic changes

1.11 The social and economic changes that have affected neighbourhoods include:

- mass joblessness as the result of several recessions, and the decline of manufacturing industry;
- rising skill demands affecting future employment prospects;
- more family breakdown, with the majority of lone parents reliant on benefit;
- declining popularity of social housing;
- the increasing concentration of vulnerable people in deprived neighbourhoods; and
- increasing availability of drugs and the growth of the drug economy.

### Vicious cycles

1.12 Any of these changes can start to reduce the resources and sustainability of a neighbourhood, and when they combine a vicious cycle can take hold. For example:

- areas with high unemployment rates also often have poor reputations, making it harder for people who live there to get jobs;



- if you know few other people with jobs, you have less access to the networks that often help to find employment;
- if a community is under pressure, its public services are put under strain too, just when they are most needed;
- if the income of an area goes down, it is less likely to be able to sustain shops and banks, but has more need than ever of access to credit and good value shops; and
- if people start to leave an area, high turnover can destabilise communities, and if properties are not filled, desertion creates a deteriorating physical environment and more opportunity for crime.

### **Government policies**

1.13 Work on the Action Plan has identified six key barriers which have prevented past efforts achieving a step change:

- Failure to address the problems of local economies.
- Failure to promote safe and stable communities.
- Poor core public services, such as health, education etc.
- Failure to involve communities.
- Lack of leadership and joint working.
- Insufficient information and poor use of it.

#### **i) Failure to address the problems of local economies**

1.14 No neighbourhood will ever be sustainable if the underlying economics cannot be made to work. Some of the ways in which past policies have been weak on this are set out below.

- A boom and bust economy.
- Not tackling the barriers to work, such as lack of skills, transport, childcare and discrimination.
- High rents making some social housing areas affordable only to those on benefits.
- Poor links between housing planning and economic development.
- Too little attention to links between neighbourhoods and wider local and regional economies.
- Failure to attract business in to capitalise on the under-used resources – people, buildings and land – as well as under-served consumer markets.

#### **ii) Failure to promote safe and stable communities**

1.15 Efforts to regenerate poor neighbourhoods often failed because crime and other threats to communities' well-being were not properly addressed. The threats included:

- Poor housing and neighbourhood design which made places hard to supervise, and allowed crime to flourish.

- Unclear responsibility for dealing with anti-social behaviour, or racial harassment.
- Poor educational and leisure opportunities for young people, and a failure to support vulnerable children, or to tackle truancy and school exclusion.
- The growing problem of low demand for housing and abandonment.

### iii) Poor core public services

1.16 Though tackling crime and economic decline is essential, there are a whole range of other services that need to be adequate in deprived neighbourhoods if they are to become places where people can prosper and want to stay.

1.17 However, the poorest areas have often received the poorest public services. Many professionals acknowledge that services are struggling – and the statistics bear this out. For example, of the 488 schools with more than 35 per cent of pupils on free school meals, only 11 attained the national average level of GCSE passes in 1998.<sup>23</sup> There are 50 per cent more GPs per head in Kingston and Richmond or Oxfordshire than in Sunderland or Barnsley, after adjusting for the age and needs of their respective populations.<sup>24</sup>

1.18 The reasons for weak services in poor neighbourhoods include:

- too many special programmes and short-term initiatives rather than a comprehensive, sustained response through mainstream services;
- failure to focus on outcomes;
- national targets that focused on averages and concealed wide variations;
- insufficient funding of main programmes;
- failure to give staff adequate training and support, financial rewards or recognition; and
- failure to encourage innovation and spread 'what works'.

### iv) Failure to involve communities

1.19 As the good practice examples in this document show (see **Chapter 2** and **Annex F**), neighbourhood renewal starts from a proper understanding of the needs of communities. Communities need to be consulted and listened to, and the most effective interventions are often those where communities are actively involved in their design and delivery, and where possible in the driving seat. Often, this applies as much to 'communities of interest' – like black and minority ethnic groups, faith communities, older or younger people, or disabled people – as it does to geographical communities. The report on the Stephen Lawrence inquiry points to some important lessons for all service providers in how institutions need to do better for black and minority ethnic groups.<sup>25</sup>

1.20 But all too often – in the interest of quick results – change has been imposed from above without proper understanding of what the problems are, or there has been no support for communities to get involved. Money goes into the neighbourhood, and leaves it again almost instantly as no funding and no jobs go directly to residents.

#### v) Lack of leadership and joint working

1.21 Lack of leadership and joint working has compounded all the problems already described. Until now, no one institution, at local, regional or national level, has had clear responsibility for the fate of deprived neighbourhoods. This has had a number of consequences:

- policy gaps or contradictions, as issues that straddled several departmental boundaries were neglected, or addressed in an uncoordinated way;
- 'partnership-itis', as central departments kept on inventing new delivery and strategy bodies for local implementation;
- no clear strategy, goals or accountability; and
- frustration for residents and external partners as each agency 'passed the buck'. This has meant that residents, businesses and others could not hold anyone to account, and did not know who to turn to if they wanted to get involved in improving a neighbourhood.

#### vi) Insufficient information and poor use of it

1.22 Failure to collect and share information about deprived neighbourhoods has contributed to policy failures:

- the growing scale of neighbourhood deprivation was not identified early or powerfully enough;
- information has not been connected up across different professional boundaries, such as on jobs, education, crime, health, housing and the physical environment, and other local issues – yet success in one field is often dependent on what is happening elsewhere;
- policies did not reflect an understanding of how neighbourhoods change over time, for instance how housing markets, school results and availability of private services influence choice;
- failures and successes of mainstream programmes and special interventions have often gone unidentified; and
- the knowledge that is available has not been well disseminated to those who need to know, to prevent people from 're-inventing the wheel'.

### The Government's response

1.23 Work on the National Strategy has produced wide-ranging agreement on the causes of the problem, as summarised in this chapter, as well as some powerful examples of things that are being tried and found to work on the ground. The next chapter sets out a summary of some of these examples; later chapters explain how new policies and resources will be brought to bear on the problems of poor neighbourhoods, and how this will be joined up at local and national level.

## ■ Chapter 2: Success and good practice

### Chapter summary

This chapter highlights a number of good examples of successful local initiatives that tackle problems faced by deprived neighbourhoods. Alongside this, the Government has also seen many of its policies turn into results and this chapter focuses on some key successes.

- 2.1 The previous chapter analysed the causes of neighbourhood deprivation and discussed why past policies have not reversed the downward trend in deprived neighbourhoods. It is vital that we recognise these failures and learn lessons for the future. But it would be wrong to suggest that there are no success stories to learn from.
- 2.2 Work on Policy Action Teams and the National Strategy has identified numerous examples of local initiatives that have been enormously successful in improving life in deprived areas. Examples are listed in more detail in **Annex F**, but this chapter highlights a handful as well as setting out how national action is beginning to show results too.

### Local good practice

#### Jobs and local economies

- 2.3 **Annex F** lists a wide range of local initiatives to improve employment in poor neighbourhoods. They include Dingle Opportunities Ltd, set up following the decline of the port of Liverpool, to help local people find work. Among a range of activities, the company introduced small grants to help people overcome particular barriers to work and supported business start-ups. In addition, it developed a skills database to match skills to jobs. The organisation has supported over 250 local businesses since it began, and has led to the creation of more than 42 new ones. The 'LEAP' organisation in Harlesden has seen similarly positive results, placing 2,000 local people into jobs since 1993. Other examples in the annex include a church charity in Peckham which uses house calls to find people missed by other job schemes, projects in Manchester, Haringey and Wiltshire to remove transport barriers to work, a Northolt scheme to help young mothers back to work and a Grimethorpe jobshop that helps clients with CVs and interview skills in a supportive community environment.

#### Crime

- 2.4 Many of the most successful approaches to crime now being put into practice draw on rigorous use of information about where crimes are committed, and creative thinking about how to increase preventive and protective factors. Examples in **Annex F** include the Safer Estates Task Force in Pennywell, Sunderland. In 1997, Pennywell suffered from a burglary rate 40 times the national average. The Task Force – a partnership between police, the local authority and local Single Regeneration Budget (SRB) projects – collaborated to address the problem. Since then, burglary and juvenile disorder have been reduced by about half. Numbers leaving the estate have fallen substantially, with new tenants staying longer. **Annex F** also includes examples of an anti-truancy project in Newham that has reduced youth crime rates in school hours by a third, a Leicester scheme that cut commercial crime by a third, a focus on hoax calls to the fire service that cut rates by 80 per cent in Merseyside and a Hartlepool Neighbourhood Warden scheme which cut crime by 35 per cent over three years.

## Skills

- 2.5 **Annex F** lists a wide range of approaches which are making a difference in skills and education. One example is Argyle Primary School in London which faced a broad range of problems in 1993, including unsatisfactory teaching in core subjects and average annual attendance of only 72 per cent. A new head took over the school, and introduced a programme of change, giving clear leadership, and involving parents and staff in key decisions. The school received an outstanding OFSTED report in 1997.
- 2.6 Other examples include a project using football clubs as a basis for study support, approaches that are working in Moss Side and Devon and Cornwall with young people at risk of exclusion and underachievement, and projects in Hackney, Manchester and Leeds that are re-engaging adults in learning.

## Health

- 2.7 Some health initiatives have achieved dramatic results through better use of data. In the early 1990s, a GP practice in a deprived area of Runcorn covered a population with high death rates from cardiovascular and coronary heart disease (CHD). A new approach to prevention was adopted and patients at risk of heart attacks were identified and encouraged to start taking steps proven to reduce the risk of an attack. Within three years, the number of non-fatal heart attacks had nearly halved, and the number of fatal heart attacks had fallen by over 40 per cent. The new approach has been introduced throughout the Primary Care Group, with numbers of fatal heart attacks rapidly reducing as a result. A similar approach in Northumberland is expected to prevent up to 250 strokes or heart attacks over the next five years.
- 2.8 Other examples in **Annex F** include an initiative in Sunderland that brought two GPs to a deprived area and saw Accident and Emergency service use fall by 42 per cent, a community health project in Waltham Forest that cut prescribed medication use by 33 per cent, a Haringey medical practice which has set up a telephone interpretation service to allow Turkish speakers to communicate with their GP, and a health visitor led project in Falmouth which has improved breastfeeding rates and reduced post-natal depression.

## Housing and physical environment

- 2.9 Many of the examples of housing and environmental improvements listed in **Annex F** demonstrate the importance of attention to the basics. For example, good on-the-spot management and 'super-caretakers' have radically reduced complaints in Broadwater Farm estate, while better management in a Birmingham estate reduced re-let times from the slowest in the city to the third fastest.
- 2.10 Other examples listed in **Annex F** include action in Manchester and Mansfield to market rented housing more effectively so as to create more mixed communities, physical redesign in Hulme, Hackney, Bristol and Morecambe and projects in Middlesbrough and Sandwell to improve housing so as to tackle respiratory problems.

## Partnership working and community involvement

- 2.11 Community involvement and partnership working are key factors in the success of many of the examples in **Annex F**. Since 1992, Area Co-ordination in Coventry has brought together a range of public agencies to ensure services support regeneration and work together in a joined-up way in partnership with local people.
- 2.12 Projects in Waltham Forest and in Bristol have changed the ways that services are delivered, while initiatives in Edinburgh and Hammersmith ensure that local people influence decision-making in their areas.

## National results

2.13 These local success stories are mirrored by positive signs nationally, where Government programmes like the New Deal and the drive to improve school standards are already having an impact, even – and often especially – in the most disadvantaged areas:

### Results

- Employment has increased over the last year by 354,000, meaning 1,071,000 more people in work since spring 1997. It is at its highest ever level of 27.97 million.<sup>26</sup>
- Up to December 2000, 254,000 young people have found work through the New Deal (including 28,700 from black and minority ethnic groups).<sup>27</sup>
- Unemployment has fallen faster than the national average in 19 of the 20 highest unemployment areas.<sup>28</sup>
- In Tower Hamlets in 1999, 17,000 more people were in work than in 1997 – a rise of 8.6 percentage points.<sup>29</sup>
- Local Crime and Disorder Strategies are already having an impact in deprived areas. For instance, in Manchester, burglary fell by 11 per cent and car crime by 6 per cent in their first year.<sup>30</sup>
- Domestic burglary has fallen by nearly a quarter since 1997, to the lowest level for ten years. Vehicle crime has fallen by 17 per cent since 1997. Overall crime remains 6 per cent lower than in 1997.<sup>31</sup>
- All LEAs in deprived areas improved both their Key Stage 2 Maths and English performance between 1998 and 2000.<sup>32</sup>
- 44 LEAs in the most deprived 88 areas improved their Key Stage 2 Maths performance by 14 per cent or more between 1998 and 2000. The most improved area was Tower Hamlets, with an improvement of 23 per cent.<sup>33</sup>
- 24 LEAs in deprived areas improved their Key Stage 2 English performance by 11 per cent or more over the same period.<sup>34</sup>
- Education Action Zones (EAZs) have achieved improvement at 4 per cent above the national average on Key Stage 2 Maths; improvement in GCSE results at twice the rate outside the zones; and significantly improved attendance in many Education Action Zone schools, especially Sheffield, Newham and Wigan.<sup>35</sup>
- The number of pupils permanently excluded from school fell by nearly 2,000 in 1998–99, with the gap between exclusion rates for black children and other children falling.<sup>36</sup>
- In 1998–99, around 14,600 people in Health Action Zones set a date to quit smoking through smoking cessation services, with 39 per cent reporting themselves successful at a four-week follow-up.<sup>37</sup>

2.14 The New Deal for Communities, launched as a pathfinder programme in 1998 for the National Strategy for Neighbourhood Renewal, has already started to offer some useful ‘lessons learnt’. It has shown that it is possible for partnerships whose boards have a majority of community representatives to run a major neighbourhood renewal programme successfully, and that communities and key public agencies must both be involved in renewal programmes. It has also demonstrated that true community involvement takes time, and that if programmes are to deliver change, they must focus on delivery and need people with strong skills in programme management. The programme has already delivered results, with radical changes in the delivery of ‘street services’ (e.g. refuse collection) in Barton Hill, Bristol, and with action to reduce crime in Manchester.

2.15 **Chapter 3** explains how these successes will be built on to secure sustained improvements in the quality of life in deprived areas.

## ■ Chapter 3: Strategy

### Chapter summary

This chapter outlines the three key dimensions of the Government's National Strategy for Neighbourhood Renewal: new national policies, funding and targets to tackle the root problems of unemployment, crime and poor services, new ideas to empower communities and join up action locally, and new structures to provide national and regional leadership.

- 3.1 **Chapter 1** set out the scale and intensity of problems facing hundreds of neighbourhoods in this country. **Chapter 2** showed examples of what is being achieved in some areas. The issue is how to replicate these successes in all the neighbourhoods where conditions are unacceptably bad. This was the objective for the National Strategy for Neighbourhood Renewal commissioned by the Prime Minister in September 1998.
- 3.2 This work has been pursued through an unprecedented exercise in joint working within and outside Government. 18 Policy Action Teams (PATs) were set up to look at policy problems affecting deprived neighbourhoods, bringing together civil servants and experts from local Government, the voluntary and community sectors, and others living or working in deprived areas. Around 85 per cent of the Teams' recommendations have been accepted, and just over 10 per cent have been accepted in part or are under consideration.<sup>38</sup> Many are already being implemented and making a difference on the ground. Details of these are set out in the PAT Audit, to be published in the next few weeks.
- 3.3 The ideas from the PATs contributed to a framework version of the National Strategy, which was published in April 2000 and was the subject of wide consultation.<sup>39</sup> The support and ideas put forward during consultation have been critical in developing this action plan.
- 3.4 In parallel, many of the same issues were discussed in a special Treasury-led Spending Review on 'Government Interventions in Deprived Areas' which fed into the key resource decisions and target setting announced in July 2000.<sup>40</sup>

### Vision and long-term goals

- 3.5 This process has produced a wide consensus around a vision of how life should change in deprived areas. The Government's vision for the National Strategy is that within 10 to 20 years, no-one should be seriously disadvantaged by where they live. There will always be some people and places that are poorer than others, but:
  - we should be able to arrest and reverse the wholesale decline of deprived neighbourhoods, and prevent it from recurring;
  - it should no longer be accepted as routine that people on low incomes should suffer conditions and services that are failing and so sharply different from what the rest of the population receives;
  - all neighbourhoods in the country should be free of fear, and be somewhere people can see a future for their family; and
  - we should not have neighbourhoods where so many people's number one priority is to move out.

3.6 This vision is reflected in two long-term goals:

- to have lower worklessness; less crime; better health; better skills; and better housing and physical environment in all the poorest neighbourhoods; and
- to narrow the gap on these measures between the most deprived neighbourhoods and the rest of the country.

Consultation on the National Strategy framework showed substantial support for these goals. The inclusion of housing and the physical environment as an additional outcome following the consultation recognises the poor state of housing and the physical environment in many deprived areas, and the part it plays in social exclusion.

## The Strategy

3.7 These two long-term goals become **Commitment 1** of the Action Plan. They are unashamedly long term and the country is a long way from meeting them at the moment. Quantified ten-to-twenty year targets will not be set for another two to three years. But this document sets in place the foundations which will enable the Government and communities to chart their path towards this vision, and clear success measures for the next three years. The strategy has three main elements:

- new policies, funding and targets to tackle problems such as unemployment, crime and poor services;
- effective drivers of change at local and community level; and
- national leadership and support.

3.8 What follows sets out briefly what is meant by each of these and how it differs from what has gone before. The three strands are covered in more detail in **Chapters 4, 5 and 6** respectively.

## I Policies, funding and targets

3.9 Following the 2000 Spending Review and the work of the PATs, every department with an impact on the key problems of deprived neighbourhoods has new policies, new funding and new targets as a focus for their efforts.

3.10 These targets are part of the Public Service Agreements (PSAs) to which Government departments have committed themselves in return for resources from the Treasury. This means that neighbourhood renewal is being placed at the heart of the agenda for each department.

3.11 For each of these targets, the Government department identified will have lead responsibility. But they will have to work closely with other departments, as well as stakeholders at local authority and neighbourhood levels, to achieve them. Departments will be working up and publishing implementation strategies that will set out how they will achieve them. A full set of targets is laid out in the table at the end of this chapter. The Social Exclusion Unit (and in due course the Neighbourhood Renewal Unit) will publish on its website lists of all of the areas affected by national targets as they are announced.



- 3.12 Local Strategic Partnerships (LSPs), described in Paragraphs 3.14 to 3.17 below (and in detail in **Chapter 5**), provide a way for local areas to take ownership of these targets and to set their own ambitious targets for deprived neighbourhoods. One way of giving such targets added bite (especially for local authorities) would be to incorporate them into a local PSA and/or Best Value Performance Plan.<sup>41</sup>
- 3.13 The five boxes that follow summarise briefly the national policies, funding and targets which have already been decided to address the barriers listed in **Chapter 1**, tackling the issues of economies, crime and poor services.

## Employment and economies

On employment, the main changes in the wake of the Spending Review include: making the New Deal permanent; new tax and benefit measures to make work pay, creating 32 new Action Teams for Jobs in high unemployment areas with £40 million funding (to October 2001); £379 million from the Lottery for childcare; a £96 million Phoenix Fund to support business start-ups in deprived areas; and more flexibility for Regional Development Agencies, who are to receive around £500 million extra a year by 2003–04. The Government is also consulting on the Social Investment Task Force's proposal for a Community Investment Tax Credit.

These changes are reflected in key three-year targets, including: improving the economic performance of each region; generating more sustainable enterprise in disadvantaged communities; increasing the employment rates of disadvantaged groups; narrowing the gap between these rates and the overall rate; increasing employment rates in 30 local authority districts; and narrowing the gap between these and overall rates.

## Crime

The Spending Review announced that drug treatment funding would increase by some 10 per cent a year in real terms over the next three years, and spending on police would be £1.6 billion higher by 2003–04.

Policies with particular relevance to poor neighbourhoods include a new National Drug Treatment Agency; a new responsibility for Crime and Disorder Reduction Partnerships to tackle anti-social behaviour and improve reporting of racist crime; and an £18.5 million fund for Neighbourhood Warden schemes.

The Home Office's target affecting deprived neighbourhoods is to reduce domestic burglary by 25 per cent, with no local authority district having a rate more than three times the national average (by 2005).

## Education and skills

The key policy changes following from the Spending Review include: extending Sure Start to cover a third of infants by 2004; extending the Excellence in Cities programme; a new entitlement to out-of-hours Study Support for secondary pupils; a Children's Fund to work with vulnerable 5 to 13 year olds; and creating a Connexions Service to keep 13 to 19 year olds in learning. For adults, measures include creating 6,000 new online centres, and an Adult Basic Skills strategy aimed at helping 750,000 people improve basic skills by 2004.

By 2004, spending on education and training will be over £11 billion higher than 2000. Relevant targets include: reducing to zero the number of Local Education Authorities (LEAs) where fewer than a set percentage of pupils achieve the expected standards in literacy (the percentage will be set later in 2001); and to have at least 38 per cent of pupils in every LEA obtaining five or more GCSEs at A\*-C, and at least 25 per cent in every school.

## Health

The Department of Health has an objective to narrow the health gap in childhood and throughout life between socio-economic groups and between the most deprived areas and the rest of the country. Targets will be developed in consultation with external stakeholders and experts early in 2001.

The key measures in the NHS Plan affecting deprived areas include: new incentives to recruit and retain primary care staff in deprived areas; 200 new Personal Medical Service schemes, mainly in deprived areas; a free national translation and interpretation service available in all NHS premises; new help for smokers, including tough goals for reducing smoking by 2010; and a National School Fruit Scheme to provide young school children with a fresh piece of fruit every school day. The Government's teenage pregnancy strategy aims to halve the rate of teenage conceptions among the under-18s by 2010.

Spending on the NHS will rise by 6.1 per cent a year in real terms over the next three years. By 2004, spending will have risen by £12 billion. The NHS Plan set out a commitment to make reducing health inequalities a key criterion for allocating NHS resources.

## Poor housing and physical environment

The key measures to improve housing and physical environment include: an extra £1.6 billion investment in housing over the next three years, expanding the transfer of local authority homes to housing associations; and an extra £80 million for housing management by 2003-04. Local authorities have been given a clearer lead role in preventing and tackling abandonment and the Housing Corporation is piloting the funding of demolition to ensure supply does not exceed demand.

The Department of the Environment, Transport and the Regions (DETR) is committed to a target of reducing by 33 per cent the number of households living in non-decent social housing, with most improvement in the most deprived areas, by 2004.

## II Effective drivers of change at local and community level

### Local Strategic Partnerships

- 3.14 National programmes are part of the answer but not the whole of it. Action needs to be joined up locally, in a way that is accountable to communities and encourages them to take the lead. A central part of the Strategy is the creation of LSPs which will bring together local authorities and other public services as well as residents and the private, voluntary and community sector organisations.
- 3.15 LSPs will be the key to developing and implementing local strategies. Their job will be to identify which neighbourhoods should be prioritised, find the root causes of neighbourhood decline, develop ideas on how organisations and individuals can improve things, and implement agreed actions.
- 3.16 Through the LSP, partners – such as the local education authority, health authorities and police – might find ways to be more responsive to what communities really want; rationalise activity to cut down on bureaucracy and waste; jointly fund a new service; or introduce new ways of working such as sharing information, premises or even budgets. LSPs will also be able to set local targets for improving outcomes in deprived neighbourhoods. They provide a means to allow partners to link existing local partnerships and plans, bringing strategic functions together.
- 3.17 The Government has created the £800 million Neighbourhood Renewal Fund, available to the 88 most deprived local authorities, and having an LSP in place will be a condition of funding from 2002. In addition, the Government will be providing around £400,000 over three years from a new Community Empowerment Fund (over £35 million in total) for communities in each of these areas, specifically for community involvement in LSPs.

### Neighbourhood level

- 3.18 LSPs will need to complement their strategic activity with a focus at neighbourhood level. There are a range of models for this, including Neighbourhood Management. This involves devolving power down to a single person or neighbourhood institution, and might involve making service level agreements, running local services or managing a devolved budget. The Government is piloting this idea in at least two rounds of pathfinders with £45 million funding over the next three years. The bidding guidance for this is being launched in parallel with this document.

### Community groups and social entrepreneurs

- 3.19 To support community groups and social entrepreneurs, the Government will be introducing a fund of £50 million over three years to set up local 'Community Chests' to provide small grants for community organisations in deprived areas. (This is additional to the Community Empowerment Fund described in Paragraph 3.17). More details of this will be released shortly, as well as proposals to reduce bureaucratic barriers to funding (e.g. a website providing information on Government funding, and moving toward standardised application forms and procedures for small grants).
- 3.20 The Neighbourhood Renewal Unit will publish proposals about a learning and development strategy for all those involved in neighbourhood renewal including social entrepreneurs and community activists. Social entrepreneurs would also be eligible for help from the Community Development Venture Fund (described in **Chapter 4**).

### III National leadership and support

- 3.21 Lack of leadership and poor joint working at national level have bedevilled past efforts at regeneration. The Prime Minister announced in September 2000 the setting up of a Neighbourhood Renewal Unit in the DETR to spearhead the follow-up of the National Strategy. It will report to the Minister for Local Government, Regeneration and the Regions and a cross-departmental group of senior Ministers, chaired by the Deputy Prime Minister, will oversee its work.
- 3.22 The Unit will have an open and outward-looking approach, and will be staffed by a mixture of civil servants and those with experience from outside. It will monitor the implementation and further development of the Strategy, and be responsible for a number of the funding streams described in this document.<sup>42</sup>
- 3.23 At regional level, the Unit will work closely with Neighbourhood Renewal Teams in Government Offices for the Regions (GOs). Those teams will be the main interface with LSPs, as well as joining up regional activity, working closely with Regional Development Agencies and other regional players. The NRU and Neighbourhood Renewal Teams in GOs should be up and running later in 2001.
- 3.24 The information barriers described in **Chapter 1** will also be addressed. The NRU will lead a Skills and Knowledge strand of the Strategy to ensure that knowledge about what works is properly collected, disseminated and applied. And the Office for National Statistics has received £35 million of extra funding to develop Neighbourhood Statistics, which can be used to diagnose, address and track the problems of very small areas.
- 3.25 The table overleaf summarises the key PSA targets for deprived areas:

## Public Service Agreement Targets

Issue	Govt lead	Local lead	Target
Jobs	DfEE/DSS	Employment Service, New Deal partnership, Action Teams for Jobs	Increase employment rates of 30 local authority districts with the poorest initial labour market conditions and narrow the gap between these and overall rate <sup>43</sup>
	DTI	Small Business Service	Generate more sustainable enterprise in disadvantaged communities <sup>44</sup>
	DfEE/DSS	Employment Service, New Deal partnership, Action Teams for Jobs	Increase the employment rates of disabled people, lone parents, ethnic minorities and over-55s, and narrow the gap between these rates and the overall rate <sup>45</sup>
	DTI/DETR	Regional Development Agencies	Improve the economic performance of all regions, measured by the trend growth in each region's GDP per capita <sup>46</sup>
Crime	Home Office	Crime and Disorder Reduction Partnerships	Reduce domestic burglary by 25 per cent, with no local authority district having a rate more than three times the national average (by 2005) <sup>47</sup>
Education	DfEE	Schools and Local Education Authorities	Reduce to zero the number of local education authorities (LEAs) where fewer than x per cent of pupils achieve the expected standards of literacy and numeracy <sup>48</sup> (x to be set in 2001)
	DfEE	Schools and Local Education Authorities	Increase the percentage of pupils obtaining five or more GCSEs at A*-C, with at least 38 per cent to achieve this standard in every LEA, and at least 25 per cent in every school <sup>49</sup>
Health	DH	Health authorities/ Primary Care Trusts and Primary Care Groups/ local authorities	To develop targets in 2001 to narrow the health gap in childhood and throughout life between socio-economic groups and between the most deprived areas and the rest of the country. Targets will be developed in consultation with external stakeholders and experts early in 2001 <sup>50</sup>
Housing and the environment	DETR	Local authorities and Registered Social Landlords	Reduce by 33 per cent the number of households living in non-decent social housing, with most improvement in the most deprived local authority areas, as part of a comprehensive regeneration strategy, by 2004 <sup>51</sup>
Environment	DETR	Local authorities	Improve air quality in the most deprived areas so that it meets the objectives and targets prescribed in the Government's Air Quality Strategy in line with the dates set out in the Strategy
Environment	DETR	Local authorities	Increase by 2003 the recycling and composting of household waste as set out in the Government's Waste Strategy

## What will change and where?

- 3.26 This Strategy represents a huge change in the pace and scale of the Government's attack on deprivation. It combines action and resources to tackle individual problems such as unemployment, crime and poor services, as well as new mechanisms to empower residents, and join up action on the ground and in Whitehall. It offers a major shift in approach, away from regeneration programmes shoring up poor public services in only a few areas, towards ensuring high quality public services in all neighbourhoods.
- 3.27 People on the ground will see a difference in that for the first time someone locally will be prepared and empowered to take responsibility for the many joined-up problems that the poorest neighbourhoods face. LSPs and Neighbourhood Management will be a 'single door to knock on' so people with a point to make are not passed endlessly from pillar to post. There will be genuine opportunities for residents to get involved in designing local strategies and communities will have their own resources to support them in this.
- 3.28 In parallel, residents will see further improvements in local and regional economies, new ideas like Neighbourhood Wardens and IT centres coming on stream, and improvements in the quality of core public services such as schools, health and policing. Areas that suffer from the worst performance at the moment will see standards brought up to minimum floors.
- 3.29 The Government expects the National Strategy to have an impact in raising standards in thousands of poor neighbourhoods. This is because the changes to main programmes described in the next chapter are not limited to the 88 local authority districts that receive money from the Neighbourhood Renewal Fund. In addition to assessing achievement of the national PSA targets, the Government will be monitoring outcomes on health, education, crime, jobs and housing in the poorest 10 per cent of wards, to judge progress on the Strategy.
- 3.30 The conditions in the poorest 10 per cent of wards are likely to be the measure for setting the 10-to-20 year goals. The composition of this group may change over time as the aim of the National Strategy is to narrow the gap between the average and the poorest neighbourhoods, whichever they may be at any time. It is not simply about 'shuffling the pack' so that a new group of places becomes the poorest.
- 3.31 **Chapter 4** describes in more detail the national policies, funding and targets which underpin the Strategy. **Chapter 5** explores new ways of empowering communities and joining up action locally. **Chapter 6** sets out how Government at national and regional level will support the Strategy.

## Chapter 4: New policies, funding and targets

### Chapter summary

This chapter highlights the key policies, funding and targets which will drive neighbourhood renewal.

- 4.1 This chapter provides a guide to the main ways the Government is trying to help tackle problems at the local level, to spread the kind of ideas and success illustrated by the examples in **Chapter 2** and **Annex F**. These are in the form of **Government commitments to neighbourhood renewal**, of which there are more in **Chapters 5** and **6**, and which are brought together in **Chapter 7**.

### Tackling worklessness and supporting weaker economies

- 4.2 The Government's Welfare to Work strategy, the various New Deals, the new Regional Development Agencies (RDAs), and benefit measures to ensure people are better off in work are all powerful tools to help people into jobs.

#### Regional economies

- 4.3 There is a vital role for the **RDAs**. These are business-led regional bodies which aim to improve the economic performance and growth of England's regions and support sustainable development.
- 4.4 As part of the Spending Review 2000 (SR2000), the RDAs have been asked to take on an expanded role, as strategic leaders of regional economic development. They have each drawn up Regional Strategies, setting out their priorities for economic development and regeneration in their regions. The London Development Agency (LDA) is preparing London's economic strategy for the Mayor. RDAs will benefit from a larger and more flexible budget of around £500 million more per year by 2003–04. There will be targets and objectives for the RDAs to be delivered with the single budget (**Commitment 2**).
- 4.5 There will be a seamless service to employers wishing to set up large-scale local enterprise (led by RDAs). This will encourage inward investment, particularly in areas of relatively high unemployment (**Commitment 3**). This will help to deliver the joint Department of the Environment, Transport and the Regions (DETR)/Department of Trade and Industry (DTI) target to improve the economic performance of every region over 2001–04 (**Commitment 4**).
- 4.6 For more rural areas, the Government also recently announced the creation of the **New Deal for Market Towns (Commitment 5)**. Under the scheme, 100 market towns in need of regeneration will receive grants totalling £37 million. The Government expects these towns to use the funds to attract additional investment and to strengthen their role as service centres and growth points.

#### Social investment and engaging businesses in neighbourhood renewal

- 4.7 Government and business share the view that business has a fundamental role to play in neighbourhood renewal, ranging from corporate social responsibility to discovering profitable new markets amongst deprived communities.

- 4.8 The Business Impact Task Force report, published in November 2000,<sup>52</sup> recommended how companies should measure and report their impact on society. Its key finding was that being socially responsible is not only the right thing to do but makes good business sense, for both large and small companies.
- 4.9 The **Social Investment Task Force**, led by Ronald Cohen, reported to the Chancellor in October 2000<sup>53</sup> with a range of proposals for increasing private investment in low-income communities. In response, the Government has welcomed the Task Force report and will consult shortly on its proposal for a new and generous **Community Investment Tax Credit**, including how it could be effective in helping to bring more investment and expertise to the economic renewal of disadvantaged communities. (**Commitment 6**). The Government has already committed £10 million in matched funding to the proposed **Community Development Venture Fund** and will work now with the venture capital industry and others on setting up the first Fund (**Commitment 7**). The Government agrees with the Task Force that banks should do more to disclose their individual lending activities to businesses in low-income communities; and as a first step has invited the British Bankers' Association to come forward with its own proposals.
- 4.10 In parallel, the Government and private sector are working to develop a better understanding of enterprise in disadvantaged areas, through two specific projects to be launched later this year (both were announced in the Pre-Budget Report and Urban White Paper). The Government will sponsor **an Index of Inner City Businesses**, which will profile the fastest growing, unquoted companies in the most disadvantaged areas of major cities; and help to dispel the perception that these areas are 'no-go' areas for business. The Government will help to fund a number of cities to develop new **City Growth Strategies**, which will map their inner-city business base and build detailed plans for business growth (**Commitment 8**).
- 4.11 The Government will also work to ensure that business perspectives are fully reflected in the implementation and further development of the National Strategy for Neighbourhood Renewal. To this end, the Government will ensure that there is clear responsibility within the new Neighbourhood Renewal Unit (NRU) for championing business involvement in the strategy; and the NRU will work with the RDAs and Business in the Community to pilot '**Business Brokers**' in LSPs in some of the 88 most deprived local authority districts (**Commitment 9**). Business Brokers will work as links between the private and public sectors to promote the role of business in getting more investment and enterprise activity in deprived areas. Brokers will have a variety of objectives. They will bring Government and the business community closer together and help them to achieve the common goal of neighbourhood renewal.
- 4.12 The **Small Business Service (SBS)** – established in 2000 – is a single body in Government dedicated to the interests of small business. The SBS will have a specific, priority remit to focus on encouraging enterprise in deprived areas and among under-represented groups, such as women, the disabled and minority ethnic groups (**Commitment 10**).
- 4.13 The **Phoenix Fund** – £96 million over four years – has been set up to encourage enhanced business support for entrepreneurs from disadvantaged groups or neighbourhoods, including those running social enterprises. It is administered by SBS. Activities to be supported include mentoring, community finance initiatives (which provide finance to those unable to get this from traditional sources like banks) and innovative methods like business incubation (where several support services are on one site) (**Commitment 11**).
- 4.14 Some of the Phoenix Fund has also been set aside to support recommendations from the Social Investment Task Force. Regional venture capital funds will also be administered by the Government Offices supported by a new target umbrella fund to provide better early access to early-stage finance for small firms (**Commitment 12**).



### Financial services and local shops

- 4.15 All major high street banks now provide basic account services, available to anyone. New **Universal Banking Services** are to be set up, run through the Post Office network, providing access to a basic bank account – into which benefits would be paid – to anyone who wants it (**Commitment 13**). Six high street banks have already agreed to fund the new services.
- 4.16 The Government is promoting the development of the **Credit Union** movement, with a focus on deprived areas. This will be supported by a new Central Services Organisation (**Commitment 14**).
- 4.17 A new fund of £15 million over three years (2001–04) will be available to improve **post offices** in deprived urban areas and to develop their retail facilities. Extra help will also be available for rural post offices (**Commitment 15**).
- 4.18 The Neighbourhood Renewal Unit will be encouraging some LSPs and Neighbourhood Management pathfinders to experiment with the idea of **local retail strategies** (**Commitment 16**).

### Welfare to Work

- 4.19 **New Deals** for young people, lone parents, long-term unemployed people over 25, partners of the unemployed, disabled people and over-50s have been introduced and proven successful. These are now being made permanent (**Commitment 17**). The Government is also **making work pay** via **the National Minimum Wage**; the **tax credits** for working families and disabled people; a benefit run-on for lone parents; the housing benefit/council tax benefit extended payments scheme, and a mortgage interest ‘run on’ to help with housing costs. It is also introducing a new £100 Job Grant to help with in-work expenses; a new extended linking period for help with mortgage interest costs; and a streamlined re-claim process for Income Support and Job Seeker’s Allowance (**Commitment 18**).
- 4.20 The **ONE service** is being piloted in ten areas of England until 2002, providing a single, work-focused service for all people of working age. Both ONE and the New Deals are using personal advisers to help link people with work. From 2001, the Employment Service and the working age elements of the Benefits Agency will be combined into a single **Working Age Agency** (**Commitment 19**).
- 4.21 **32 Action Teams for Jobs (ATfJs)**<sup>54</sup> are being set up in England’s highest unemployment areas, to provide tailored solutions to local employment problems. Teams will focus on locally identified barriers to work, e.g. tackling racial discrimination or building bridges with employers. To October 2001, they will receive £40 million in funding (**Commitment 20**). ATfJs will help to deliver the Department for Education and Employment (DfEE)/Department of Social Security (DSS) target to increase employment rates of the most disadvantaged groups and to improve the initial labour market position of the 30 worst areas, and to narrow the gap between these and the overall rate (**Commitments 21 and 22**).
- 4.22 To help people find and stay in work in areas of considerable labour market disadvantage, the Government has created 12 Employment Zones (EZs)<sup>55</sup> in England that have helped over 1,000 long-term unemployed people into work. At their heart is the **Personal Job Account**, a key innovation, which gives the participant and their personal adviser more control over funds from a range of sources. An **Innovation Fund** has also been set up to test new approaches to helping participants on the New Deals for Young People and 25+. The bulk of this fund (£9.5 million over three years from 1999) will be targeted at developing intermediary provision to match people out of work with jobs. Most intermediaries are local organisations that have a clear understanding of the interests, aspirations and needs of their community (**Commitment 23**).

## Childcare

- 4.23 A great deal of extra help with **childcare** is already in place, such as guaranteed free early education places for four year olds, to be extended to 66 per cent of three year olds by 2004. To this will be added a very substantial increase in childcare provision, targeted on the most deprived areas, and provided through the private and voluntary sectors. Overall, an additional £379 million will be available over 2001–04. Later this year the Government will set a specific national target for closing the ‘childcare gap’ between deprived areas and the rest (**Commitment 24**).

## Transport

- 4.24 Various changes have been made which improve **public transport** provision for people from deprived neighbourhoods, such as ensuring that planning policies promote accessible employment, and supporting lower fares through the New Deal. Promoting social inclusion is one of the issues to be addressed by local authorities in preparing their Local Transport Plans. A DETR research project, working with New Deal for Communities pathfinders and other areas, will address how best to do this in practice (**Commitment 25**). A new £40 million Urban Bus Challenge scheme (2001–04) will be introduced to help improve transport links for deprived urban areas. This will be based on the successful Rural Bus Challenge scheme, which is already supporting 100 innovative rural transport schemes (**Commitment 26**).

## Tackling crime

- 4.25 The Government has embarked on a campaign to cut crime, and to tackle its causes. At the same time, tackling drug misuse and the harm it causes is a key priority for the Government. Both are a part of the Government’s vision of building healthy communities that work for the benefit of all.
- 4.26 **Crime and Disorder Reduction Partnerships** (CDRPs) have been set up, across England and Wales, to unite police, local authorities and local people in tackling crime. Each has produced a Crime and Disorder Strategy, and has set local targets. The Home Office now publishes crime figures for ‘families’ of CDRPs to allow comparisons of different areas. In addition, Crime and Disorder Strategies will spearhead progress on achieving ambitious national crime targets – reducing vehicle crime by 30 per cent by 2004, reducing robbery in our principal cities by 14 per cent by 2005, and reducing domestic burglary by 25 per cent by 2005, with no local authority district having more than three times the national average rate (**Commitment 27**).
- 4.27 Partnerships are benefiting from a three-year Crime Reduction Programme that is boosting innovative work in local communities, many in high crime areas. Over £200 million has already been committed to more than 1,000 crime-fighting projects under this programme.
- 4.28 The Home Office is also currently developing a toolkit to provide CDRPs with the tools necessary to help reduce racist crime and racist incidents, and develop effective solutions to local problems. Other measures to tackle racial harassment include creating new racially aggravated offences, a Home Office Code of Practice for all relevant agencies on the reporting and recording of racist incidents and crimes, and a new guide for tackling hate crime, issued by the Association of Chief Police Officers.
- 4.29 Ten youth justice reform pilots have been set up to speed young people through the justice system. In addition, the Youth Justice Board has funded 264 schemes which are focused on preventing young people from re-offending.
- 4.30 The Social Exclusion Unit is working on a new project with other Government departments to cut rates of re-offending, by boosting employment and lowering homelessness amongst ex-prisoners.

### Anti-social behaviour (ASB)

- 4.31 In line with recommendations in the PAT 8 report, the Home Office has now taken the lead in implementing a range of measures to combat anti-social behaviour. CDRPs will be expected to tackle this problem at local level. National guidance will be issued (**Commitment 28**). As part of this, CDRPs will be putting in place strategies to improve the reporting of racist incidents. Guidance has been issued on how to help combat racial harassment (**Commitment 29**).

### Neighbourhood Wardens

- 4.32 One promising option for tackling crime, ASB and other issues (e.g. environmental) is to introduce **Neighbourhood Wardens** – a visible, recognisable presence to deter crime and tackle low-level ASB. £18.5 million is being allocated for funding new schemes and supporting existing ones in 2000–04 (**Commitment 30**). A Neighbourhood Wardens Unit in DETR is promoting these schemes.

### Drugs

- 4.33 An extra £712 million for **tackling drugs** has been put in place for 2001–04. There will be a major gearing-up of young people's and adults' treatment programmes in 2000–04, overseen by a new National Treatment Agency (**Commitment 31**). Drug Action Teams will continue to take the lead on tackling drugs locally – but these will be strengthened, and rationalised into local authority boundaries (**Commitment 32**).
- 4.34 These will contribute to the targets of reducing by 25 per cent the proportion of under-25s reporting drug use; lowering the availability of class A drugs (by 2005); cutting the levels of repeat offending by problem drugs-misusing offenders (by 2005); and increasing participation of problem drug-abusers in drug treatment programmes by 55 per cent (by 2004) (**Commitment 33**).

## Improving skills

- 4.35 The Government's agenda for lifelong learning, including raising literacy and numeracy, improving failing schools, and raising IT skills are all of huge significance for deprived neighbourhoods.

### Tackling under-achievement in schools

- 4.36 A range of measures are already in place to tackle under-achievement, including **Fresh Start** provision for schools on special measures; National Literacy and Numeracy strategies; **Education Action Zones** in 73 areas; and the '**Excellence in Cities**' programme to modernise inner city schools in major cities and to release the potential of their young people.
- 4.37 The Department for Education and Employment (DfEE) has a target to ensure that by 2004 no school has fewer than 25 per cent of pupils getting five good GCSE passes, and that no Local Education Authority (LEA) has fewer than 38 per cent of pupils achieving these results (**Commitment 34**). Measures to help achieve these targets include extending the '**Excellence in Cities**' programme. This now covers 58 local authorities, and an additional seven Excellence Clusters are targeting smaller areas of deprivation. 1,000 secondary schools and 1,000 primary schools are involved. Government funding will rise to over £300 million by 2003–04 (**Commitment 35**). £32 million of next year's £210 million **School Improvement Grant** has been earmarked for a new programme for around 500 schools to improve performance. Schools can use the funding to attract and retain good teachers, through bonuses, to raise numbers of adults working with difficult pupils, and for extra books (**Commitment 36**).

- 4.38 The most seriously under-achieving schools will be given special help, including twinning of schools, using headteachers as consultants, expanding the National Mentoring Project, and considering a Fresh Start for every school where fewer than 15 per cent of pupils get five good GCSE passes in three consecutive years (**Commitment 37**). £240 million is being made available (2001–04) to fund **Study Support** across England. The Government intends to use these funds to establish an out-of-hours Study Support entitlement for secondary school and older primary school pupils (**Commitment 38**). A national target is to be fixed later this year for the percentage of pupils in each LEA that must achieve expected standards of literacy and numeracy (**Commitment 39**).

#### Truancy and exclusion

- 4.39 At least £600 million is being provided over three years (2001–04) to help tackle **truancy and school exclusions**, and help schools manage difficult behaviour more effectively. Funding will support 1,000 on-site Learning Support Units by 2002, providing short-term teaching and support outside the classroom for pupils at risk of exclusion (**Commitment 40**).
- 4.40 £100 million of this funding has been devolved from the **Standards Fund** to secondary schools, to help tackle behavioural problems and avoid exclusions. The **Pupil Support Allowance** is trying out the idea of offering schools extra resources if they integrate challenging pupils during a year (**Commitment 41**).

#### Adult skills and ICT access

- 4.41 Much is already in train to tackle adult skills, such as New Deal options for full-time education or training, and the focus on employability in the New Deal – including diagnosing and addressing basic skills issues. Neighbourhood renewal and the expansion of community-based learning are key priorities for the new local Learning and Skills Councils (LSCs).
- 4.42 Community-based **neighbourhood learning centres** will engage residents with education and develop their skills through exciting new learning opportunities in familiar and accessible locations (**Commitment 42**). For example, 6,000 **UK online centres** are being set up, by 2002, with £252 million from the Capital Modernisation Fund. This will help to ensure at least one, publicly accessible community-based facility in every deprived area by April 2002 (**Commitment 43**). A range of groups and organisations might be involved in running these centres. In addition, where practicable, every public library will have internet access by 2002 (**Commitment 44**).
- 4.43 Building on the provision set out above, a new **Adult Basic Skills National Strategy** is to be introduced, run by a new unit in DfEE. This will provide a co-ordinated approach to local basic skills provision, working closely with the local LSC. The target is to help 750,000 adults improve their basic skills by 2004 (**Commitment 45**).

#### Children and young people

- 4.44 The Government will invest £1.4 billion during 1999–2004 in 500 local **Sure Start** programmes, reaching a third of children under four who live in poverty (**Commitment 46**). Sure Start promotes the health and well-being of pre-school children so that they are ready to flourish at school. Fifty-nine ‘trailblazer’ programmes are up and running in disadvantaged neighbourhoods, with 70 more started in autumn 2000. DfEE and the Countryside Agency have been working together to ensure Sure Start is effective in rural areas as well as other areas.

- 4.45 The new **Connexions Service** will be launched in 16 areas from April 2001 following pilot schemes in the current financial year. It will work with all young people but will address as a particular priority the needs of young people including those in poor neighbourhoods who face particular obstacles in their teenage years (**Commitment 47**).
- 4.46 The Government's **strategy for teenage pregnancy** aims to halve the rate of teenage conceptions among the under-18s by 2010 and get more teenage parents into education and employment (**Commitment 48**). 141 local co-ordinators are now in place,<sup>56</sup> and a national media campaign has been launched to improve understanding and change behaviour.
- 4.47 The Government has set up the **Children's Fund** to invest £450 million over the period 2001–04 in tackling poverty and disadvantage among children and families. The bulk of the fund will support programmes in local areas to work with families and children of primary school age at risk of disadvantage (**Commitment 49**).
- 4.48 The Prime Minister has set up a new **Cabinet Committee on Children and Young People's Services** to co-ordinate policies to prevent poverty and under-achievement among children and young people, co-ordinate and monitor the effectiveness of delivery, and work with the voluntary sector to build a new alliance for children. The Committee will be supported by a new cross-departmental Children and Young People's Unit, located in DfEE (**Commitment 50**).
- 4.49 The **Quality Protects** programme is investing £885 million over five years (1999–2004) to enhance the effectiveness of services for children in need, by promoting 11 Government Objectives for Children's Social Services<sup>57</sup> (**Commitment 51**).
- 4.50 The Government will also extend the **Educational Maintenance Allowance** nationally, if pilot evaluation indicates that they are an effective way of encouraging young people to stay on in learning, and to achieve more.

#### **Culture, arts and sport**

- 4.51 **Social inclusion targets** have been incorporated into the funding agreements between the Department for Culture, Media and Sport (DCMS) and each of the sponsored bodies receiving grant-in-aid (e.g. Arts Council, Sport England and English Heritage) (**Commitment 52**). DCMS is also working with National Lottery distributors to ensure that money is spread more evenly across the country, and that deprived areas and groups get a fair share. The department and its sponsored bodies are producing social inclusion strategies, and programmes for priority areas and groups, such as 12 Sport Action Zones<sup>58</sup> (**Commitment 53**).
- 4.52 A £750 million UK-wide **New Opportunities Fund** programme for additional sports facilities for schools and wider community use has been set up. It is envisaged that funding will be targeted at areas of urban and rural deprivation. The types of facilities to be funded will be playing fields, swimming pools, tennis courts, indoor nets and astropitches. Innovative approaches, such as the promotion of access by foot, bicycle and public transport, will be encouraged. Funding under the programme is expected to come on stream in September 2001. DCMS will be consulting on the '**Space for Sport and Arts Scheme**', using some of this money to create 250–300 new facilities in primary schools in deprived areas, which will also serve the wider community (**Commitment 54**); and **12 Creative Partnerships** are being established in deprived areas, bringing together schools and cultural/creative organisations to improve opportunities for children (**Commitment 55**).

## Tackling poor health

- 4.53 The Government is committed to improving health and reducing inequality. The NHS Plan contains a fundamental programme of reform to take this objective forward. Extra resources have been committed to improve primary care services in deprived areas and the inner cities.

### Primary care

- 4.54 Much work is already in progress, including Local Development Schemes to enhance the provision of general medical services to patients in deprived areas, NHS Direct, Healthy Living Centres and Personal Medical Service pilots. In 2001–04, there will be an extra **200 Personal Medical Service** schemes, providing flexible ways of offering primary care services, especially in deprived areas (**Commitment 56**).
- 4.55 **Primary care premises** in deprived areas will be modernised, providing patients with better access to services. This is part of a £1 billion investment in primary care premises over the next three years (**Commitment 57**). And there will be new incentives to help recruit and retain good primary care staff in deprived areas, an NHS Plan commitment. For example, the number and distribution of doctors in primary care will in future be tracked by the new Medical Education Standards Board (**Commitment 58**).
- 4.56 By 2003, a free and nationally available **translation and interpretation service** will be available from all NHS premises via NHS Direct (**Commitment 59**).

### Healthy lifestyles

- 4.57 **Health Improvement Programmes** are working up cross-cutting plans for tackling the causes of ill-health, in addition to the work of **Health Action Zones** which cover 13 million people. National Service Frameworks (NSFs) for Coronary Heart Disease (CHD) and Mental Health were introduced in 1998. The CHD framework is a radical and far-reaching ten-year programme that sets standards and service models for all aspects of treatment from prevention, through diagnosis to treatment, surgery and rehabilitation.
- 4.58 As part of the NHS Plan the Department of Health is consulting on whether to make **nicotine replacement therapy** available on prescription. **Smoking-cessation services** will be expanded so that by 2010 approximately 55,000 fewer women will be smoking during pregnancy and at least 1.5 million smokers will have given up (**Commitment 60**).
- 4.59 Work to increase the provision of and access to fruit and vegetables will be concentrated on deprived areas, and a **National School Fruit Scheme** is currently being piloted, with a view to rolling it out nationally by 2004, to give every child in nurseries and aged four to six in infant schools a free piece of fruit every school day (**Commitment 61**).

### Health inequalities

- 4.60 The NHS Plan<sup>59</sup> sets out Department of Health (DH) commitments for making the reduction of health inequalities a key criterion in the geographical allocation of NHS resources to different parts of the country. This will be part of a review of the existing 'weighted capitation formula'. DH is replacing the Medical Practices Committee with a single resource allocation formula, covering all NHS spending, with a focus on improving equity and allowing more flexible models of primary care. By 2001, the NHS Performance Assessment Framework will be used to measure and manage local NHS action on tackling health inequalities – ensuring equitable access to healthcare. An example of this would be minority ethnic access to healthcare (**Commitment 62**).

4.61 DH will set a target for tackling health inequalities later this year (**Commitment 63**).

## Tackling poor housing and physical environment

4.62 The **Housing Policy Statement** – *Quality and Choice: a decent home for all – the way forward for housing* – sets out a range of proposals which aim to tackle the problems of housing stock in poor condition. But the agenda goes wider than just improving housing. The Government is also committed to building attractive, mixed communities that have access to a range of services. The measures below should be read alongside the statement which explains the Government's policies in more detail and their contribution to neighbourhood renewal.

### Investment in housing

4.63 The Government is investing an extra £1.6 billion in housing over the next three years. These resources will help achieve the target of bringing all social housing up to a decent standard by 2010, with a third of this improvement taking place by 2004 – over half of which will be in the most deprived areas (**Commitment 64**). Local authorities need to integrate investment in housing with wider regeneration and other policies.

4.64 Innovative ways of increasing investment are being introduced including an expanded programme to transfer local authority homes to Registered Social Landlords (RSLs); new borrowing opportunities for local authorities; and further projects under the Public Finance Initiative (**Commitment 65**). The increase in resources will also provide more affordable homes to rent by nearly doubling funding for the Housing Corporation with an extra £872 million by 2004 (**Commitment 66**). The Housing Corporation is developing a more strategic approach to investment, in line with priorities identified in Regional Housing Statements.

### Tackling low demand for housing

4.65 A number of steps already taken underline the importance the Government attaches to **tackling and reducing neighbourhood abandonment and low demand housing**. Both the Urban White Paper<sup>60</sup> and the Housing Policy Statement<sup>61</sup> recognised the growing problem of low demand housing across all tenures in some of our towns and cities. Best practice guidance<sup>62</sup> and new freedoms and flexibilities in stock management and private sector renewal will give local authorities more tools to tackle low demand housing as PAT 7 recommended.

4.66 **Local housing strategies**<sup>63</sup> will clearly articulate how local authorities intend to tackle and prevent low demand where this is a problem, and present a vision for the future of an area which builds on consultation, early intervention and inter-agency management. New social housing investment is increasingly being strategically targeted at areas with undersupply through the Housing Corporation's Approved Development Programme (ADP). The ADP can also be used to fund demolition where there is a strong justification to do so.

4.67 The Government intends to build on this by **improving information** about the scale, location and distribution of neighbourhood abandonment across the country; and putting in place clear follow-up action. As the next step, DETR will establish a baseline assessment of the number of dwellings and the number and location of wards affected by and at risk of low demand and unpopular housing by March 2002 (**Commitment 67**).

4.68 To reverse the trend in low demand housing, co-ordinated and comprehensive action is needed at regional, sub-regional and local levels building on stronger links between housing and other policies.

- 4.69 All local housing authorities, with their partners, should monitor the incidence of low demand in their area across tenures. Where there is a significant problem, they should develop, as part of their local housing strategy, a collaborative approach for addressing it. This should be integrated within an overall regional approach. The Government Offices for the Regions will continue to be central in drawing these together in regional housing statements and with other regional strategies to reduce low demand. As part of this continuous monitoring process, they should be in a position to take stock initially of the progress of local and regional strategies, with the help of analysis from the baseline assessment, by the end of 2002 and make any necessary changes. DETR will monitor the national position with the aim of **achieving a turn round in declining demand** by 2010 (**Commitment 68**).

### Housing management

- 4.70 Good **on-the-spot housing management** can make a real difference to a neighbourhood and should be improved alongside housing itself. The management allowance within the **Housing Revenue Account** subsidy has been unfrozen, to ensure more resources for housing management. This is worth an extra £45 million for 2002–03, rising to an extra £80 million in 2003–04, as compared with a continuation of the cash freeze (**Commitment 69**).
- 4.71 An extra £12 million is being provided to local authorities over two years, to enable the establishment of tenant participation structures (**Commitment 70**). The financial framework for local authority housing is being modernised to bring major improvements in investment decision making and stock management by local authorities. The Best Value for Housing framework, backed up by the Housing Inspectorate, will also drive improvements in the delivery of housing services and ensure these services are responsive to the needs of tenants (**Commitment 71**). The Housing Corporation has also set an objective to improve the performance of Registered Social Landlords (RSLs) and to ensure RSLs deliver on Best Value principles by working with tenants.
- 4.72 RSLs continue to have a key role to play in regeneration. They share responsibility with local authorities for delivering housing targets for deprived areas and may lead Neighbourhood Management or Warden Schemes and participate in LSPs. **RSLs' wider role** was recognised in the Government's recent Housing Policy Statement<sup>64</sup> (**Commitment 72**).

### Encouraging mixed communities

- 4.73 Social landlords are being encouraged to introduce **choice-based housing lettings policies** that give tenants a greater say over where they live. Housing lettings policies can have an impact on education and social services provision. £11 million is being made available over three years from April 2001 to support pilot schemes (**Commitment 73**). There will be a clearer and more flexible role for local authorities and RSLs in using lettings policies to create more mixed sustainable communities (**Commitment 74**).
- 4.74 DETR is working with the Local Government Association (LGA) and the Housing Corporation to ensure that all tenancies include 'no harassment' clauses (e.g. on racial harassment), and that these are properly enforced (**Commitment 75**).



## Physical environment

- 4.75 Fiscal measures are to be introduced to encourage the regeneration of the physical environment in urban areas, including an exemption from stamp duty for all property transactions in Britain's most disadvantaged communities (**Commitment 76**). By 2001, a Finance Act will be passed confirming these measures.
- 4.76 New delivery arrangements are in place to bring about more and better development in urban areas, including Urban Regeneration Companies to improve the co-ordination of physical regeneration, and New Millennium Communities to produce tangible, living examples of sustainable, mixed-use development (**Commitment 77**). In addition, a new, pilot **English Cities Fund** initially of £100 million will invest in mixed-use developments in priority regeneration areas (**Commitment 78**).<sup>65</sup>
- 4.77 The Government has introduced a range of policies to improve local environmental quality and increase recognition of the role of the environment in improving quality of life. For example, the **Air Quality Strategy** sets out the Government and Devolved Administrations' policies and proposals for improving ambient air quality across the UK, and sets targets for reducing the levels of eight key air pollutants. Local authorities have a central role to play in delivering cleaner air. Where they identify parts of their areas where the nationally prescribed air quality objectives may not be met, they are required to prepare air quality action plans setting out the steps they intend to take to address the problem (**Commitment 79**).
- 4.78 **Home Zones (HZs)** aim to improve quality of life in residential streets – by making them places for people, and not just traffic. They are designed to meet the needs of the local community, consultation with residents being crucial. HZs can provide areas for children to play and environmental improvements or facilities such as seats for older residents and parents to meet. The Transport Act 2000 contains powers for local highway authorities to designate HZs. Under the legislation the Government will be able to make regulations authorising local authorities to issue speed and use orders for designated HZs. The Government is monitoring eight HZs in England.
- 4.79 The Government's **Waste Strategy** sets out aims and objectives for achieving a more sustainable way of dealing with waste. It has set specific targets for local authorities to increase the recycling and composting of household waste by 2003. Targets for individual authorities will reflect their current recycling and composting rate (**Commitment 80**).

# ■ Chapter 5: Joining it up locally

## Chapter summary

This chapter sets out the changes that need to happen at local authority and neighbourhood levels if the Strategy is to succeed in bringing about joint working and in enabling communities to be actively involved in neighbourhood renewal.

## The big picture

- 5.1 This chapter sets out important steps the Government is taking to:
- bring about joint working between different services and initiatives at local and neighbourhood level;
  - make it easier for communities to influence decisions and take action to improve their neighbourhoods; and
  - bring national Government to the table as an active partner.
- 5.2 These steps are the critical local counterpart of the new resources, policies and targets set out in the last chapter. Policies and funding will work to achieve more if they are joined up locally and tailored to local circumstances, and if communities have an effective part in this.
- 5.3 The chapter focuses on four key issues:
- i) the concept and role of **Local Strategic Partnerships (LSPs)**, which the Government is promoting as the key local vehicle for implementing and leading neighbourhood renewal. The LSP will be an equal partnership of many players and will usually operate on local authority boundaries;
  - ii) how the **Government is supporting LSPs** through funding and the role of **Government Offices** in the regions in support, oversight and making links with national Government;
  - iii) the concept of **Neighbourhood Management**, a model for joining up at the neighbourhood level, for which the Government is inviting pathfinder bids in parallel with this document; and
  - iv) measures that are being put in place to ensure that **communities and residents** have a powerful voice in neighbourhood renewal, in ways that suit them.

## i) Local Strategic Partnerships

### *The basic concept*

- 5.4 As **Chapter 1** explained, lack of joining up at local level has been one of the key reasons for lack of progress in tackling neighbourhood deprivation. Strange as it may seem, it has been no-one's job at local level to pull together all the different agencies with an impact on deprived neighbourhoods. The trend for greater partnership working, fostered by many departments, has been an attempt to improve matters, but has sometimes been part of the problem, with too much time tied up in multiple small-scale partnerships, unconnected by an overarching local strategy.
- 5.5 To tackle this, the idea behind LSPs is a very simple one – that the public, private, voluntary and community sectors should come together in a single overarching local co-ordination framework which:
- enables priorities to be set and services to be aligned;
  - brings those who deliver or commission different services together with those for whom the services are provided; and
  - ensures other local partnerships know how they fit into the wider picture, and allows local partners to move to simpler structures where it makes sense to do so.
- 5.6 Over time, the Government will look increasingly to successful LSPs to lead in developing new initiatives that depend on local partnerships for their implementation.
- 5.7 LSPs will have a role that goes beyond neighbourhood renewal, for example the duty to prepare community strategies. This duty must be taken forward by local authorities working closely with other local partners. The Government recommends, but does not require, that an LSP be established to do this. Community strategies must address deprivation if it is a significant local issue.
- 5.8 The Government has already published draft guidance on how LSPs should work and will publish final guidance in February taking account of the results of consultation. However, some of the key points of the policy as they affect neighbourhood renewal are set out below.

### *Who sets up LSPs*

- 5.9 The idea of LSPs is not to require another new partnership unless there is no suitable vehicle that can be built on:
- Where LSPs are built on existing partnerships, such as the Local Government Association's New Commitment to Regeneration partnerships, Housing Action Zones (HAZs), Community Planning Partnerships, Local Agenda 21, Single Regeneration Budget (SRB) partnerships, leadership arrangements for these partnerships need not be disturbed. So some LSPs may not be led by local authorities.
  - For new LSPs, the normal presumption will be that local authorities will lead in establishing, bringing together and encouraging participants. It will be down to the partners on each LSP to decide who should take the lead after that.

## Membership

5.10 The Government's vision for LSPs is that they should be a single coalition of public, private, voluntary and community sector organisations. They must include representatives from each of these sectors, and an appropriate balance between public service and community, voluntary and private sectors. It is crucial that the partnership is one of equal players. The Government would expect the membership of LSPs to include some or all of the following groups:

- residents and community groups;
- voluntary organisations;
- faith communities;
- private sector and business organisations;
- local councillors; and
- various public sector organisations, including:
  - the local authority (e.g. education, housing, transport, social services, planning, culture and leisure);
  - local Learning and Skills Councils;
  - education and training providers, such as schools, colleges and universities;
  - Registered Social Landlords (RSLs);
  - the Health Authority or Primary Care Trusts/Primary Care Groups;
  - the police and fire services;
  - the police authority;
  - the Employment Service, and New Deal partnerships;
  - the Benefits Agency;
  - the Small Business Service;
  - the Regional Development Agency;
  - the Community Legal Service partnerships;
  - Drug Action Teams; and
  - a representative from the Government Office for the Region.

5.11 Individual service providers will remain responsible and accountable for decisions on their own services and the use of their own resources. LSPs will operate by consensus, in order to reflect and retain the buy-in of partners.

*What they are to do and by when*

- 5.12 LSPs' key task in the context of neighbourhood renewal is to prepare a **Local Neighbourhood Renewal Strategy**. This should:
- set out an agreed vision and plan for positive change in as many neighbourhoods as are in need of renewal;
  - have the agreement and commitment of all the key people and institutions who have a stake in the neighbourhood, or an impact on it; and
  - clearly set out a local strategic level framework for action that responds to neighbourhood needs and puts them in the context of the area as a whole.

*Targets*

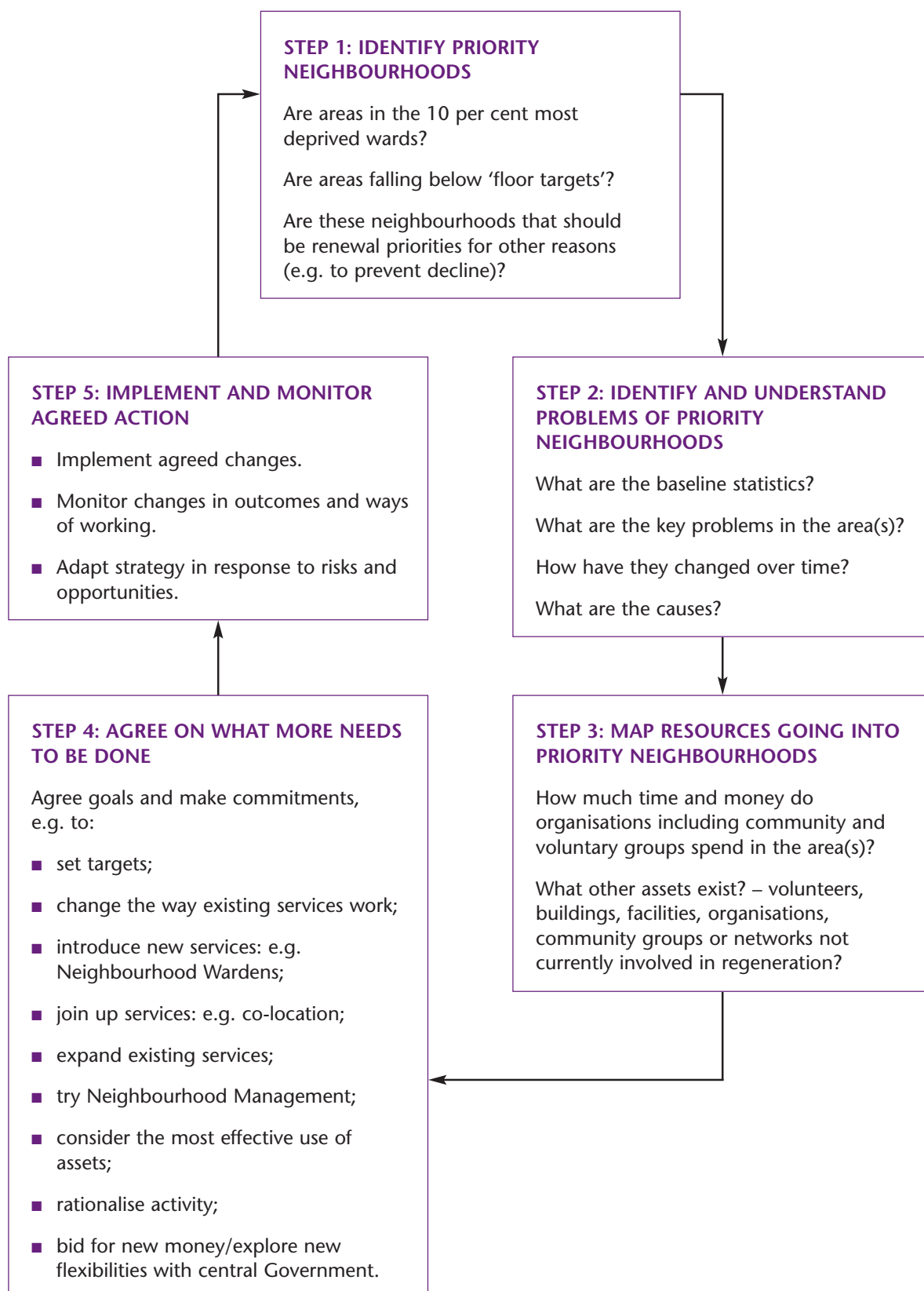
- 5.13 LSPs would be expected to set targets for how things should change over time in their most disadvantaged neighbourhoods, especially in terms of the key outcomes of reducing worklessness and crime and improving skills, health, housing and the physical environment. This process is a way for local areas to take ownership of the national targets set out in **Chapter 3**, but is not limited to them. One way of giving local targets added 'bite' is to incorporate them in a local Public Service Agreement (local PSA) and/or Best Value Performance Plan. More is said about these in **Annex G**.

*Timing*

- 5.14 Effective partnerships take time to develop, but the Government expects all LSPs in the 88 most severely deprived areas to have a Local Neighbourhood Renewal Strategy in place by April 2002. Most areas are already taking steps to put partnerships in place following the draft LSP guidance issued last year.

*Steps to develop a local strategy*

5.15 **Annex G** sets out in more detail how an LSP might go about developing a Local Neighbourhood Renewal Strategy. The key steps and the kinds of action that might be agreed are summarised in the box below:



*Identifying priority neighbourhoods*

- 5.16 LSPs may choose to define neighbourhoods in terms of electoral wards or other small areas of several thousand people. Local circumstances should guide this choice. In some places, a majority of neighbourhoods will face significant deprivation. The point of LSPs is not to choose one 'lucky winner' but instead to find solutions that work for all the neighbourhoods that are in need of renewal and the area as a whole. LSPs should also bear in mind issues that affect communities of interest, such as minority ethnic or faith communities, which may straddle an LSP area.

*Relationship with other partnerships*

- 5.17 One purpose of LSPs is to provide a way to link the existing range of local partnerships and plans, and bring a variety of strategic functions together under one roof. LSPs will allow local partners to move to simpler, less bureaucratic structures over time, and the Government is committed to making arrangements more flexible wherever possible. New powers in the Local Government Act 2000 will allow local partnerships to establish more effective arrangements for joint working through rationalising their partnerships and their plans (see also Paragraph 6.27–28).

**ii) How will central Government and Government Offices help LSPs?**

- 5.18 The Government is committed to doing all it can to help LSPs work as models for improving outcomes and driving local change. This support takes a number of forms.
- 5.19 First, in addition to the resources already going into deprived areas through main public services, 88 severely deprived local authorities will be eligible for resources from a new Neighbourhood Renewal Fund (NRF) so long as they are part of, and working with, an effective LSP (**Commitment 81**). The Fund will be worth £100 million in 2001–02, rising to £300 million in 2002–03 and £400 million in 2003–04. The 20 authorities that are piloting local PSAs and receiving resources from the new Performance Fund will also be required to work closely with LSPs in developing and delivering targets (**Commitment 82**). The box below sets out more detail on the NRF.

## The Neighbourhood Renewal Fund

The Neighbourhood Renewal Fund (NRF) is a top-up to local authorities in the most deprived areas. The 88 eligible areas are listed in **Annex D**. The annex sets out detailed draft guidance for the Fund.

The NRF is a way to help local authorities and their partners to begin improving core public services in the most deprived neighbourhoods – a crucial plank of the National Strategy. It is a first step to ensuring that core public services are properly financed to achieve this, and will be followed by other steps, such as a wider review of funding for these services (as described in **Chapter 6**).

Local authorities will be able to spend the fund not only on their own services, but on those of other service providers (e.g. the NHS) or even community groups, under the new power of well-being.<sup>66</sup>

The NRF will be ‘unhypothesized’ – this means that the money is not ‘ring-fenced’ for spending on a particular activity. Receipt of money from the Fund has five conditions that:

- the recipient must be part of and working with an LSP, and must have agreed with the LSP a Local Neighbourhood Renewal Strategy (this is explained in paragraph 5.12 above);
- each year, the local authority should produce a statement of use for NRF funding and agree it with the LSP, which will want assurance that the NRF resources are contributing to their wider strategy for tackling deprivation;
- where recipients are developing local PSAs, they should include a focus on tackling deprivation;
- the local authority should make a commitment to contribute to the delivery of the national targets for deprived areas; and
- recipients should have a satisfactory Best Value Performance Plan or, where there has been an adverse audit opinion, an agreed plan to address auditors’ concerns.

The Fund will be administered by the new Neighbourhood Renewal Unit (NRU) in DETR, which will work with Government Offices for the Regions (GOs) to come to a view on the effectiveness and inclusiveness of LSPs in these areas (see **Chapter 6**).

The NRF will amount to £100 million in 2001–02, £300 million in 2002–03 and £400 million in 2003–04.

- 5.20 Second, Government departments will encourage their local service providers to be actively involved in LSPs, and thus in the production of Local Neighbourhood Renewal Strategies (**Commitment 83**).
- 5.21 Third, there will be practical day-to-day help and interface with LSPs through GOs. They will liaise with regional partners and work with the NRU to determine whether inclusive and effective partnerships have been put together which will help to narrow the gap between the most deprived neighbourhoods and the rest of the country (**Commitment 84**).



5.22 This will be part of the new and enhanced role for GOs, supported by extra resources, to provide better integration of policies at regional level. They will be looking at a variety of different aspects of each Local Neighbourhood Renewal Strategy in coming to this decision, with a particular focus on whether a diverse range of residents have been encouraged and enabled to play a major role in shaping the strategy (e.g. through neighbourhood organisations).

5.23 GOs will have particular roles if an LSP gets into difficulty:

- If a partnership is failing to form or deliver, GOs may have to intervene to ensure effective leadership from another source (**Commitment 85**).
- If public sector partners are not fully engaged with the partnership, or are failing to pull their weight, it will be for the relevant GO to negotiate with the service provider in question. If this fails, the issue may have to be taken up in Whitehall (**Commitment 86**).
- If the leader of the partnership – or the partnership as a whole – is failing, the GO would work actively to improve the situation or help a better partnership to form. The ultimate sanction is removal of NRF resources from the local authority. In the unlikely event of this happening, the Government would take steps to ensure that other neighbourhood renewal resources reached communities by other means (**Commitment 87**).

### iii) Neighbourhood Management

5.24 Paragraph 5.16 above acknowledged that LSPs would need to focus their attentions on specific neighbourhoods and the way they organise their business should reflect this. Having a focus at this level can be invaluable in harnessing the knowledge of residents and front-line workers. There is no single model for this kind of activity – it has been done successfully in different ways in different places.

5.25 In many places, there will already be neighbourhood organisations and/or partnerships in place that can make a contribution to the Local Neighbourhood Renewal Strategy. In other places, a new neighbourhood organisation or partnership may need to be set up, to help ensure that local people can play a lead role in designing and delivering the renewal of their neighbourhood. The idea of Neighbourhood Management is one way of doing this (see box overleaf). The Government will be supporting a range of pilots for this. Close work with an LSP or similar body will be essential to make Neighbourhood Management work well.

## Neighbourhood Management

Neighbourhood Management is a potentially radical solution to the problems of deprived neighbourhoods. It was the subject of a PAT report, and although it is a promising idea, it has never been fully tried.

Neighbourhood Management works by placing a single person, team or organisation in charge – someone who local people can turn to if they face a problem. Neighbourhood managers can help focus services on residents' priorities and customer needs by making service level agreements; running local services; managing a devolved budget; and/or putting pressure on higher tiers of Government. Managers could be employed by either a Neighbourhood Management partnership or by a partner on the LSP, such as the local authority.

Neighbourhood managers can be supported by neighbourhood forums and other methods of community involvement. The Government is piloting the idea with £45 million funding over the next three years in at least two rounds of pathfinders, and it is also encouraging other local areas to try Neighbourhood Management, using their own resources. Some pathfinders – in areas of ethnic diversity – will be led by minority ethnic groups. Detailed guidance on the Neighbourhood Management pathfinder programme is being published at the same time as this report (**Commitment 88**).

### iv) Community empowerment

- 5.26 The Government is committed to ensuring that communities' needs and priorities are to the fore in neighbourhood renewal and that residents of poor neighbourhoods have the tools to get involved in whatever way they want.
- 5.27 Neighbourhood Management is one radical way of devolving power to neighbourhoods. But it is not the only tool for empowering communities.

#### *Community involvement in LSPs*

- 5.28 Effective engagement with the community is one of the most important aspects of LSPs' work and they will have failed if they do not deliver this. The final version of the LSP guidance will set out in more detail the Government's expectations for involving communities in LSPs. The box below sets out some of the main issues.
- 5.29 It is a core job of many public services and special initiatives to consult with the communities they are there to serve, and the LSP should see it as a high priority to harness such efforts and add to them in a sustained and logical way. There is an expectation on LSPs not only to welcome involvement from these organisations and individuals, but actively to seek it out (**Commitment 89**).
- 5.30 However, the Government believes it will help communities and the voluntary sector to participate effectively in neighbourhood renewal decision making if they have access to some resources of their own specifically for this purpose. The new **Community Empowerment Fund** (totalling at least £35 million) will provide around £400,000 over the next three years to each of the 88 NRF areas, to support community and voluntary sector involvement in LSPs. This could fund activities such as resident meetings and surveys to gather views and feed back what happens, outreach to residents to encourage people to express their views, and training and support to help residents participate in partnerships. More details about this and how the Community Empowerment Fund will be delivered to communities will be provided in the final version of the LSP guidance. The funding will be administered through GOs (**Commitment 90**).

- 5.31 Faith groups may offer a channel to some of the hardest-to-reach groups. A pragmatic approach will be taken to funding faith groups, recognising that they may be the most suitable organisation to deliver community objectives (**Commitment 91**).

## Community involvement

Community involvement is a complex process and to do it well would include at least the following steps:

- outreach, especially to excluded communities, to make them aware that they have the chance to express their views and directly influence service providers;
- facilitation to pull together the community's views and procedures for choosing community members of the LSP;
- participation of community members in sufficient numbers on the LSP, for which they might need training and other forms of support (e.g. pre-meetings, briefings); and
- Government Office action if an LSP did not engage with the community appropriately, and does not take sufficient account of community views.

Many of these issues can best be approached at a small geographical scale – the neighbourhood itself rather than the wider area the LSP covers. Special efforts need to be made to engage communities of interest who may not be concentrated in one place, and those who may be harder to reach because of language or access difficulties.

Representing the differing (and sometimes conflicting) views of communities on a partnership can be tricky and the final version of the LSP guidance will explore in more detail the various methods for selecting or nominating community members of an LSP.

### *Community Task Force*

- 5.32 The Government will be setting up a **Community Task Force** to advise the NRU on how communities' priorities and needs can best be met in neighbourhood renewal, by improving the quality and quantity of community participation in the National Strategy, particularly in the actions and the working methods of LSPs as they implement it. The Task Force will be made up of a diverse range of people who have direct experience of getting communities involved in improving service delivery and encouraging wider community activity (**Commitment 92**).

### *Help to run projects*

- 5.33 While many residents will welcome more support and opportunity to get involved in decisions about their neighbourhood, for others, the first step towards community involvement will be participating in community self-help and mutual support activity. Substantial new resources (£50 million over the next three years) will be channelled directly to community groups through new **Community Chests**, which will be established in the 88 areas eligible for the Neighbourhood Renewal Fund. More detail on this will be released shortly (**Commitment 93**).

- 5.34 The Government is also taking action to ensure that it becomes simpler and less bureaucratic for community groups throughout the country to access public funds available to them. In advance of a broader commitment to consider the scope for rationalising funding streams, ideas under consideration include: a new website providing information about all Government funding available to voluntary and community organisations; and a move towards standardised application forms and procedures for small grants funds initiated by Government (**Commitment 94**).
- 5.35 Community groups also stand to gain from measures covered elsewhere in this document. For example, social entrepreneurs will be eligible to apply for the **Community Development Venture Fund**. The new Innovation Fund mentioned in **Chapter 4** will also provide resources for developing intermediary provision to match people out of work with jobs. This fund will be open to, amongst others, voluntary and community groups to tackle unemployment in deprived areas. And the Skills and Knowledge strand of the National Strategy covered in **Chapter 6** will include specific measures to help community activists and groups.

# Chapter 6: National and regional support

## Chapter summary

The Government will be playing a new, supportive role in neighbourhood renewal, with several important changes taking place:

- fairer funding for public services in deprived areas, to underpin specific targets for improving life in deprived areas;
- a cross-departmental unit based in the Department of the Environment, Transport and the Regions (DETR) to lead and monitor the National Strategy for Neighbourhood Renewal, with strong Ministerial leadership and wide networks;
- a new role for Government Offices for the Regions (GOs) in supporting neighbourhood renewal;
- a special focus on black and minority ethnic issues in the Strategy;
- a specific Skills and Knowledge strand of the Strategy;
- a drive to change public sector cultures and to reduce bureaucracy and 'initiative-itis'; and
- new Neighbourhood Statistics to monitor change.

- 6.1 Everyone agrees that central Government will not help turn round deprived neighbourhoods if it is too 'top-down' or prescriptive in the way that it works with local partners. But there are things that the Government must do to help. Its resource allocation, rules, co-ordination and culture all have a huge impact on local partners' ability to renew deprived neighbourhoods.
- 6.2 Much of what central Government and the regions can do to make the National Strategy work has already been set out in **Chapters 4 and 5**. Examples include supporting new approaches at the local level like the Sure Start programme or Neighbourhood Warden schemes, or helping local residents and service providers to set up inclusive Local Strategic Partnerships.
- 6.3 But there is a further role for central Government and the regions – a 'behind-the-scenes' role. This involves taking forward activity that doesn't have a very visible impact in any one place, but helps in all deprived neighbourhoods. This chapter sets out how this role will be fulfilled.

### i) Resources and targets

- 6.4 As will already be obvious from earlier chapters, the National Strategy for Neighbourhood Renewal is underpinned by substantial extra resources:
- The cross-cutting Neighbourhood Renewal Fund was described in **Chapter 5**.
  - Many other more specific funding sources and ideas were set out in **Chapter 4**.

- 6.5 But this is not the last word on resource allocation. The targets described in **Chapter 3** should ensure that tackling deprived areas becomes a priority for Government departments and their local partners and agencies. As a condition of the Public Service Agreement (PSA) targets departments are committed to, they have agreed to a further review of how they will ensure that money gets to the right places (**Commitment 95**). This could mean adjusting the funding formulae that divide up money between areas, so that deprived areas get a larger share of new resources.
- 6.6 This review is due to be completed by summer 2001. It can be afforded because of the major spending boosts all public services have received for the next three years. For instance, compared with 2000, by 2004:
- spending on education and training will be over £11 billion higher;
  - spending on the NHS will be over £12 billion higher;
  - spending on the police will be £1.6 billion higher;
  - spending on employment opportunities will be £500 million higher;
  - spending on housing will be £1.6 billion higher; and
  - spending on transport will be £4.2 billion higher.

The focus of the new targets on deprived areas will mean that a disproportionate share of these new resources for public services will go to deprived areas.

## ii) National leadership

- 6.7 Consultation on the National Strategy framework revealed substantial support for the idea of a central focus in Whitehall to lead the Government's contribution to the National Strategy. The Government is therefore setting up a new **Neighbourhood Renewal Unit (NRU)** to provide leadership and oversight of the National Strategy within Whitehall and outside, taking over leadership from the Social Exclusion Unit later this year (**Commitment 96**). Its main responsibilities will be:
- **overseeing and supporting the central Government contribution to the National Strategy.** This will include 'policy proofing' Government policy – making sure that each new policy proposal will improve, not worsen, life in deprived areas; and helping other Government departments to fulfil their commitments to the Strategy;
  - **overseeing the development of Local Neighbourhood Renewal Strategies** by Local Strategic Partnerships (LSPs), ensuring that these develop well, and administering the Neighbourhood Renewal Fund to support them. Close working with GOs will be needed;
  - **running the key central funding streams** for the National Strategy, including the New Deal for Communities, the Neighbourhood Renewal Fund as well as Neighbourhood Management, the Community Empowerment Fund (CEF), Neighbourhood Wardens and Community Chests;
  - **leading and mobilising key sectors**, e.g. voluntary and community groups, including those representing minority ethnic groups and business;
  - **driving the Skills and Knowledge strand** of the National Strategy;
  - **monitoring the success of the Strategy**, assessing and tackling risks to its delivery, and continuing to develop the Government's understanding of the problems of deprived neighbourhoods;

- **commissioning an independent evaluation** of implementation and impact of the National Strategy in due course; and
- **advising Ministers on developing the National Strategy.**

- 6.8 The NRU will be based in DETR, reporting to the Minister for Local Government, Regeneration and the Regions, and work will be overseen by a cross-departmental group of senior Ministers, chaired by the Deputy Prime Minister. It will also work closely with a Steering Group of Permanent Secretaries.<sup>67</sup> It will continue the open and participative approach used in the Policy Action Team (PAT) process, involving a range of stakeholder groups. The Community Task Force will be one of these groups.
- 6.9 The NRU will work across departments and be staffed with officials from a range of departments and other parts of the public sector, as well as secondees from the private, voluntary and community sectors. It will champion and promote innovative and imaginative approaches to renewal. It will have a strong focus on delivery, and use Neighbourhood Statistics and information from GOs to assess whether the poorest neighbourhoods are improving and whether other neighbourhoods are at risk of decline. Its role will be to chase progress, intervene where national policies or local implementation is failing, and adapt and refine the strategy. It will help to prevent deprivation, as well as tackling it where it exists.

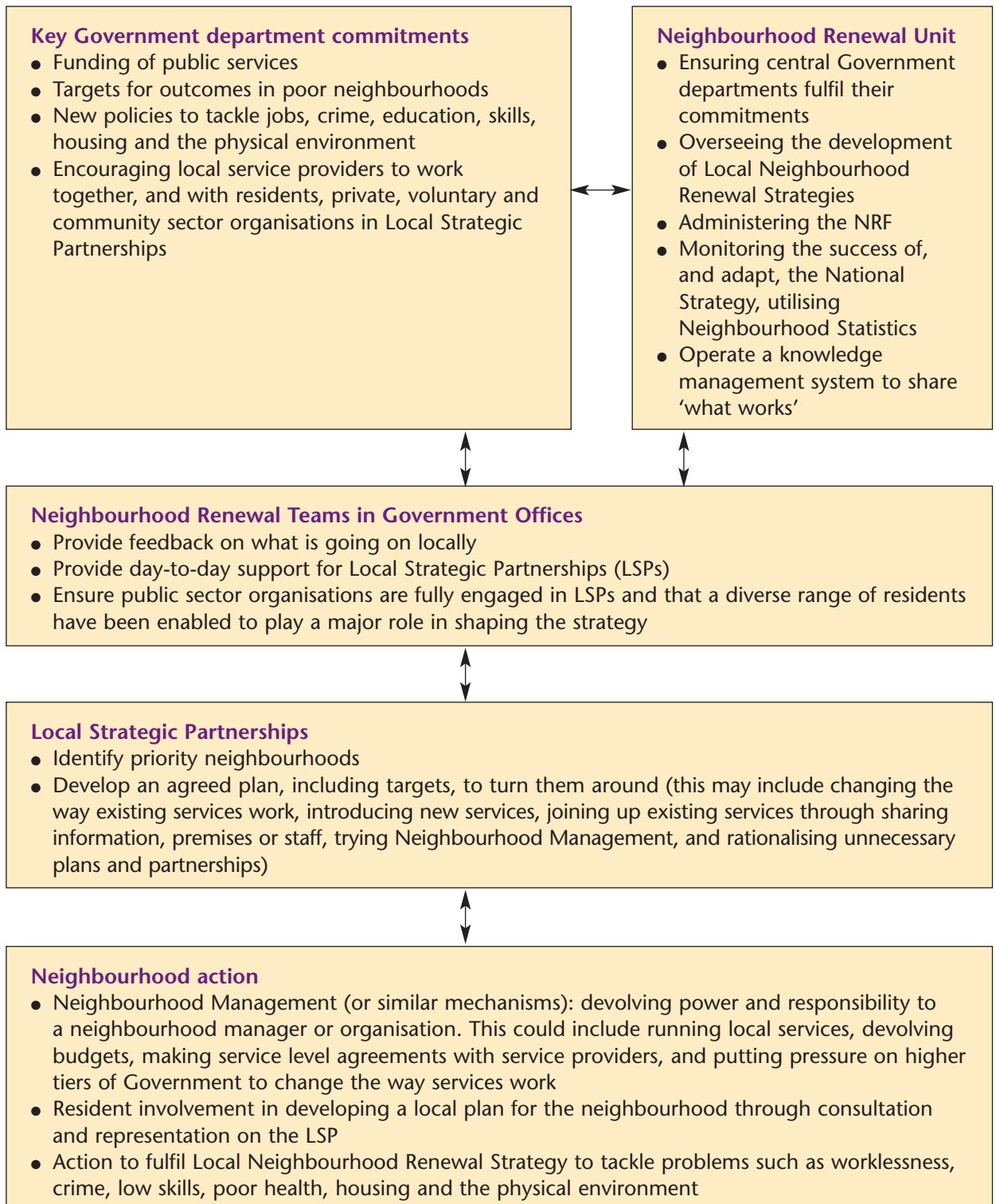
### iii) Neighbourhood Renewal Teams in the regions

- 6.10 Following the Performance and Innovation Unit's *Reaching Out* report (February 2000),<sup>68</sup> Government Offices are being strengthened. Their new role will include joining up Government policy in the regions and acting as a voice for the regions in central Government. They are supported by a new cross-departmental unit, the Regional Co-ordination Unit (RCU).
- 6.11 Within this, GOs will have particular responsibilities for neighbourhood renewal, particularly on helping the NRU to oversee local renewal strategies in their region, to administer various renewal funds including the Community Empowerment Fund and Community Chests, and feeding back what is going on locally.
- 6.12 To take this forward, each GO is:
- forming a Neighbourhood Renewal Team. These could include secondees from the private, voluntary and community sectors as well as Government officials; and
  - making the aims and objectives of neighbourhood renewal an explicit part of its remit, and of the job description of its director.

In performing all of these roles, GOs will work very closely with Regional Development Agencies (RDAs).

- 6.13 Day-to-day contact on neighbourhood renewal issues will be directly between the NRU and GOs. The RCU<sup>69</sup> will get involved if either the NRU or a GO has an issue that they cannot resolve bilaterally. The RCU will also have an important role to play in simplifying area-based initiatives, which have a major impact on deprived areas.
- 6.14 These changes will be made by mid-2001, and will be jointly overseen by the NRU and RCU (**Commitment 97**).

6.15 The key relationships set out in this document – from national to neighbourhood level – are set out in simplified form in the diagram below:





#### iv) Ensuring neighbourhood renewal works for minority ethnic communities

- 6.16 Close attention to the needs of minority ethnic people is being factored into the Government's work on neighbourhood renewal:
- there will be measurement – using **Neighbourhood Statistics** – of the impact of the National Strategy on different ethnic groups;
  - there will be clear responsibility within the new NRU for ensuring that neighbourhood renewal benefits ethnic minorities. This will also be an explicit task for the head of the NRU;
  - ensuring that neighbourhood renewal benefits ethnic minorities will also be a key part of the neighbourhood renewal objectives of Government Office regional directors; and
  - the NRU will work to ensure that the funding under its control goes in representative proportions to black and ethnic minority led groups and needs (**Commitment 98**).

#### v) Skills and knowledge

- 6.17 The Government is committed to ensuring a step change in the level of skills and knowledge of everyone involved in neighbourhood renewal.
- 6.18 PAT 16 recommended that a National Centre for Neighbourhood Renewal should be set up to take this forward. Consultation since then has confirmed the need for, and importance of, embedding skills and knowledge at all levels within the National Strategy. But it also revealed concerns about whether a single organisation was the most effective way to achieve this. People wanted an organisation with clout and leadership in Whitehall. But they were also keen to ensure that it had a strong regional presence and was close to communities working on the ground.
- 6.19 For this reason, the Government has decided that there should be a distinct Skills and knowledge strand **throughout** the National Strategy. This will include a dedicated **Skills and Knowledge Team** within the NRU, and strong regional and community owned elements. Resources will be available to fund this.
- 6.20 The Government is now developing a **strategy for learning and development**. This will recognise the distinctive needs of different participants in neighbourhood renewal, as well as the areas where learning needs are common and joint activities are appropriate. The NRU will assume responsibility for this work when its Skills and Knowledge Team is established in Spring 2001. It will continue to work closely with the Active Community Unit, DfEE and other key interests inside and outside Government. More detailed proposals will be published later in the year (**Commitment 99**).
- 6.21 The learning and development strategy will need to:
- embed a focus on learning and development at all levels of the National Strategy for Neighbourhood Renewal;
  - identify gaps and weaknesses in current learning provision and, where necessary, commission practical training packages;
  - look at how learning and development can be funded for those with limited financial resources;

- consider what changes need to be made to occupational standards in order to equip public sector professionals with the skills they need to play a more effective part in neighbourhood renewal;
- consider where joint learning is appropriate and how to promote it; and
- examine the role for GOs in auditing and tailoring learning and development opportunities to meet regional needs, drawing on available expertise and innovation (for example, emerging centres of excellence).

6.22 The other element of the Skills and Knowledge strand will be a **knowledge management system**, as recommended by PAT 16. This will be a systematic and comprehensive guide to the information available on what works in tackling the various problems of deprived neighbourhoods. It will be run by the Skills and Knowledge Team in the NRU and will draw upon experience of what works, across England and beyond, and link into sources of evidence from other departments, outside bodies, and regional, local and neighbourhood feedback.

6.23 Its role will be not only to collect knowledge but also to disseminate it effectively. The Skills and Knowledge Team will do this in two ways – through a national website and by ensuring that face-to-face advice is available to partnerships and communities that want it. This will involve a strong regional and community dimension, including the possibility of ‘residents’ consultancy’. The aim is that the knowledge management system should become fully operational by March 2002 (**Commitment 100**).

## vi) Changing culture and reducing bureaucracy

6.24 The way that central Government works with local partners is still too bureaucratic, and often poorly co-ordinated. Public service cultures can also be insufficiently flexible and change needs to be led and supported from the top. The Government is committed to addressing this problem through the Modernising Government programme and individual departments’ change programmes.

6.25 To start to change cultures, the following measures will be taken:

- Each Government department with responsibility for policies that affect deprived neighbourhoods will be developing targets for interchange with organisations working in deprived neighbourhoods, and particularly those working with minority ethnic groups, by April 2001.
- Government will consider the merits of sponsoring a special Charter Mark Award for services in deprived areas, and will look at social exclusion issues as part of the review of Charter Mark criteria. Consideration will also be given to an Investors in Communities scheme, or a Community Mark.<sup>70</sup>
- The existing network of departmental ‘Consumer Champions’<sup>71</sup> will be engaged in improving the responsiveness of services in deprived areas.
- Consideration will be given to developing a People’s Panel that is focused explicitly on deprived areas (**Commitment 101**).

6.26 To tackle bureaucracy and ‘initiative-itis’, a variety of actions are in hand.

- 6.27 As part of the LGA's New Commitment to Regeneration and the local PSA pilot process, local authorities and their partners can commit to achieving ambitious outcome targets of local importance, in return for greater resources and/or freedoms and flexibilities in the way that they work. New powers in the Local Government Act 2000<sup>72</sup> can be used to abolish or amend requirements to produce statutory plans and strategies. The NHS Act 1999 enables NHS bodies and local authorities to pool funds, as well as delegate functions, where this will improve services. Opportunities to use these powers can be identified through the work on local PSAs and LSPs, the experience of the New Commitment to Regeneration pathfinders, and through joint working with the Local Government Association (LGA) (**Commitment 102**).
- 6.28 The Government sees the creation of LSPs, as a possible vehicle for the rationalisation of partnerships, plans and initiatives. LSPs could develop into umbrella bodies, encompassing a range of partnerships and producing various strategies. The Department of Health has already agreed to encourage LSPs to oversee the planning of services for vulnerable children, and that, in the medium term, Health Action Zones could be integrated with LSPs to strengthen the links between health, education, employment and other causes of social exclusion. The Government will be clarifying the links between different partnerships – and particularly between issue-specific partnerships and LSPs – whenever new guidance is produced and sent to partnerships. This should help local partnerships to make sense of each other, and make vital links (see **Chapter 5**) (**Commitment 103**).
- 6.29 A new 'double-key' system is in place to approve new 'area-based initiatives' and new waves of existing ones. This key will be operated by the new RCU which will comment on proposals and co-ordinate the views of GOs. This means that before a new initiative can be launched, a genuine need must be proven both centrally and regionally (**Commitment 104**).

## vii) Neighbourhood Statistics

- 6.30 Accurate information about social conditions at the local level is not just an interesting toy for statisticians. It provides a powerful tool for helping local and national partners to pinpoint problems and target solutions more effectively to renew the most deprived neighbourhoods.
- 6.31 But such data is not yet available. The national targets for tackling deprivation in **Chapter 3** are mainly set at the local authority level – areas that are much larger than a neighbourhood – because data is not yet available that would allow targeting at a smaller area level, such as wards or neighbourhoods.
- 6.32 To address this, the Government is committed to developing **Neighbourhood Statistics** which will help to address this. This will be a two-stage process, involving:
- by April 2001 at the latest, internet publication of a ward-level dataset covering as much information as is currently available; and
  - an expansion of this dataset, following the publication of the 2001 Census results in 2002–03, into consistent time series on a larger range of information. It is the aim that this information will be underpinned by a new, fully flexible **geographical referencing** system that will enable analysis by any geographical unit, such as a neighbourhood. One key aim is that it will also be possible to analyse data by ethnicity, allowing key outcomes of the Strategy to be monitored by ethnic group. Data about individuals, or which would allow individuals to be identified, will remain protected.
- 6.33 This work is being taken forward by the Office for National Statistics (ONS), working closely with NRU, LGA, Government departments and other partners.
- 6.34 The 2000 Spending Review allocated £35 million for the costs of this work over the next three years. Neighbourhood Statistics will link in with other data collection initiatives – including local 'Quality of Life' indicators *Local quality of life counts*<sup>73</sup> produced by the Government, working with LGA and the Improvement and Development Agency (IDeA) (**Commitment 105**).

## Chapter 7: Government commitments to neighbourhood renewal

- 7.1 The publication of this document marks the beginning of a new approach to turning round the most deprived communities. Transformation will not happen overnight, but the Government is making a number of changes over the coming three years which will lay the right foundations for progress.
- 7.2 Within three months of publication, the Neighbourhood Renewal Unit will be fully operational, driving forward the follow-up to this report.
- 7.3 Later in the year, the key departments will review their resources and report to the Treasury on how they intend to achieve the new targets for outcomes in deprived areas. By the end of this year, targets for health outcomes and for educational attainment at Key Stage Two in deprived areas will also have been set.
- 7.4 There will also be regional and local changes, with the 88 most deprived areas setting up Local Strategic Partnerships (LSPs) and receiving resources through the Neighbourhood Renewal Fund (NRF). The LSP will be able to draw on the first data set of ward level information (which will be available by April 2001). Within a year, LSPs will be operational in the most deprived areas and will have drawn up their own Local Neighbourhood Renewal Strategies.
- 7.5 At regional level, later in 2001, all Government Offices will be setting up new Neighbourhood Renewal Teams to drive the Strategy forward in the regions. And nationally, by 2005, the Government aims to meet the ambitious new targets set out in this report, with many of them having been achieved by 2004.
- 7.6 It is through these changes that the Government will move towards its 10-to-20 year vision – of creating a society where no-one is disadvantaged by where they live. The table below summarises the **key commitments** which the Government is making to help to realise this long-term vision.

No.	Commitment	Timing	Lead department	Chapter
1	To have lower worklessness, better skills, less crime, better health and better housing and physical environment in all the poorest neighbourhood and to narrow the gap between England's most deprived neighbourhoods and the rest of the country	10-20 years	All/NRU	3
2	Targets and more flexible and greater funding for Regional Development Agencies (RDAs) (Around £500 million more p.a. by 2004)	2001-04	DETR	4
3	Seamless service to large employers wanting to set up large-scale local enterprise	On-going	RDAs	4
4	Target to increase economic performance of every region	2004	DETR/DTI	4
5	New Deal for Market Towns	On-going	DfEE	4

No.	Commitment	Timing	Lead department	Chapter
6	Community Investment Tax Credit	Consultation in progress	HMT	4
7	Community Development Venture Fund	Consultation in progress	HMT	4
8	Index of Inner City Businesses and City Growth Strategies	On-going	DETR	4
9	Business Brokers in some of the 88 most deprived areas	2001	NRU	4
10	Small Business Service (SBS) priority to help enterprise in deprived groups and areas	On-going	DTI	4
11	£96 million Phoenix Fund to help boost enterprise in deprived areas	2000–04	DTI	4
12	Regional venture capital funds in every region	On-going	GOs	4
13	New Universal Banking Services, to be run through the Post Office network	On-going	DTI	4
14	Credit Unions to be promoted in deprived areas by the Central Services Organisation	On-going	HMT	4
15	£15 million per year fund to help post offices in deprived urban areas to develop retail facilities	2001–04	NRU	4
16	Encouragement of Local Strategic Partnerships (LSPs) and Neighbourhood Management pathfinders to experiment with local retail strategies	2003	NRU	4
17	Making the New Deal permanent	April 2001	DfEE/DSS	4
18	Making work pay via Minimum Wage, tax credits and benefit reform	On-going	DfEE/DSS/DTI	4
19	Setting up a Working Age agency from the Employment Service and the working age elements of the Benefits Agency	2001	DfEE/DSS	4
20	32 Action Teams for Jobs in high unemployment areas	2000	DfEE	4
21	Target to increase employment for most disadvantaged groups	2004	DfEE/DSS	4
22	Improve initial labour market position of 30 areas	2004	DfEE	4
23	Innovation Fund, covering 11 inner-city areas, to support community and voluntary organisations in linking people with work	On-going	DfEE	4
24	£379 million extra for childcare, targeted on deprived areas	2001–04	DfEE	4

No.	Commitment	Timing	Lead department	Chapter
25	Promotion of social inclusion to be a key element in Local Transport Plans	On-going	DETR	4
26	£40 million Urban Bus Challenge scheme to help set up bus services to deprived urban areas	2001–04	DETR	4
27	Reduce domestic burglary by 25 per cent, with no local authority area having more than three times the national average rate	2005	HO	4
28	Crime and Disorder Reduction Partnerships (CDRPs) to lead on tackling anti-social behaviour (ASB)	On-going	HO	4
29	CDRPs to have strategies to improve the reporting of racist incidents	On-going	HO	4
30	£18.5 million to support Neighbourhood Warden schemes, and start new ones	2000–04	NRU	4
31	Major gearing-up of young people's and adults' drug treatment programmes	2001–04	HO/DH	4
32	Strengthened and rationalised Drug Action Teams to lead fight against drugs	On-going	ADCU	4
33	Various targets on reducing drug demand and supply	2001–04/05	ADCU	4
34	No school to have fewer than 25 per cent of pupils getting 5 GCSEs at A*–C and no LEA to have fewer than 38 per cent of pupils reaching this standard	2001–04	DfEE	4
35	Extension of Excellence in Cities to cover 2,000 schools	2001–04	DfEE	4
36	£32 million from School Improvement Grant to help 500 schools improve their performance	2001–02	DfEE	4
37	Special help for the most seriously under-achieving schools	On-going	DfEE	4
38	£240 million to finance Study Support. A Study Support entitlement to be set	2001–04	DfEE	4
39	National literacy and numeracy target to be set	2001	DfEE	4
40	At least £600 million to tackle truancy and school exclusion	2001–04	DfEE	4
41	Pupil Support Allowance	2001–04	DfEE	4
42	Development of neighbourhood learning centres	2001–04	DfEE	4

No.	Commitment	Timing	Lead department	Chapter
43	£252 million to establish 6,000 UK online centres by 2002. Every deprived area to have at least one accessible, community-based facility	2002	DfEE	4
44	Every public library to have internet access (where practicable)	2002	DCMS	4
45	New Adult Basic Skills National Strategy, to improve the basic skills of 750,000 adults	2001–04	DfEE	4
46	£1.4 billion for Sure Start, to reach a third of children in poverty, and help them be ready to thrive at school	1999–2004	DfEE	4
47	Connexions Service to be launched in 16 areas from April 2001	2001	DfEE	4
48	Halve teenage conceptions by 2010	On-going	DH	4
49	£450 million Children's Fund to tackle poverty and disadvantage in children and families	2001–04	DfEE	4
50	A new Cabinet Committee on children and young people, supported by a new unit in DfEE	On-going	DfEE	4
51	Quality Protects programme	1999–2004	DH	4
52	Social inclusion targets in funding agreements between DCMS and sponsored bodies	On-going	DCMS	4
53	Ensuring fairer share of National Lottery resources for deprived areas	On-going	DCMS	4
54	£750 million Lottery-funded programme to enhance school sports facilities, especially in deprived areas	2001–04	DCMS	4
55	12 Creative Partnerships to be set up in deprived areas	2004	DCMS	4
56	200 extra Personal Medical Services schemes, mainly in deprived areas	2001–04	DH	4
57	Modernisation of primary care premises (with £1 billion) especially in deprived areas	2001–04	DH	4
58	New incentives to recruit and retain good primary care staff in deprived areas	To be confirmed	DH	4
59	A free and nationally available translation and interpretation service will be available from all NHS premises via NHS direct	2003	DH	4
60	Target for reducing smoking during pregnancy and across the board	2010	DH	4

No.	Commitment	Timing	Lead department	Chapter
61	National School Fruit Scheme pilots	On-going	DH	4
62	NHS Performance Assessment Framework	2001	DH	4
63	Health inequalities target to be set	2001	DH	4
64	Extra £1.6 billion for housing, to help achieve target for improving housing (all social housing to be decent by 2010, with 33 per cent improvement by 2004)	2001–04	DETR	4
65	Innovative ways of increasing investment in housing	On-going	DETR	4
66	Extra £872 million for new affordable homes	2001–04	DETR/HC	4
67	Baseline assessment of number of dwellings and number and location of wards affected and at risk from low demand and unpopular housing	March 2002	DETR	4
68	Monitor low demand and abandonment with the aim of achieving a turn round in declining demand	2010	DETR	4
69	Extra £80 million for housing management, from unfreezing of management allowance	2001–04	DETR	4
70	Extra £12 million to enable local authorities to establish tenant participation structures	2001–03	DETR	4
71	Modernisation of financial framework for local authority housing	On-going	DETR	4
72	A wider role for Registered Social Landlords (RSLs)	On-going	DETR	4
73	£11 million to help local authorities pilot choice-based lettings systems	2001–04	DETR	4
74	Clearer and more flexible role for local authorities and RSLs in using lettings policies to create sustainable communities	On-going	DETR	4
75	Ensuring tenancies contain 'no harassment' clauses	On-going	DETR	4
76	A Finance Act will confirm fiscal measures to be introduced for urban areas	By summer 2001	HMT; HMC&E; IR	4
77	New delivery arrangements for physical change in urban areas (e.g. Urban Regeneration Companies)	On-going	DETR	4
78	A pilot English Cities Fund, to invest in mixed-use development in priority areas	On-going	DETR	4
79	Air Quality Strategy targets	2003–08	DETR	4



No.	Commitment	Timing	Lead department	Chapter
80	Waste Strategy targets	2003	DETR	4
81	£800 million Neighbourhood Renewal Fund to 88 severely deprived areas	2001–04	NRU	5
82	Local authorities piloting PSAs to work closely with LSPs in developing and delivering local targets	On-going	DETR	5
83	Departments to encourage their local service providers to work with LSPs	On-going	All	5
84	Local Neighbourhood Renewal Strategies and LSPs will be judged by GOs partly on the degree of resident involvement	2001–04	NRU	5
85	Where a partnership is failing to form or deliver on commitments, Government Offices for the Regions (GOs) and departments will intervene	On-going	NRU	5
86	GOs to intervene if public sector partners fail to fully engage with LSP	On-going	NRU	5
87	If Neighbourhood Renewal Fund needs to be withdrawn from an area as a result of poor LSP performance, money will reach the area by other means	2001–04	NRU	5
88	Neighbourhood Management pathfinders	2001–04	NRU	5
89	Requirement on LSPs to seek out as well as welcome resident involvement	2001–04	NRU	5
90	Community Empowerment Fund	2001–04	NRU	5
91	Support for faith organisations	On-going	All	5
92	A Community Task Force	2001	NRU	5
93	Community Chests to promote community self-help and mutual support in 88 severely deprived areas	2001–04	NRU	5
94	Simplified access to funding for community groups	2001	HO (ACU)	5
95	Review of resources for core public services in deprived areas	2001	Various	6
96	A Neighbourhood Renewal Unit (NRU) to be established in DETR	2001	DETR	6
97	Neighbourhood Renewal Teams to be set up in Government Offices for the Regions	2001	NRU	6
98	Clear responsibility for ensuring that neighbourhood renewal benefits ethnic minorities	On-going	NRU	6

No.	Commitment	Timing	Lead department	Chapter
99	Learning and development framework for neighbourhood renewal to be developed	2001	NRU	6
100	A knowledge management system for neighbourhood renewal to be developed	2001	NRU	6
101	A People's Panel for deprived neighbourhoods to be considered	2001	NRU/CO	6
102	New powers in Local Government Act to allow rationalisation of plans for local authorities	On-going	DETR	6
103	A commitment to clarify links between partnerships in future guidance	On-going	All	6
104	Rationalisation of area-based initiatives	On-going	RCU	6
105	Development of Neighbourhood Statistics	2003	ONS	6

# ANNEXES

## ■ Annex A: Main messages from the SEU's consultation

### Introduction

- 1 This annex summarises the responses received during consultation on the framework National Strategy for Neighbourhood Renewal. It does not attempt to provide an exhaustive guide to such a long and detailed exercise, but to highlight the main points raised and to indicate how the Government has responded to them.

### How the consultation took shape

- 2 The consultation period covered 12 weeks, in which almost 20,000 National Strategy documents were issued.
- 3 Over 70 events were held throughout England, to explain the Strategy and to draw feedback from the thousands of people attending. The events were largely arranged in partnership with organisations such as the Urban Forum and the Local Government Association (LGA), who were able to draw in a broad range of voluntary, community, public sector and special interest groups.
- 4 Response to the consultation came in two forms. First, from feedback reports from events. Second, in written responses, of which just under 600 were received.
- 5 The Social Exclusion Unit also appointed MORI to gather more in-depth reactions to the Strategy from residents and local public service workers. This research was successful in drawing out the views of some traditionally hard-to-reach groups such as the elderly, and people for whom English is not a first language.

### A warm welcome for the Strategy

- 6 There was an overwhelmingly warm welcome for the National Strategy. The scope and general thrust of the document were almost universally welcomed, as were many of its more detailed ideas. Some of the comments on it are set out in the box on the next page.

## Support for the National Strategy

“The draft National Strategy for Neighbourhood Renewal is the most far-reaching, analytical and exciting development yet undertaken by this Government, and the most impressive report on neighbourhood renewal in many people’s living memory.” – *Urban Forum*

“Overall, we endorse the aim of the National Strategy and the approach set out in the consultation report. In particular, we endorse the long-term nature of the Strategy, the specific focus on the needs of black and ethnic minority people... and the emphasis on the role of mainstream service providers.” – *NSPCC*

“The LGA welcomes the thrust of the SEU’s proposals, believing that they fit well with the new role for local Government.” – *Local Government Association*

“Many of the proposals, if taken forward, would transform the lives of a great many people.” – *East Kent NHS Health Authority*

“Even though Mansfield District is nationally one of the most deprived areas, in which several neighbourhoods suffer from extremely poor conditions, it is felt that the comprehensive approach detailed in the National Strategy framework, if facilitated by the inevitably substantial resources required, would be capable of achieving a turn-around.” – *Mansfield District Council*

“The Commission welcomes the analysis set out in this document, and supports its overarching purpose and direction. In particular, we commend the proposals to integrate race equality measures into mainstream service provision at national, regional and local level.” – *Commission for Racial Equality*

- 7 We also got a lot of feedback about people’s concerns and how they thought the Strategy could be improved. This annex focuses on this feedback. It is organised around the four principles of neighbourhood renewal which were set out in the framework document. Statements in *italics* draw attention to where these issues have been addressed in this Action Plan.

## Reviving economies

- 8 Some people felt that the Strategy’s focus on **jobs** was too strong, either because work is not appropriate for all (carers, severely disabled people, those too young/old) or because work is not seen as widely available in every area. *The Strategy should improve quality of life for all in deprived neighbourhoods, whether they work or not, e.g. by improving public services, reducing crime etc. However, increasing employment is key to turning round the fortunes of poor neighbourhoods. The pattern of labour market disadvantage is complex and not merely regional. Acute disadvantage is concentrated in small areas within regions. The Government does not accept that the main cause of low employment and high benefit receipt is a lack of available jobs. Often these areas are close to employment centres where jobs are appearing all the time and policy is focusing on connecting people with jobs. The Government is committed to a comprehensive approach to the problems of disadvantaged areas and recognises that there may be cases where policies are also needed which encourage employment generation in particular areas. Measures to revive economies are described in Paragraphs 3.13 and 4.2ff.*

- 9 The impact of benefit rules, the informal economy and costs associated with work were cited as barriers to working. Inconsistencies in advice and application of the benefits rules by the Benefits Agency and other agencies were also criticised. In particular, concerns were raised that current benefit rules can prevent claimants from taking up voluntary work. *The commitments on tackling worklessness, set out in **Chapter 4**, address these points. In addition, the PAT Audit will say that the Department of Social Security (DSS) is developing a more accurate 'In-Work Benefit Calculator' which will be a key tool for the new Working Age Agency and will be made available to Citizens Advice Bureaux and other advisers. Together with the Department for Education and Employment (DfEE), DSS are also giving consideration to possible developments to the Welfare to Work programme, to make it easier to take up volunteer work.*
- 10 People also felt that employment legislation, and the Best Value scheme, sometimes worked as a discouragement to employing local people. *A joint Department of the Environment, Transport and the Regions (DETR)/LGA Task Force was established in July 2000, chaired by Sir Ian Byatt, to review commissioning and procurement practices in local Government in England. One of the issues they will be addressing is how the needs and priorities of local people are identified and how these are brought into the procurement process. The SEU has informed the Task Force of the concerns raised about local employment during its consultation.*
- 11 There was scepticism as to whether the Small Business Service (SBS) would be able to improve on the efforts of its forerunners (e.g. Business Links) which were thought unable to meet the different needs of conventional business and the social enterprise sector at the same time. *New measures for bringing better business support to deprived areas – which includes, but is not restricted to SBS – are described in **Chapter 4**. They recognise the variety of businesses in deprived areas, and their different needs.*

## Reviving communities

- 12 Much of the comment on crime and anti-social behaviour focused on the most appropriate balance to be struck between preventive and the punitive measures. Some respondents suggested that physical improvements to deprived neighbourhoods would lead to a fall in crime. Others (especially people living or working in deprived areas) saw the enforcement of civil behaviour and success of anti-crime initiatives as vital to progress. *Measures to tackle crime are described in **Chapter 4**.*
- 13 The introduction of **Neighbourhood Wardens** received a mixed reception. This may in part reflect uncertainty about their role and functions. Those expressing concern or hostility often assumed they were acting as a type of police auxiliary or becoming vigilantes. The most enthusiastic supporters were those who were operating warden schemes. *No-one will be forced to introduce a warden scheme. But for areas that do, the steps are set out in **Chapter 4**. Neighbourhood Warden schemes are not intended to replace policing and they can and do work successfully alongside the police providing an alternative function. In order to ensure they operate as intended, the Government will issue very detailed guidance notes about implementing schemes. Implementation plans will need to incorporate details about recruitment procedures, and training and monitoring arrangements. Technical support will also be available from regional Government Offices. No scheme will receive Government funding until the plan for its implementation has been approved. All Government-funded schemes will be monitored and independently evaluated.*
- 14 The prospect of greater local control over services was widely welcomed, although the variety of local situations dictates a flexible approach to managing this. A number of respondents also recommended local input into: target setting, service design and delivery; devolution of (at least some) budgetary decisions; and determining the boundaries of priority neighbourhoods. But others expressed doubts about the competence of the local communities to exert meaningful influence in these areas. *Proposals for letting residents have more of an influence on services are contained at various points in the Action Plan, including the plans for Neighbourhood Management, Community Empowerment and Community Chests in **Chapter 5**.*

- 15 Some respondents suggested that the Strategy needed to be underpinned by the notion of community development as a cross-cutting principle – incorporating: empowerment; confidence and skills building; support for local networks; and extending local ownership and control. The concept of capacity building is seen as a huge opportunity but one fraught with challenges both to the communities and the system in general. *The Strategy recognises that sustainable renewal can only be achieved if it has community ownership. Full community involvement, starting where the community is, and with its priorities, is as important as improving public services. Moving to this position will be a long-term process and will entail change in all sectors and agencies and for individuals. Resources are being made available to assist communities, as outlined in **Chapter 5**.*
- 16 Some also felt there was not enough attention paid to housing and the physical environment and its relevance to neighbourhood renewal. A poorly planned environment can encourage crime and discourage those who have the option from staying in the area, leading to disintegration of communities. Overcrowding can also have a demonstrable impact on homelessness and on children’s achievement in school. *Housing professionals and housing-based groups such as Community Housing, Co-operatives and Tenant-Managed Organisations have a huge amount to contribute to the Strategy. Improving housing and the physical environment has now been taken up as an explicit objective of the Strategy, with relevant measures set out in **Chapter 4**.*
- 17 Some respondents felt that other environmental problems were not given enough emphasis in the Strategy. They underlined the detrimental impact of pollution and a dirty environment on the lives of people living and working in deprived neighbourhoods. *The Strategy now fully recognises the impact that these problems can have. Government programmes to tackle them – in particular through the Air Quality and Waste Strategies – are described in **Chapter 4**.*
- 18 A number of groups that responded to the framework Strategy drew attention to the importance of sustainable development in achieving real improvements in the poorest areas. They emphasised the importance of neighbourhood planners adopting an approach that focused on the sustainability of areas – in environmental, economic and social terms. *The Strategy recognises the importance of sustainable development in neighbourhood renewal. **Annex F** draws attention to a range of projects, many of which are designed to deliver social, economic and environmental benefits at the same time. The Strategy complements approaches such as Local Agenda 21 – and the new duty on local authorities to prepare Community Strategies – and Home Zones. It draws attention to the importance of measuring and monitoring, using Quality of Life indicators.*
- 19 The proposals to simplify funding regimes for the voluntary and community sectors were universally welcomed. Many were concerned about the burden placed on small organisations by the constant round of short-term, output-driven bidding. For others the essential requirement was to establish greater stability and continuity of finance, whether through core funding or otherwise. *Proposals to reduce the complexity of community funding, and increase its quantity, are set out in **Chapters 5 and 6**. The Compact and its associated Codes of Good Practice provide a framework within which these concerns can be addressed.*
- 20 A common theme of responses concerned with funding for these sectors was the advantages of an **asset-based approach**. *Some Neighbourhood Management pathfinders will be encouraged to try out this approach. This will be detailed in guidance.*

## Decent services

- 21 A number of respondents (and not just local authorities) wanted a clearer role for councils and in particular for elected members within the Strategy. Specifically, it was widely argued that the implementation of the Strategy needed to be linked closely to the modernising local Government agenda. The link between the Strategy and new or proposed structures of local Government could include, amongst other ideas, an explicit requirement that Local Strategic Partnerships (LSPs) should be the vehicle through which the Community Plan is developed. *These concerns have been reflected in the design of the LSP idea, set out in **Chapter 5**.*
- 22 While there is clear acceptance of the need to involve communities in service design and management, there were sharp divisions about direct community involvement in service delivery. Some people were open to the principle, while others feared this may represent an obligation on people in disadvantaged neighbourhoods that does not exist elsewhere. *The emphasis in the document is on giving residents and community organisations opportunities for influence, rather than imposing responsibilities that they do not want (see **Chapter 5**).*
- 23 The principle of on-the-spot delivery received a broad welcome. Some respondents also argued for co-location of services. Others, however, felt that the Strategy may be underestimating the cost of such action. *On-the-spot delivery underpins some of the ideas in **Chapter 4** and is also one of the things LSPs might agree to do.*

## Leadership and joint working

- 24 There was general agreement that the Strategy will require the re-engineering of the design and delivery of many publicly-funded services. The change implied in terms of skills, attitudes and working methods within local authorities and other local delivery agencies is widely held to depend on the willingness of central Government to adopt a genuinely integrated approach. Success will depend on ensuring that there are clear linkages between the National Strategy and other complementary policies and strategies. Amongst other things, it was agreed that this should include:
- a powerful central unit, with the clout to bring together the diverse and apparently unconnected initiatives that continue to flow from all departments;
  - clarified roles for Regional Development Agencies (RDAs) and Government Offices (GOs) in relation to neighbourhood renewal and regeneration;
  - reining-in of the perceived proliferation of partnerships ('initiative-itis'). Respondents sometimes identified the increase of new, small, competitive bidding initiatives as a source of growing annoyance and evidence of an unco-ordinated approach. Some felt that, unless care was taken, the National Strategy could aggravate this problem; and
  - having sufficient human resources to implement the Strategy. Some respondents expressed doubts about the extent to which, at present, there are the human resources available to implement the Strategy. There were also concerns about the competencies necessary for neighbourhood management and the ability of service deliverers to adopt a more 'customer centred' approach.

*All of these issues are addressed substantially in **Chapters 4 and 6**.*

- 25 While there were mixed views on how LSPs might function in practice, most agreed that they would be pivotal to the implementation of the Strategy. Concerns about how LSPs might work – all of which have been addressed (see **Chapter 5**) – include:
- a lack of clarity of vision for LSPs. *This is addressed in **Chapter 5** and in separate LSP guidance. LSPs will be single local umbrella partnerships involving all key local players. They will act as co-ordination frameworks through which local activity, plans and partnership working can be routed and organised. Their strategic position will enable a unique overview of local circumstances, encourage efficient and effective working, reduce the bureaucratic burden on local players, and promote essential information and best practice sharing. LSPs will be the vehicles used to draw up Community Strategies, in which, in the most deprived areas, Local Neighbourhood Renewal Strategies will play a large part;*
  - LSPs could undermine local democracy, especially local councillors. *Local Neighbourhood Renewal Strategies (NRS) will be part of Community Strategies – which are a crucial pillar of local Government reform. Local councillors will have a guaranteed role, tailored to local circumstances;*
  - local authorities could dominate LSPs, and squeeze out other partners. *GOs will accredit the Local Neighbourhood Renewal Strategies drawn up by LSPs and ensure involvement from all partners, especially residents and key interest groups. New resources will be available to help these groups participate; and*
  - LSPs could become a new tier of bureaucracy, and/or constitute yet another partnership requirement from central Government. *The idea of LSPs is to reduce bureaucracy by creating a single body that can take on the production of many existing strategies and plans. LSPs' main task, with regard to neighbourhood renewal, will be to pool information and co-ordinate activities, not to dictate to partners.*

## Gaps in the Strategy

- 26 Further doubts were expressed as to whether the Strategy had focused sufficiently on issues like rural deprivation and health policy. Other important aspects and causes of localised deprivation were identified, including stigmatisation of neighbourhoods. Various comments were made in the consultation about the impact of postcodes and area identity on the quality of service provision, the attitude of service providers, and the prospects of residents gaining access to jobs and financial services. *This document goes hand-in-hand with documents such as the Rural White Paper and the NHS Plan, and **Chapter 4** reflects some of their key commitments, as well as measures such as Action Teams for Jobs and Universal Banking Services.*
- 27 Respondents also cited a range of barriers to work which they doubted the Strategy had comprehensively addressed, including access to better and co-ordinated advice about benefits; more affordable childcare; and more effective transport. *New Government measures are set out in **Chapter 4**.*



## ■ Annex B: Background to the Action Plan

- 1 For the past three years, the Government has been working with partners to understand the problems of the most deprived neighbourhoods, and identify potential solutions to them.

### The remit

- 2 In 1997, the Prime Minister gave the Social Exclusion Unit (SEU) the remit to examine:

*“how to develop integrated and sustainable approaches to the problems of the worst housing estates, including crime, drugs, unemployment, community breakdown and bad housing.”*

### Initial report on deprived neighbourhoods (1998)

- 3 In response to this remit, SEU published a report in September 1998 analysing the problems facing deprived neighbourhoods. It recommended that a National Strategy for Neighbourhood Renewal needed to be developed. This would be a comprehensive response – across Whitehall and beyond – to the problems of the most deprived neighbourhoods.
- 4 The report also found that the development of a National Strategy would require further, more detailed work on a number of aspects of the problem, and set up 18 Policy Action Teams (PATs) to take this forward.

### Policy Action Teams (1999–2000)

- 5 The PATs introduced a new way of solving problems. They brought Government officials together with residents of deprived areas, local professionals and academics. This meant that they could focus a powerful combination of practical expertise and research evidence on cracking difficult problems. PAT members also visited a large number of deprived neighbourhoods through England, to root reports in first-hand experience.
- 6 Each PAT published a report to the Government on their particular issue. Their recommendations were also summarised in an SEU compendium document.

### *National Strategy for Neighbourhood Renewal – a framework for consultation*

- 7 In April 2000, the Government published a proposed framework for the National Strategy for Neighbourhood Renewal, drawing on the ongoing work of its review of spending on ‘Government Interventions in Deprived Areas’ (see below), and of the PATs.
- 8 The purpose of this report was to set out the principles and ideas that seemed most important for the National Strategy, and to ask partners for their views. A major consultation exercise was held, ending on 30 June 2000. This provided a wealth of detailed feedback on the framework, but also an almost unanimous welcome for the Strategy – as can be seen in the summary of the consultation, in **Annex A**.

## Spending Review of Government Interventions in Deprived Areas

- 9 In parallel with the PAT process, the Government set up a review of 'Government Interventions in Deprived Areas' (GIDA) as part of the 2000 Spending Review. Its role was to explore how Government resources could support neighbourhood renewal over the next three years (2001–04), and especially how strategic PAT recommendations could be supported. The conclusions of the review were published as part of the wider Spending Review in July 2000.

## This Action Plan, and the PAT Audit

- 10 This document sets out the main elements of the Action Plan for neighbourhood renewal. It is the Government's response both to the April consultation framework, and to the views expressed during the consultation. Sources of greater detail are clearly signposted in the text, as well as central Government contacts on each issue.
- 11 A companion document (the PAT Audit) will be published in the next few weeks. It will report that, of the 569 recommendations made by the PATs, over 85 per cent have been accepted and just over 10 per cent of the rest have been partially accepted or are under consideration. The Audit will provide a particularly valuable resource for people interested in the detail of PAT recommendations and the ways that these are being implemented.

## ■ Annex C: What different sectors can contribute

This annex focuses on some of the key opportunities for involvement, and the responsibilities, of organisations in different sectors. It looks at different types of organisation and lists some of the various ways in which they can or will be involved, referring back to the main text. It is not exhaustive, but intended to give examples.

### Benefits Agency

- Membership of LSPs (Ch 5) (later in 2001 as the Working Age Agency (WAA))
- Involvement in Neighbourhood Management (Ch 5)
- Involvement in drawing up and delivering Local Neighbourhood Renewal Strategies
- Ensuring people know that work pays (Ch 4)

### Business

- Membership of LSPs (Ch 5)
- Business brokers for LSPs (Ch 5)
- Tax incentives to invest in deprived areas (Ch 4)

### Communities of interest (e.g. ethnic minorities, disabled people, older people)

- Membership of LSPs (Ch 5), supported by specific resources
- Involvement in Neighbourhood Management (Ch 5)
- Access to funding from Community Chests (Ch 5)
- Participation in learning and development strategy, and/or 'residents' consultancy' (Ch 6)

### Community organisations

- Membership of LSPs and community empowerment (Ch 5)
- Involvement in Neighbourhood Management (Ch 5)
- Involvement in running neighbourhood learning centres (Ch 4)
- Involvement in running online centres (Ch 4)
- Participation in learning and development strategy (Ch 6)

- Opportunities for Community Finance Initiatives from Phoenix Fund (Ch 4)
- Resources from Innovation Fund to help get people back to work (Ch 4)
- Resources from Children’s Fund to deliver preventative programmes for children and young people (Ch 4)
- Involvement in delivering Sure Start (Ch 4)
- Access to funding from Community Chests (Ch 5)
- Simplified funding (Ch 5)

## Co-operatives

- Supporting business development (Ch 4)
- Managers of social housing (Ch 4)
- Credit Unions (Ch 4)
- Community retailing (Ch 4)

## Crime and Disorder Reduction Partnerships

- Close working with LSPs (Ch 5)
- Lead role in tackling anti-social behaviour, including racial harassment (Ch 4)
- Crime Reduction Programme, focused on high crime areas (Ch 4)

## Drug Action Teams

- Improving response to drug problems, and improving treatment (Ch 4)
- Membership of LSPs (Ch 5)

## Employment Service/New Deal Partnerships

- Lead local responsibility for delivering employment target (Ch 3)
- Key player in Action Teams for Jobs (running many of them) (Ch 4)
- Membership of LSPs (Ch 5) (later in 2001 as the Working Age Agency (WAA))
- Involvement in Neighbourhood Management pathfinders (Ch 5)

## **Faith communities**

- Membership of LSPs and community empowerment (Ch 5)
- Possible involvement in Neighbourhood Management (Ch 5)
- Resources from Intermediaries Fund to help get people back to work (Ch 5)

## **Further education colleges**

- Membership of LSPs (Ch 5)
- Involvement with Neighbourhood Action Plans, where they exist (Ch 5)
- Involvement in running neighbourhood learning centres (Ch 4)
- Involvement in running online centres (Ch 4)
- Delivering the Adult Basic Skills strategy (Ch 4)

## **Government Offices for the Regions**

- Setting up Neighbourhood Renewal Teams (Ch 6)
- Overseeing Local Neighbourhood Renewal Strategies (Ch 5)
- Administering funding (Ch 6)
- Leading renewal in the regions (Ch 6)
- Feeding back to Neighbourhood Renewal Unit (NRU) on 'what works' (Ch 6)
- Attending key LSP meetings (Ch 5)

## **Health authorities/Primary Care Groups/Primary Care Trusts**

- Lead local responsibility for delivering health target (Ch 3)
- Membership of LSPs (Ch 5)
- Involvement in Neighbourhood Management (Ch 5)
- More Personal Medical Services Pilots (Ch 4)
- Improving recruitment and retention of primary care staff (Ch 4)
- Modernising primary care premises (Ch 4)

## Higher education institutions

- Membership of LSPs (Ch 5)

## Learning and Skills Councils

- Membership of LSPs (Ch 5)
- Involvement in running neighbourhood learning centres (Ch 4)
- Involvement in running online centres (Ch 4)
- Lead role on Adult Basic Skills strategy (Ch 4)

## Local authorities

- Joint local lead and responsibility (with schools) for education target (Ch 3)
- Joint lead and responsibility with Registered Social Landlords (RSLs) for delivering housing targets locally (Ch 3)
- Membership of LSPs (Ch 5)
- Establishment of LSPs where a suitable partnership does not already exist (Ch 5)
- Incorporating LSP targets in performance management framework (e.g. Best Value performance plan) (Ch 5)
- Using Neighbourhood Renewal Fund to support Local Neighbourhood Renewal Strategies (Ch 5)
- Working with Neighbourhood Management (Ch 5)
- Helping tackle truancy and exclusion (Ch 4)
- Involvement in Crime and Disorder Reduction Partnerships (Ch 4)
- Incorporating the needs of deprived areas in Local Transport Plans (Ch 4)
- Involvement in Urban Bus Challenge programme (Ch 4)
- Involvement in running neighbourhood learning centres (Ch 4)
- Involvement in running online centres (Ch 4)
- Piloting choice-based lettings schemes (Ch 4)
- Using lettings policies to help create more sustainable communities (Ch 4)
- Improving housing investment (Ch 4)
- Implementing more on-the-spot housing management (Ch 4)

- Encouraging tenant participation in housing management (Ch 4)
- Working together with health authorities to improve the health of residents (Ch 5)
- Local cultural strategies, factoring in social inclusion (Ch 4)
- Role in developing Neighbourhood Statistics (Ch 6)

### **Local councillors**

- Ensuring local authorities' commitments to LSPs and neighbourhood renewal are met (Ch 5)
- Membership of LSPs (Ch 5)
- Involvement in Neighbourhood Management (Ch 5)

### **Police forces/police authority/fire services**

- Lead local responsibility for delivering crime target (Ch 3)
- Membership of LSPs (Ch 5)
- Involvement in Neighbourhood Management (Ch 5)
- Working with schools and local authorities to tackle truancy (Ch 4)

### **Regional Development Agencies**

- Lead responsibility for delivering target for regional growth (Ch 6)
- Membership of LSPs (Ch 5)
- Expanded and more flexible budget (Ch 4)

### **Registered Social Landlords**

- Membership of LSPs (Ch 5)
- Joint lead and responsibility (with local authorities) for delivering housing targets locally (Ch 3)
- Piloting choice-based lettings schemes (Ch 4)
- Helping to tackle low demand housing (Ch 4)
- Using lettings policies to help create more sustainable communities (Ch 4)
- Improving housing investment (Ch 4)
- Implementing more on-the-spot housing management (Ch 4)

- Encouraging tenant participation in housing management (Ch 4)
- Involvement with Neighbourhood Management (Ch 5)

## Residents

- Membership of LSPs (Ch 5), supported by specific resources
- Involvement in Neighbourhood Management or other neighbourhood organisations (Ch 5)
- Participation in learning and development strategy, and/or 'residents' consultancy'
- Involvement in running neighbourhood learning centres (Ch 4)
- Involvement in running online centres (Ch 4)
- Access to funding from Community Chests for community groups and projects (Ch 5)
- Simplified funding (Ch 5)
- Opportunities for tenants to manage their own housing (Ch 4)
- Increased opportunity for all to contribute to the NHS decision-making processes – an NHS Plan commitment
- Involvement in drawing up and delivering Local Neighbourhood Renewal Strategies (Ch 5)

## Schools

- Joint lead with Local Education Authorities (LEAs) on local responsibility for delivering education target (Ch 3)
- Work with LEAs and police to tackle truancy (Ch 4)
- Involvement in Neighbourhood Management (Ch 5)
- Involvement in running neighbourhood learning centres (Ch 4)

## Small Business Service

- Membership of LSPs (Ch 5)
- Local lead responsibility for delivering enterprise target (Ch 3)
- Explicit remit to encourage enterprise in deprived areas (Ch 4)

## Trade Unions

- Involvement in improving adult skills (Ch 4)
- Role to play in changing the culture of core services and reducing bureaucracy (Ch 6)



## Voluntary organisations

- Membership of LSPs (Ch 5)
- Involvement in Neighbourhood Management (Ch 5)
- Resources from Innovation Fund to help get people back to work (Ch 4)
- Resources from Children's Fund to deliver preventive programmes for children and young people (Ch 4)
- Involvement in delivering Sure Start (Ch 4)
- Resources from National Childcare Strategy to expand childcare in deprived areas (Ch 4)
- Opportunities for Community Finance Initiatives from Phoenix Fund (Ch 4)
- Involvement in running neighbourhood learning centres (Ch 4)

## ■ Annex D: The Neighbourhood Renewal Fund: Published Draft Guidance

The Department of the Environment, Transport and the Regions (DETR) recently published a consultation document on proposals for allocating the new Neighbourhood Renewal Fund (NRF). The consultation ended on 14 November 2000. This is a copy of the consultation document issued.

### Introduction

- 1 Through the emerging National Strategy for Neighbourhood Renewal, the Government is seeking to narrow the gap between the most deprived areas and the rest of the country. In the recent Spending Review targets have been set, for the first time, to improve the outcomes in these areas that are achieved by core spending programmes. For example: in relation to crime the target is to reduce domestic burglary by 25 per cent (with no local authority area having a rate more than three times the national average) by 2005.
- 2 To help ensure that these targets are delivered, Government departments will be reviewing funding allocation processes to ensure that sufficient funds reach deprived areas. A new Neighbourhood Renewal Fund (NRF), with resources nationally of £100 million in 2001-02, £300 million in 2002-03 and £400 million in 2003-04, will be paid to local authorities in the most deprived areas of England.
- 3 The purpose of these additional non-ring fenced resources will be to help local authorities in the most deprived areas focus their main programme expenditures in order to deliver better outcomes for their most deprived communities. The Government will expect to see evidence that funding from the Neighbourhood Renewal Fund is being used to improve the delivery of services to the most deprived wards and neighbourhoods within the eligible areas. A list of the relevant targets that have been set in departmental Public Service Agreements is in **Chapter 3**.
- 4 This consultation paper sets out the Government's proposals on how the Fund will operate, on the authorities which will be eligible for the fund, on the indicative proposed allocations to these authorities for the three financial years from April 2001 to March 2004 and on the conditions on which funding will depend.

### Nature of grant

- 5 The Government proposes to operate the Fund under the Special Grant powers in Section 88(b) of the Local Government Act 1988. This entails approval of a Special Grant Report by Parliament. The Report will set out the basis of distribution of grant, including the cash amounts for 2001-02 and the conditions attached to entitlement. It is hoped that Parliamentary approval will be obtained as part of the Revenue Support Grant debate in late January/early-February 2001.
- 6 The Special Grant will be a non-ring fenced grant that the local authority can use to improve outcomes in their more deprived areas in whatever way is considered suitable for local circumstances. The Special Grant will be allocated by formula (see paragraphs 20-21 below) rather than through a plan or bid-based approach.

## Conditions for receipt of Neighbourhood Renewal Fund

- 7 The grant would be paid subject to the following conditions:
  - that recipients must be part of and working with a Local Strategic Partnership (LSP) and must have agreed with the LSP a Local Neighbourhood Renewal Strategy;
  - that each year the local authority should produce a statement of use for NRF funding and agree it with the LSP who will want assurance that the NRF resources are contributing to their wider strategy for tackling deprivation;
  - that where recipients are developing a local Public Service Agreement (PSA) it should include a focus on tackling deprivation (but see paragraph 12 on the position of PSA pilots);
  - that the authority should make a commitment to contribute to the delivery of those national targets which are listed in **Chapter 3** that have been set in departmental Public Service Agreements; and
  - that recipients should have a satisfactory Best Value Performance Plan or where there has been an adverse audit opinion, an agreed action plan to address auditors' concerns.
- 8 It will take time to put in place LSPs and local PSAs are being piloted for 2000–01. So for the first year the conditions required would be:
  - to commit to working with an LSP, and agreeing a Local Neighbourhood Renewal Strategy with them;
  - to commit to making a contribution towards the achievement of the national targets that have been set; and
  - to fulfil the Best Value requirement.
- 9 Separate guidance is being issued setting out the role envisaged for Local Strategic Partnerships. The Government recognises that it takes time to develop effective partnerships and that in doing so local authorities are reliant on securing the co-operation and participation of a range of local partners for such partnerships to work. The Government believes that in many of the most deprived areas of the country substantial progress has already been made in developing strategic local partnership arrangements, not least through developments such as the Local Government Association's New Commitment to Regeneration initiative, Health Action Zones, Crime and Disorder Partnerships and so forth.
- 10 Local Neighbourhood Renewal Strategies will involve identifying deprived neighbourhoods, and setting in train action – agreed with the community – to improve them. They will be part of Community Strategies. Each year, local authorities will be expected to provide a short statement of usage of their NRF resources, showing how they support the Local Neighbourhood Renewal Strategy (or its general direction, if the Strategy is still work in progress). The forthcoming Neighbourhood Renewal Action Plan (to be published later this autumn) will set out more detail about what these strategies might entail.
- 11 The Government wants the emergence of Local Strategic Partnerships to build on the best models that are already in place locally, not to set up separate and overlapping new partnership mechanisms. Continuation of support through the Neighbourhood Renewal Fund will be conditional on effective Local Strategic Partnerships, which fully involve key local players, particularly voluntary groups and local communities, being in place.

- 12 The Government recognises that the 20 authorities developing local Public Service Agreements (PSAs) for 2001–02 will have already selected their local PSA targets before arrangements for the Neighbourhood Renewal Fund are finalised. The prospectus for these pilot authorities asked them to show how their PSAs would help tackle deprivation more effectively and suggested that these might include local cross-cutting targets to improve outcomes for areas or groups most at risk of social exclusion, closing the gap relative to average or overall performance. In any further roll out of local PSAs, authorities in the most deprived areas will – in order to receive NRF support – need to demonstrate that their local PSAs include a focus on tackling deprivation and contribute to delivering the targets that have been set nationally.

## Selection of eligible areas

- 13 The Government proposes to use the Indices of Deprivation 2000 (ID2000) to determine eligibility for the grant and the basis of distribution of grant between the eligible authorities. The Indices of Deprivation 2000 aggregate ward level deprivation scores up to district level and capture different patterns of deprivation in different types of local authority districts through six measures:

*Concentration:* the severity of the worst pockets of deprivation in each district.

*Extent:* how widespread are severe pockets of deprivation in each district (what percentage of the population of each district live in one of the 10 per cent most deprived wards in England).

*Employment scale:* how many employment deprived people there are in each district.

*Income scale:* how many income deprived people there are in each district.

*Average scores:* what is the average of the deprivation scores of all wards in each district.

*Average ranks:* what is the average of the ranks of all wards in each district.

- 14 The Government has agreed that use will be made of all of the six measures when the ID2000 is being used to determine eligibility for funding and the allocation of resources. As with earlier regeneration programmes, such as the Single Regeneration Budget, which targeted resources using the Index of Local Deprivation, the Government proposes that those authorities which appear within the top 50 most deprived districts on any of the six district level measures in the ID2000 should be eligible for the Neighbourhood Renewal Fund. On this basis 81 local authorities would be eligible (see below).
- 15 The Government is also proposing that there should be transitional arrangements for those authorities that were within the 50 most deprived areas on any of the four measures under the old Index of Local Deprivation but are not in the list of 81 authorities from the top 50 most deprived districts on any of the six district level measures of the ID2000. Therefore, for the first three years, the Government proposes that the seven further local authority areas listed below should also be eligible for the Neighbourhood Renewal Fund. Eighty-eight eligible authorities are thus listed below.
- 16 Most of the 88 areas which are to be eligible for the Fund are unitary authorities – London Boroughs, Metropolitan Districts and Shire Unitary authorities. However, there are 19 shire districts within the proposed eligible authorities which do not have responsibility for key services like education and social services.

- 17 In those areas where there are two tiers of local Government, the draft guidance on LSPs suggests that the LSP may, appropriately to local circumstances, need to be a joint partnership between a number of shire districts and will need to include the county council. The Neighbourhood Renewal Fund would be awarded in the first place to the district council, but part of the grant would, by agreement, be passed on to the county council in support of improving its services in the deprived areas of the district council. It is important for the district and county councils to develop a joint approach to service improvement in deprived areas.
- 18 The district would not receive NRF resources until a decision on how the resources would be distributed between the two tiers had been agreed with the LSP, including representatives of the county. Both tiers, in determining the distribution of grant between them, should reflect the priorities agreed in the Local Neighbourhood Renewal Strategy. Where the LSP or the local renewal strategy was not yet in place the county and district councils would need to jointly endorse the planned distribution of grant and each of them would need to specify clearly how their share of the grant awarded was going to be used for the benefit of the priority neighbourhoods.
- 19 In all of the eligible areas, it may be equally desirable for receiving authorities to share some of their grant with police and other authorities, for example with the police in dealing with crime targets. Authorities would use the powers in the Local Government Act 2000 to do this.

## Scale of funding

- 20 NRF resources are intended to be used to help raise outcomes for those living in the most deprived neighbourhoods. The Government intends to base the sum allocated to each authority on a standard amount per head of population in those wards in the authority which are in the most deprived 10 per cent of all wards nationally, underpinned by a minimum allocation of £100,000 for any eligible authority. This relates an authority's grant funding to the severity of deprivation within its area, measured by the number of their residents living in particularly deprived areas.
- 21 Also shown below are indicative allocations for each eligible area for 2001–02, calculated on this basis. If all the eligible authorities were to fulfil the conditions set out in paragraph 7, allocations in 2002–03 and 2003–04 would be three times and four times, respectively, the indicative allocations for 2001–02.

## Eligible authorities for Neighbourhood Renewal Fund

### (a) Local authorities in top 50 on any of the six Indices of Deprivation 2000 measures

Allerdale	Manchester
Ashfield	Mansfield
Barking and Dagenham	Middlesbrough
Barnsley	Newcastle upon Tyne
Barrow-in-Furness	Newham
Birmingham	North Tyneside
Blackburn with Darwen	Nottingham
Blackpool	Oldham
Bolsover	Pendle
Bolton	Penwith
Bradford	Plymouth
Brent	Preston
Brighton and Hove	Redcar and Cleveland
Bristol, City of	Rochdale
Burnley	Rotherham
Camden	Salford
Coventry	Sandwell
Croydon	Sedgefield
Derby	Sefton
Derwentside	Sheffield
Doncaster	South Tyneside
Dudley	Southwark
Ealing	St Helens
Easington	Stockton-on-Tees
Enfield	Stoke-on-Trent
Gateshead	Sunderland
Great Yarmouth	Tameside
Greenwich	Tower Hamlets
Hackney	Wakefield
Halton	Walsall
Haringey	Waltham Forest
Hartlepool	Wansbeck
Hastings	Wear Valley
Hyndburn	Wigan
Islington	Wirral
Kerrier	Wolverhampton
Kingston-upon-Hull	
Kirklees	(81 authorities)
Knowsley	
Lambeth	
Leeds	
Leicester	
Lewisham	
Lincoln	
Liverpool	

**(b) Authorities subject to transitional protection**

Hammersmith and Fulham	Luton
Kensington and Chelsea	Portsmouth
Wandsworth	Southampton
Westminster	(7 authorities)

**Indicative allocations for 2001–02**

Local authority name	NRF allocation (£m)	Local authority name	NRF allocation (£m)
Allerdale	0.214	Lewisham	0.613
Ashfield	0.241	Lincoln	0.100
Barking and Dagenham	0.408	Liverpool	5.033
Barnsley	1.361	Luton	0.377
Barrow-in-Furness	0.460	Manchester	5.149
Birmingham	5.511	Mansfield	0.575
Blackburn with Darwen	1.084	Middlesbrough	1.312
Blackpool	0.752	Newcastle upon Tyne	1.711
Bolsover	0.367	Newham	3.333
Bolton	1.356	North Tyneside	0.768
Bradford	2.453	Nottingham	2.311
Brent	0.570	Oldham	1.168
Brighton and Hove	0.342	Pendle	0.490
Bristol	0.891	Penwith	0.207
Burnley	0.318	Plymouth	0.529
Camden	1.055	Portsmouth	0.239
Coventry	1.322	Preston	0.630
Croydon	0.145	Redcar and Cleveland	0.868
Derby	0.813	Rochdale	1.220
Derwentside	0.371	Rotherham	0.917
Doncaster	2.197	Salford	1.360
Dudley	0.380	Sandwell	2.013
Ealing	0.229	Sedgefield	0.285
Easington	1.108	Sefton	1.408
Enfield	0.465	Sheffield	2.395
Gateshead	1.161	South Tyneside	1.346
Great Yarmouth	0.497	Southampton	0.215
Greenwich	0.970	Southwark	1.978
Hackney	2.941	St Helens	0.968
Halton	0.982	Stockton-on-Tees	0.963
Hammersmith and Fulham	0.258	Stoke-on-Trent	1.008
Haringey	1.334	Sunderland	1.791
Hartlepool	0.784	Tameside	0.335
Hastings	0.344	Tower Hamlets	2.656
Hyndburn	0.323	Wakefield	1.110
Islington	1.568	Walsall	1.780
Kensington and Chelsea	0.270	Waltham Forest	0.638
Kerrier	0.403	Wandsworth	0.100
Kingston upon Hull	1.877	Wansbeck	0.345
Kirklees	0.748	Wear Valley	0.427
Knowsley	1.848	Westminster	0.374
Lambeth	0.605	Wigan	0.681
Leeds	2.099	Wirral	1.269
Leicester	2.094	Wolverhampton	1.482
		<b>Totals</b>	<b>100.000</b>

## ■ Annex E: Background – tracking changes from the consultation document

- 1 The April 2000 framework version of the National Strategy was based upon '30 Key Ideas' – proposed changes which would help neighbourhood renewal to happen. This document reflects how these Ideas are being implemented, but is not organised in the same way, so this annex tracks what has happened in terms of taking forward each of these ideas. In deciding what to do, attention has been paid to consultation feedback on each of the key ideas.

No.	Key Idea	What will happen to take this forward?
1	Making adult skills a priority in poor neighbourhoods	<ul style="list-style-type: none"> <li>■ The development of neighbourhood learning centres (<b>Chapter 4</b>)</li> <li>■ An adult basic skills strategy (<b>Chapter 4</b>)</li> <li>■ Further and Higher Education Colleges to be involved in Local Strategic Partnerships (LSPs) (<b>Chapter 5</b>)</li> <li>■ 6,000 UK online centres to be set up nationwide by 2002 (<b>Chapter 4</b>)</li> </ul>
2	Improving IT in deprived neighbourhoods	<ul style="list-style-type: none"> <li>■ 6,000 UK online centres to be set up nationwide by 2002 (<b>Chapter 4</b>)</li> <li>■ Internet access for libraries (<b>Chapter 4</b>)</li> </ul>
3	Helping people from deprived areas into jobs	<ul style="list-style-type: none"> <li>■ Three-year targets to increase employment rates in deprived areas and among deprived groups (<b>Chapter 3</b>)</li> <li>■ Extra resources for childcare (<b>Chapter 4</b>)</li> <li>■ Extra resources for Regional Development Agencies (RDAs) to lead regional economic regeneration (<b>Chapter 4</b>)</li> <li>■ Action Teams for Jobs and Employment Zones (<b>Chapter 4</b>)</li> <li>■ Private sector to be involved in LSPs (<b>Chapter 5</b>)</li> <li>■ Social Investment Task Force (<b>Chapter 4</b>)</li> <li>■ An Innovation Fund to support voluntary and community organisations involved in providing employment help in deprived areas (<b>Chapter 4</b>)</li> <li>■ £40 million Urban Bus Challenge programme for urban areas (<b>Chapter 4</b>)</li> </ul>
4	Making sure people know work pays	<ul style="list-style-type: none"> <li>■ Various changes to make for a smoother transition from welfare to work (<b>Chapter 4</b>)</li> <li>■ New Action Teams for Jobs and Employment Zones (<b>Chapter 4</b>)</li> <li>■ Streamlined re-claim process for Income Support and Job Seeker's Allowance (<b>Chapter 4</b>)</li> <li>■ The 'In-Work Benefit' Calculator (<b>Annex A</b>)</li> </ul>
5	Keeping money in the neighbourhood	<ul style="list-style-type: none"> <li>■ Development of a Credit Union movement with a focus on deprived areas (<b>Chapter 4</b>)</li> <li>■ Some LSPs and Neighbourhood Management pathfinders to test local retail strategies (<b>Chapter 4</b>)</li> <li>■ New Universal Banking Services, run through the Post Office network (<b>Chapter 4</b>)</li> <li>■ Community Chests (<b>Chapter 5</b>)</li> </ul>



No.	Key Idea	What will happen to take this forward?
6	Supporting and promoting business	<ul style="list-style-type: none"> <li>■ Three-year targets on promoting enterprise in deprived areas (<b>Chapter 3</b>)</li> <li>■ Small Business Service to be given a specific priority remit to encourage enterprise in deprived areas (<b>Chapter 4</b>)</li> <li>■ Private sector and Small Business Service to be involved in LSPs to help encourage greater communication between sectors (<b>Chapter 5</b>)</li> <li>■ Some LSPs to have business brokers to link firms with opportunities for involvement (<b>Chapter 5</b>)</li> <li>■ Tax changes to promote enterprise in deprived areas (<b>Chapter 4</b>)</li> <li>■ Consultation on recommendations to encourage private investment in deprived areas (<b>Chapter 4</b>)</li> <li>■ £96 million Phoenix Fund to support small businesses in deprived areas (<b>Chapter 4</b>)</li> <li>■ Extra resources for RDAs to lead regional economic regeneration (<b>Chapter 4</b>)</li> </ul>
7	Tackling anti-social behaviour (ASB)	<ul style="list-style-type: none"> <li>■ Crime and Disorder Reduction Partnerships (CDRPs) to be responsible for tackling ASB and racial harassment (<b>Chapter 4</b>)</li> <li>■ A national drive against ASB, co-ordinated by the Home Office (<b>Chapter 4</b>)</li> <li>■ Funds for Neighbourhood Warden schemes (<b>Chapter 4</b>)</li> </ul>
8	Introducing neighbourhood Wardens	<ul style="list-style-type: none"> <li>■ A new Neighbourhood Wardens Unit, based in the Department of the Environment, Transport and the Regions (<b>Chapter 4</b>)</li> <li>■ £18.5 million (2000–04) to support existing Neighbourhood Warden schemes and help new ones to get going (<b>Chapter 4</b>)</li> </ul>
9	Improving housing lettings policies	<ul style="list-style-type: none"> <li>■ Piloting choice-based lettings policies (<b>Chapter 4</b>)</li> <li>■ Clearer and more flexible role for local authorities and Registered Social Landlords (RSLs) in using lettings policies to create sustainable communities (<b>Chapter 4</b>)</li> <li>■ Tenancies to include ‘no harassment’ clauses (<b>Chapter 4</b>)</li> <li>■ Extra money for tenant participation schemes – to help tenants manage their own housing (<b>Chapter 4</b>)</li> <li>■ Local authorities and RSLs to be members of LSPs (<b>Chapter 5</b>)</li> </ul>
10	Reducing neighbourhood abandonment	<ul style="list-style-type: none"> <li>■ Establishing a baseline assessment of the problem (<b>Chapter 4</b>)</li> <li>■ Local authorities to be given a clearer role in preventing and tackling low demand (<b>Chapter 4</b>)</li> <li>■ Housing Corporation Approved Development Programme can now be used to fund selective demolition (<b>Chapter 4</b>)</li> <li>■ Comprehensive action at local and regional levels, with stronger links between housing and other policies (<b>Chapter 4</b>)</li> <li>■ DETR to monitor with aim of turning around declining demand by 2010 (<b>Chapter 4</b>)</li> </ul>

No.	Key Idea	What will happen to take this forward?
11	Promoting arts and sport in deprived neighbourhoods	<ul style="list-style-type: none"> <li>■ Social inclusion targets for national sports and arts bodies (<b>Chapter 4</b>)</li> <li>■ Local authorities producing cultural strategies, with a social inclusion angle (<b>Chapter 4</b>)</li> <li>■ National Lottery distributors to spread money more evenly across the country (<b>Chapter 4</b>)</li> <li>■ £750 million of New Opportunities Fund (NOF) money being invested in school sports facilities (<b>Chapter 4</b>)</li> <li>■ A scheme to create space for sports and the arts in deprived primary schools (<b>Chapter 4</b>)</li> <li>■ New creative partnerships to give school pupils in target areas cultural and creative opportunities (<b>Chapter 4</b>)</li> </ul>
12	Building community capacity	<ul style="list-style-type: none"> <li>■ Community Empowerment Fund to help communities get involved in LSPs (<b>Chapter 5</b>)</li> <li>■ A new 'Community Chest' to support local projects (<b>Chapter 5</b>)</li> <li>■ Explicit Skills and Knowledge strand of National Strategy (<b>Chapter 6</b>)</li> </ul>
13	Making it easier for local organisations to get funding	<ul style="list-style-type: none"> <li>■ Simplified access to funding for the community sector (<b>Chapter 5</b>)</li> <li>■ An Innovation Fund to support voluntary and community organisations involved in providing employment help in deprived areas (<b>Chapter 4</b>)</li> <li>■ Community Chests to support local projects (<b>Chapter 5</b>)</li> <li>■ Social entrepreneurs would be eligible to apply for the Community Development Venture Fund (<b>Chapter 4</b>)</li> </ul>
14	Involving community and voluntary sector organisations in service delivery	<ul style="list-style-type: none"> <li>■ Giving residents and community organisations greater control over the delivery of core services through involvement in LSPs (<b>Chapter 5</b>)</li> <li>■ Giving residents and community groups greater power through their involvement in Neighbourhood Management (<b>Chapter 5</b>)</li> <li>■ An Innovation Fund to support voluntary and community organisations involved in providing employment help in deprived areas (<b>Chapter 4</b>)</li> </ul>
15	Targets for core public services in deprived neighbourhoods	<ul style="list-style-type: none"> <li>■ Ambitious targets to be set on all five core outcomes – jobs, crime, education, health and housing and the physical environment (<b>Chapter 3</b>)</li> <li>■ Piloting local Public Service Agreements (<b>Chapter 3</b>)</li> </ul>
16	Ensuring services have the resources for the job	<ul style="list-style-type: none"> <li>■ Extra resources for core services (<b>Chapter 6</b>)</li> <li>■ Extra cross-cutting funding through the new Neighbourhood Renewal Fund (<b>Chapter 5</b>)</li> <li>■ New Local Neighbourhood Renewal Strategies to encourage service providers to prioritise deprived neighbourhoods at the local level (<b>Chapter 5</b>)</li> </ul>
17	Increasing Schools Plus activities	<ul style="list-style-type: none"> <li>■ New Creative Partnerships to give school pupils in target areas cultural and creative opportunities (<b>Chapter 4</b>)</li> <li>■ Extending the Excellence in Cities programme (<b>Chapter 4</b>)</li> <li>■ Extending the National Mentoring Project (<b>Chapter 4</b>)</li> <li>■ £240 million over three years to fund Study Support (<b>Chapter 4</b>)</li> </ul>

No.	Key Idea	What will happen to take this forward?
18	Support for families and young people	<ul style="list-style-type: none"> <li>■ Children’s Fund to invest £450 million over three years in tackling poverty and disadvantage among children and families (<b>Chapter 4</b>)</li> <li>■ Connexions Service to provide careers advice and support for young people (<b>Chapter 4</b>)</li> <li>■ Extra resources for Sure Start programmes (<b>Chapter 4</b>)</li> <li>■ Cabinet Committee on Children and Young People’s Services (<b>Chapter 4</b>)</li> </ul>
19	On-the-spot service delivery	<ul style="list-style-type: none"> <li>■ More resources for intensive housing management (<b>Chapter 4</b>)</li> <li>■ Extra support for Neighbourhood Wardens (<b>Chapter 4</b>)</li> <li>■ Neighbourhood learning centres and 6,000 UK online centres (<b>Chapter 4</b>)</li> <li>■ Extra resources for Sure Start programme (<b>Chapter 4</b>)</li> <li>■ 32 Action Teams for Jobs (<b>Chapter 4</b>)</li> <li>■ 200 new Personal Medical Service schemes by 2004 (<b>Chapter 4</b>)</li> </ul>
20	Helping bring back shops to deprived areas	<ul style="list-style-type: none"> <li>■ £15 million fund for post offices in deprived urban areas (<b>Chapter 4</b>)</li> <li>■ Some LSPs and Neighbourhood Management pathfinders to test local retail strategies (<b>Chapter 4</b>)</li> </ul>
21	Improving access to financial services	<ul style="list-style-type: none"> <li>■ New Universal Banking Services, run through the Post Office network (<b>Chapter 4</b>)</li> <li>■ All high street banks now offering basic account services (<b>Chapter 4</b>)</li> <li>■ Development of a Credit Union movement with a focus on deprived areas (<b>Chapter 4</b>)</li> </ul>
22	A central focus in Whitehall	<ul style="list-style-type: none"> <li>■ A new Neighbourhood Renewal Unit has been set up to drive the Strategy forward. It is based within the Department of the Environment, Transport and the Regions (<b>Chapter 6</b>)</li> </ul>
23	Regional co-ordination	<ul style="list-style-type: none"> <li>■ Government Offices for the Regions (GOs) to take lead on neighbourhood renewal in the regions, with dedicated Neighbourhood Renewal Teams (<b>Chapter 6</b>)</li> <li>■ GOs to oversee Local Neighbourhood Renewal Strategies in their regions (<b>Chapter 6</b>)</li> <li>■ RDAs and GOs to be involved in LSPs (<b>Chapter 6</b>)</li> <li>■ RDA budgets expanded and made more flexible (<b>Chapter 4</b>)</li> </ul>
24	Local Strategic Partnerships	<ul style="list-style-type: none"> <li>■ Local authorities to be strongly encouraged to set up Local Strategic Partnerships (<b>Chapter 5</b>)</li> <li>■ The 88 most deprived local authority districts to be required to set up LSPs in order to receive allocations from the Neighbourhood Renewal Fund (<b>Chapter 5</b>)</li> <li>■ LSPs to produce Local Neighbourhood Renewal Strategies as part of their Community Planning duty (<b>Chapter 5</b>)</li> </ul>
25	Neighbourhood Management	<ul style="list-style-type: none"> <li>■ Pathfinders over the coming three years to test Neighbourhood Management (<b>Chapter 5</b>)</li> <li>■ Neighbourhood Management to be encouraged, as part of Local Neighbourhood Renewal Strategies (<b>Chapter 5</b>)</li> </ul>

No.	Key Idea	What will happen to take this forward?
26	Better co-ordination of policies and services for young people	<ul style="list-style-type: none"> <li>■ Connexions Service to provide careers advice and support for young people (<b>Chapter 4</b>)</li> <li>■ Cabinet Committee on Children and Young People's Services (<b>Chapter 4</b>)</li> <li>■ An inter-departmental Children and Young People's Unit in the Department for Education and Employment (DfEE) to co-ordinate youth policy and to support a Cabinet Committee on Children and Young People's Services (<b>Chapter 4</b>)</li> </ul>
27	Getting business involved in neighbourhood renewal	<ul style="list-style-type: none"> <li>■ Private sector and Small Business Service to be involved in LSPs to help encourage greater communication between sectors (<b>Chapter 4</b>)</li> <li>■ Some LSPs to have business brokers to link firms with opportunities for involvement (<b>Chapter 5</b>)</li> </ul>
28	Neighbourhood Statistics	<ul style="list-style-type: none"> <li>■ Ward level data set to be published (<b>Chapter 6</b>)</li> <li>■ £35 million for Neighbourhood Statistics (<b>Chapter 6</b>)</li> </ul>
29	A Centre for Neighbourhood Renewal	<ul style="list-style-type: none"> <li>■ A new Skills and Knowledge strand in the NRU work (<b>Chapter 6</b>)</li> <li>■ Internet/face-to-face advice on 'what works' (<b>Chapter 6</b>)</li> </ul>
30	Better training	<ul style="list-style-type: none"> <li>■ A new Skills and Knowledge strand in the Neighbourhood Renewal Unit (NRU) (<b>Chapter 6</b>)</li> <li>■ All departments whose work affects deprived areas to increase staff interchange (<b>Chapter 6</b>)</li> </ul>

## ■ Annex F: Examples of good practice

- 1 Improvements in the five common goals of less worklessness, less crime, better skills, less ill-health and better housing and physical environment depend on a range of actions. The whole National Strategy is driven by recognition that the burden of improving any of the outcomes cannot be borne by the particular profession which appears to be in the lead. For instance, the Health Service cannot improve health on their own, the Employment Service cannot tackle unemployment on their own, and so on. They will depend on the actions of other services and whether these support or undermine their objectives.
- 2 Above all, improving outcomes cannot be achieved simply by professionals on their own or just with other professionals: engaging communities themselves to use their local knowledge, devise solutions that will really work and even deliver services directly is essential if change is to happen. And unless business is involved, much-needed jobs may never appear and the special skills and experience of business people will be lost.
- 3 This annex illustrates how some of this works in practice. It looks at each of the five common goals, giving some examples of how local services and people have tackled them in the UK and overseas. This is not just by driving up the professionalism of individual services, but also by working better *together*, and working better *with communities*. Many examples have focused on two – or more – outcomes at the same time, recognising the links between them.

### Jobs and local economies

#### Reducing unemployment in Peckham: PECAN

In Peckham, a church charity, 'PECAN', works to reduce unemployment by making thousands of house calls in search of people missed by other job schemes.

*For more information, contact: Simon Pellew, PECAN Ltd, 1–3 Atwell Road, Peckham, London SE15 4TW. Tel: 020 7740 9200. E-mail: [simon.pellew@pecan.org.uk](mailto:simon.pellew@pecan.org.uk). Website: [www.pecan.org.uk](http://www.pecan.org.uk)*

#### Grimethorpe Jobshop

A 'Jobshop' in a community centre in Grimethorpe offers help with CVs and applications, free access to office facilities and phone calls in an unthreatening environment. It also provides clients with interview skills, and free adult education courses with accreditation.

*For more information, contact: Maggie Loy, Acorn Community Resource and Business Centre, 51 High Street, Grimethorpe, Barnsley S72 7BB. Tel: 01226 712575. Fax: 01226 781029.*

#### Project Advance

Project Advance in Devon seeks to improve the prospects of alienated and disadvantaged young people through work experience leading to permanent jobs. Young people sample vocational skills, do work experience, and are assessed and advised. They can learn budgeting, CV writing and practise communication skills. Forty young people have been on the scheme since 1998, with a 59 per cent success rate.

*For more information, contact: Ian Hobbs, Devon County Council, County Hall, Topsham Road, Exeter EX2 4QD. Tel: 01271 344103. E-mail: [ihobbs@devon.gov.uk](mailto:ihobbs@devon.gov.uk)*

### Opportunities in Northolt: YWCA programme

A lack of access to childcare, or after-school care, is a key barrier to work for many people in deprived areas. A YWCA programme in Northolt aims to make young mothers aware of training and employment opportunities, and to develop their skills. It organises work placements and provides a crèche. This small programme has enabled several mothers to begin further education or find employment. A Department for Education and Employment (DfEE) evaluation found that 40 per cent of parents using an after-school club for up to a year had improved their employment prospects.

*For more information, contact: Jane Donald, YWCA Northolt, Walford School, Bengarth Road, Northolt, London UB5 5LQ. Tel/Fax: 020 8845 6940. For national enquiries contact: Wendy Dawson, YWCA GB, Clarendon House, 52 Cornmarket Street, Oxford OX1 3EJ. Tel: 01865 304214.*

### Wiltshire Wiggly Bus

In Wiltshire, the 'Wiggly Bus' is a demand-responsive bus service that sets its route according to the demands of its customers on a day-to-day basis. This is one of a number of such schemes across the country.

*For more information, contact: Ian White, Wiltshire County Council, County Hall, Trowbridge, Wiltshire BA14 8JD. Tel: 01225 713000. Fax: 01225 713565.*

### SRB scheme in Haringey

In Haringey, the Tottenham Futures Single Regeneration Budget (SRB) schemes are providing transport subsidies to help local people take jobs at Stansted Airport.

*For more information, contact: Andrew Moncrieffe, London Borough of Haringey Civic Centre, High Road, Wood Green, London N22 8LE. Tel: 07971 994082.*

### Manchester Minibus Agency

The Manchester Minibus Agency is establishing a car-share scheme to transport employees from an outlying estate to Manchester Airport. The agency has one vehicle in the scheme so far, and is also trying to extend the idea to other areas and other centres of employment.

*For more information, contact: Brian Shawdale, Manchester Minibus Agency, Openshaw Business Centre, Ashton Old Road, Manchester M11 2NP. Tel: 0161 223 1234.  
E-mail: [office@manchester-minibus.freeserve.co.uk](mailto:office@manchester-minibus.freeserve.co.uk)*

### **Grameen Bank in Bangladesh**

Starting a small business or self-employment is a powerful way of escaping unemployment. Grameen Bank in Bangladesh provides small business loans of as little as \$50. It has helped millions of low-income people, and has a default rate of less than 3 per cent. In the UK, a number of organisations are following this example – such as the Environment Trust, which is establishing a Community Based Financial Institution in East London known as the East End Reinvestment Trust. The Trust is made up of a consortium of community organisations funded through a mixture of public, private and voluntary sector contributions, and will provide a range of financial services and products.

*For more information, contact: Faisal Rahman, The Environment Trust, 4 Pinchin Street, London E1 1SA. Tel: 020 7264 4660. Fax: 020 7709 1624. E-mail: EERT@envirotrust.org*

### **Work placements in the North West**

In the North West, a consortium of Housing Associations has generated 600 work placements for local unemployed people.

*For more information, contact: Peter Smith, St Vincents HA, Rylands Hall, Edge Lane, Stretford M32 8PN; or contact Jim Battle, National Housing Federation, 3rd Floor, City Point, 301 Chester Road, Manchester M32 0RW.*

### **ILM schemes in Glasgow**

In Glasgow, both the Wise Group and Glasgow Works have been instrumental in the development of Intermediate Labour Market (ILM) programmes. The ILM programmes provide long-term unemployed people with training and work experience whilst paying a wage. The programmes contribute to community regeneration through activities ranging from housing/environmental improvements to childcare, providing access to job opportunities for both ILM participants and members of the community.

*For more information, contact: Laura Hughes, The Wise Group, 72 Charlotte Street, Glasgow G1 5DW. Tel: 0141 303 3131. Fax: 0141 303 0018. E-mail: Laura\_Hughes@thewisegroup.co.uk*

### **Energy Efficiency in Iowa**

A typical community spends more than 20 per cent of its gross income on energy, with 80 per cent of this money leaving the local area. In Iowa, a series of energy efficiency measures ploughed \$7.8 million back into its local economy between 1974 and 1991. These have generated local jobs and saved money for consumers, public services and business (*The Economic Renewal Guide*, Rocky Mountain Institute, 1997).

*For more information, contact: [www.rmi.org](http://www.rmi.org)*

### **The Cambridge Co-operative Development Agency**

Cambridge Co-operative Development Agency (CCDA) promotes the development of Co-operatives and Social Firm Enterprises which provide employment for people with disabilities, mental illnesses or other social needs. There are 27 local Co-ops, Social Firms and emerging Social Firms in Cambridgeshire and over 380 members.

*For more information, contact: Sam Dyer, Cambridge Co-operative Development Agency, Llandaff Chambers, 2 Regent Street, Cambridge CB2 1AX. Tel: 01223 360977.*

### **Reducing unemployment: Dingle Opportunities Ltd, Liverpool**

Dingle's labour market has suffered from the decline of the Port of Liverpool, with high long-term unemployment. Dingle Opportunities Ltd was set up in 1993 to help stimulate local job creation and help local people find work. This involved action for local people, such as the creation of a database listing the skills of local residents, and small grants to help people overcome particular barriers to work; action for local enterprise, like access to loans for new and expanding local businesses and small grants for studies on setting up new businesses in the area. By 1998, Dingle Opportunities Ltd had supported 250 local businesses since start-up, and has led to the creation of 42 new ones.

*For more information, contact: Steve McGrath, 300 Park Road, Liverpool. Tel: 0151 726 1634. Fax: 0151 726 0036.*

### **Harlesden LEAP**

In Harlesden, 'LEAP', a black-led non-profit organisation, has managed to get 2,000 clients into jobs with 85 per cent still in work after three months. It has developed close links with over 100 local employers.

*For more information, contact: Mr Tunde Banjoko, LEAP, 1–2 Bank Buildings, High Street, Harlesden, London NW10 4LX. Tel: 020 8838 2096. E-mail: tunde@leap.org.uk*

### **Linking up business and regeneration: the East London Business Alliance**

The East London Business Alliance (ELBA) is a group of 40 East London City blue chip and medium sized firms which have a commitment to the regeneration of East London through community investment programmes. ELBA works in partnership with the key public sector agencies at strategic level and with local community groups in developing a wide range of volunteering programmes. The partnership is strategic, but links in with various other East London partnerships – at all levels – to link business with opportunities that suit them.

*For more information, contact: East London Partnership, Superintendent's House, Abbey Mills Pumping Station, London E15 2RW. Tel: 020 8257 2257.*



## Crime

### Merseyside Fire Service

The Merseyside Fire Service managed to reduce hoax calls by 80 per cent using information about location and timing. They are currently working in partnership with Merseyside Police and the five local CDRPs – particularly Liverpool CitySafe – in formulating a revised, multi-agency strategy to tackle arson.

*For more information, contact: Paul Joy, Merseyside Fire Service, Community Fire Safety Department, Exmouth Street, Birkenhead CH41 4AX. Tel: 0151 650 8921. Fax: 0151 647 9630.*

### Combating commercial crime in Leicester: Small Business and Crime initiative

The 'Small Business and Crime' initiative focused on victimisation of small businesses in two areas of Leicester. Measures such as rapid police alert systems and co-operating groups to combat repeat victimisation saw commercial crime fall by a third with positive effects on other crime rates in the area.

*For more information, contact: John Burrows, 84 Wilberforce Road, London N4 2SR. Tel: 020 7359 5998. E-mail: jburrows@mhbuk.com*

### Tackling youth crime: York and Newham

A huge proportion of property crime is committed by young people, often by truants during school hours. Police have had the power to pick up truants since 1998. In York, since truancy sweeps began, youth crime committed during school hours has fallen by a third. In parts of Newham, car crime fell by 70 per cent after sweeps were introduced.

*For more information, contact: PC Jon Palmer, Safer York Partnership, PO Box 246, York YO1 9YX. Tel: 01904 554613; or contact Geoff Wade, Crime and Disorder Unit, London Borough of Newham, Newham Town Hall, Barking Road, East Ham, London E6 2RP. Tel: 020 8430 2000. E-mail: geoff.wade@newham.gov.uk*

### Working in partnership: Youth Works

Youth Works has helped communities to build the skills and confidence to reduce anti-social behaviour. Seven Youth Works projects in Blackburn, Burnley, Haslingden, and Pendle have been established by Groundwork. All are working in partnership with the local authorities, police and other agencies towards reducing crime and juvenile nuisance in the target areas. In some areas, like Mill Hill, in Blackburn, the police crime statistics show a 12 per cent reduction in crime.

*For more information, contact: Purnima Tanuku, Groundwork, Blackburn Groundwork Environment Centre, Bob Watts Building, Nova Scotia Wharf, Bolton Park, Blackburn, Lancashire BB2 3GE. Tel: 01254 265163. Fax: 01254 692835. E-mail: ptanuku@groundwork.org.uk*

### Reducing anti-social behaviour: Monsall, Manchester

In Monsall, Manchester, reporting of anti-social behaviour (ASB) continues to increase following the introduction of new tenancy agreements for all social landlords, with similar clauses on anti-social behaviour, common policies for all social landlords on lettings and interventions to stop ASB, and a community agreement created by residents to establish reasonable standards of behaviour.

*For more information, contact: Barrie Cotton, Monsall Future Partnership, The Housing Office, Monsall Street, Collyhurst, Manchester M40 8QF. Tel: 0161 205 8761.*

## Headstart

Ex-offenders are, statistically, highly likely to re-offend – some 58 per cent of prisoners are reconvicted within two years of release. The most effective measure to prevent re-offending is finding and keeping a job. The Headstart project, based in Thorncross Young Offenders Institute, provides skills training and work experience, and tries to find jobs for its offenders prior to and on release and send juvenile and young offenders to college, on training places and into work once eligible. There are also mentors to help them keep the job. In Headstart's first year, 41 per cent of participants were in employment, education or on training placements on release.

*For more information, contact: Denise Woods, Headstart UK, HMYOI Thorncross, Arley Road, Appleton Thorn, Warrington WA4 4RL. Tel: 01925 605237. E-mail: headstart@tinyworld.co.uk*

## Fighting drugs, STEP in Wakefield and Pontefract Courts

Based in Wakefield and Pontefract Courts, STEP (Substance Misuse Treatment Enforcement Programme) is the first Drug Court in the UK. It aims to break the drug-crime link through effective, rigorously monitored treatment for offenders who commit drug-related crime. It has assessed 600 clients so far through a central referral programme. Clients are now 'graduating' by completing their sentences – drug and re-offending-free. Some have now secured jobs. STEP is moving on to the delivery of Drug Treatment and Testing Orders, in addition to being involved with programmes for arrest referral, young offenders, voluntary aftercare and other community development schemes.

*For more information, contact: Caterina Fagg, West Yorkshire Probation Service, Cliff Hill House, 3 Sandy Walk, Wakefield WF1 2DJ. Tel: 01924 885345. E-mail: caterina@wyps.freeserve.co.uk*

## Manchester Housing: Anti-Social Behaviour Orders (ASBOs)

Manchester Housing has secured over 1,300 court orders to stop ASB in five years, whilst almost invariably keeping complainants and perpetrators in their homes. This success has been achieved by using County Court injunctions and Anti-Social Behaviour Orders.

*For more information, contact: Bill Pitt, Neighbour Nuisance Strategy Team, Manchester Housing, PO Box 531, Town Hall, Manchester M60 2JX. Tel: 0161 234 4611. Fax: 0161 234 4613.*

## Matson Neighbourhood Project

Matson Neighbourhood Project in Gloucester works to create a sustainable community infrastructure by combining community-led and statutory services with local businesses. About 60 local residents are involved. By the end of 2000, over 600 residents had secured jobs via the project. In addition, between 1994 and 1996, domestic burglaries were down by 24 per cent and thefts from cars by 47 per cent. The project is part of a network of eight neighbourhood projects which have had a similar impact on employment, crime and other key indicators.

*For more information, contact: Maddy Collins, Matson Neighbourhood Project, Matson Lane, Matson, Gloucester GL4 6DX. Tel: 01452 505544. Fax: 01452 505179. E-mail: postman@matsonnp.demon.co.uk*

### **Super-caretakers in Hartlepool**

Neighbourhood Wardens and super-caretakers are a good way of deterring crime and combating the desertion of some neighbourhoods. In Hartlepool, recorded crime dropped by 35 per cent over three years after wardens were introduced.

*For more information, contact: Ena Savage, Central Residents Association, Central Estate Community Initiative Centre, Hindpool Close, Hartlepool TS24 0TB. Tel: 01429 284990. Fax: 01429 298100.*

### **Mothers Against Drugs**

Empowered communities can be hugely successful in combating crime. Community movements such as Mothers Against Drugs can help galvanise local action.

*For more information, contact: Gaille McCann, Greater Easterhouse Community Health Project, Unit 1a, Westwood Business Centre, Aberdalgie Road, Easterhouse, Glasgow. Tel: 0141 781 1566.*

### **Salford Witness Support Service**

The Witness Support Service, set up in Salford in 1995, gives witnesses security and confidence in giving evidence and assists the legal system to secure successful prosecutions.

*For more information, contact: Sue Forster, Safer Salford, Elmstead House, 143 Partington Lane, Swinton, Salford M27 0SS. Tel: 0161 793 3580.*

### **Reducing burglary: Stockport Burglary Reduction Project**

The Stockport Burglary Reduction Project covers a mix of private, tenant association and public housing, much of which has suffered high levels of deprivation and a burglary rate over twice the national average. With a grant from the Home Office, a multi-agency team has been able to refine and develop a reactive and proactive strategy that has been effective in targeting vulnerable households. The Project now has a better understanding of local burglary patterns and offenders' behaviour. Over £100,000 of stolen property has been recovered. Offenders due for release from prison are now assessed for their housing, training and educational needs.

*For more information, contact: Simon Armour, Chief Executive's Department, Town Hall, Stockport SK1 3XE. Tel: 0161 474 3157.*

### **Cutting crime: Safer Estates Task Force – Pennywell, Sunderland**

In 1997, Pennywell suffered from a burglary rate 40 times the national average. The Task Force – a partnership between police, the local authority and local Single Regeneration Budget (SRB) projects – collaborated to address the problem. Since then, burglary and juvenile disorder have been reduced by about half. Numbers leaving the estate have fallen substantially, with new tenants staying longer.

*For more information contact: Caroline Gitsham, Pennywell Estate, Safer Estates Task Force, 1–25 Swifton Drive, Pennywell, Sunderland SR2 7DN. Tel: 0191 553 6375. Fax: 0191 553 6399.*

## Skills

### Foxhill and Parson Cross Sure Start Programme

The Sure Start programme in the Foxhill and Parson Cross area of Sheffield has come up with lots of ideas to help parents to encourage their children's development, such as the 'toolkit for babies' which gives parents a range of materials to develop sound and speech. The toolkit can be expanded over time to keep pace with the child's needs. These are complemented by 'story sacks' that help develop children's attention by matching books with a selection of props used by the story teller. The sacks are made by parents and local nursery workers.

*For more information, contact: Julie Ward, Foxhill and Parson Cross Sure Start, Sheffield Family Centre, 71 Palgrave Road, Sheffield S5 8GS. Tel: 0114 231 3509.*

### Playing for Success

Playing for Success is a national out-of-school-hours study support initiative established by the DFEE, involving Premier League and Nationwide Football Leagues, schools and Local Education Authorities (LEAs). It places a strong emphasis on literacy, numeracy and ICT by enhancing Key Stage 2 and 3 pupils' attitudes and motivation for learning. Evaluation work has shown that it raises reading and arithmetic scores on average by between two and eight months.

*For more information, contact: David Carley, Partnerships Team, Schools Plus Division, DFEE, Room E4a, Moorfoot, Sheffield S1 4PQ. Tel: 0114 259 4314.*

### Creating opportunities for learning: ICT Centre in Bolsover

At Shirebrook College FE Centre in Bolsover, a state of the art ICT Centre is being set up to serve five wards in its area. It will offer a range of computing courses from basic to advanced, drop-in internet facilities, basic skills training, GCSEs, A levels, a full time course entitled General Education for Mature Students (GEMS) and a community café. The Centre will focus efforts on disadvantaged groups and those currently not in learning.

*For more information, contact: Martin Carter. Tel: 01623 748565. E-mail: Shirebrook@ukonline.co.uk*

### Devon and Cornwall Career Direct

Career Direct, in Cornwall and Devon, is aimed at small groups of pupils in Years 9–11 at risk of under-achieving, becoming unemployed or dropping out of education. It increases motivation, and develops skills and awareness of the world of work through fun and practical activities, projects and visits. Years 9 and 10 concentrate on developing key skills and life skills; Year 11 topics include job competencies, interview techniques and completing application forms. In its first year, 1997, over 87 per cent of those Year 11 pupils involved went on to sixth form or college, or on to training or employment.

*For more information, contact: Elaine Thomas, Tamar Business Park, Pennygillam Industrial Estate, Launceston PL15 7ED. Tel: 01566 777672. E-mail: elaine.thomas@careers-cd.org.uk*

### Supplementary teaching in Tower Hamlets

A school in Tower Hamlets has improved numeracy, literacy and achievement at GCSE through supplementary teaching outside school hours and partnership with business. Pupils are motivated by study trips to UK universities and to the US funded through a successful partnership with Deutsche Bank.

*For more information, contact: Alasdair Macdonald, Morpeth School, Morpeth Street, London E2 0PX. Tel: 020 8981 0921. Fax: 020 8983 0139.*

### Moss Side Youth College

Moss Side Youth College – a partnership of schools and colleges, careers, youth, community and business agencies – offers targeted education and training for disaffected and under-achieving young people, focusing especially on the needs of African-Caribbean pupils. Initiatives include an alternative curriculum, work experience, IT literacy schemes, homework clubs encouraging parental involvement and education programmes operated outside of school. Over the past five years, it has enabled over 2,500 pupils to improve their skills, and has provided a new start for 148 excluded/self-excluding pupils, and has helped 55 young people gain access to employment.

*For more information, contact: Chris Duncan, Moss Side and Hulme Partnership, Manchester City Council, Alexandra House, Moss Lane East, Moss Side, Manchester M15 5NX.  
E-mail: mshp@manchester.gov.uk; or contact Jeni Shacklock, Careers Partnership, 4th Floor, Arndale House, Chester Road, Stretford, Manchester M32 9XY. Tel: 0161 864 1888.  
E-mail: jeni.shacklock@careerspartnership.com*

### IT in South Hackney

An IT organisation based in South Hackney has taken over a vacant flat to run a drop-in, cyber café-style. It advertised the provision by leafleting all estate households. Further recruitment by word-of-mouth followed. A good response has led to a request for more organised courses at introductory level, including courses specifically for over-60s.

*For more information, contact: Martin Shreeve, Better Government for Older People, The Technology Centre, Wolverhampton Science Park, Wolverhampton WV10 9RU. Tel: 01902 824270.  
E-mail: bgop@broadnet.co.uk Website: www.bettergovernmentforolderpeople.gov.uk*

### East Leeds Family Learning Centre

East Leeds Family Learning Centre is a partnership between local community organisations, Further Education Colleges, the City Council, a university and local companies like Tesco and Elida Fabergé. The Centre has successfully recruited many local residents onto the lifelong learning programmes it provides in a local and familiar setting. Courses range from confidence building and problem solving to aromatherapy and Tai Chi and are designed to enable local people to take full advantage of local employment opportunities.

*For more information, contact: Chris Peat, East Leeds Family Learning Centre. Tel: 0113 224 3138.  
E-mail: chris.peat@leeds.gov.uk*

### **The Zion Centre, Manchester**

The Zion Centre in Manchester provides a familiar, informal environment that draws marginalised people into engagement with learning and other activity at a pace that suits them. This works because people begin to identify with the Centre and its staff and users, and gradually join in with whatever goes on there, rather than deliberately going there to pursue a particular activity.

*For more information, contact: Karen Welsh, The Zion Centre, Royce Road, Hulme, Manchester M15 5FQ. Tel: 0161 226 5412. Fax: 0161 227 9862.*

### **Improving educational attainment: Argyle Primary School, London**

In 1993, at Argyle Primary School – where pupils were on free school meals, and 92 per cent were from minority ethnic groups – there were a broad range of problems including unsatisfactory teaching in English, Maths and Science, 60 per cent of children having a reading age under 8 at the age of 11, serious behavioural problems including classroom violence, and average daily attendance of only 72 per cent. A new head took over the school and introduced a programme of changes. These included replacing temporary and supply staff with permanent staff with clear responsibilities, establishing a highly visible headteacher presence, outreach into the local community, and an improvements programme – involving parents, governors and pupils – part-financed by business and community organisations. Results for Key Stages 1 and 2 have improved dramatically, and are close to the national average and attendance now 90 per cent. The school received an outstanding OFSTED report in 1997.

*For more information, contact: Usha Sahni OBE, Argyle Primary School, Tonbridge Street, London WC1H 9EG. Tel: 020 7837 4590. Fax: 020 7833 1384.*

## **Health**

### **Home-Start for new mothers**

Home-Start is a voluntary organisation that supports vulnerable new mothers. A survey of 132 families using the service found that two out of three, including a high proportion with physical and mental health problems, had seen improvements in their well-being.

*For more information, contact: Brian Waller, Home-Start, 2 Salisbury Road, Leicester LE1 7QR. Tel: 0116 233 9955. Fax: 0116 233 0232. E-mail: info@homestart.org.uk*

### **Falmouth Beacon Project**

The Falmouth Beacon Project has had great success in an area of high deprivation in increasing the numbers of women who breastfeed and the length of time they do so. The breastfeeding support group has achieved this by offering mother-to-mother support, and easy access to health visitors and midwives who attend each session. They have also had great success with this approach with other subjects such as post-natal depression.

*For more information, contact: Zoe Challis, Falmouth Health Centre, Trevaylor Road, Falmouth TR11 2LH. Tel: 01326 434784.*

### **Oxford Special Transport Service**

A Special Transport Service in the Oxford Sure Start area offers a free taxi service for families in need, to help access services outside the Sure Start area. These might include hospital appointments, clinics, specialist groups or other venues, such as the Asian Cultural Centre. It also recognises wider transport issues in the city – particularly that there are no cross-city links from the area, or bus services between Rose Hill and Littlemore in the Sure Start area.

*For more information, contact: Tan Lea, Rose Hill-Littlemore Sure Start, c/o Peak Centre, Peers Campus, Sandy Lane West, Oxford OX4 5JZ. Tel: 01865 774014. E-mail: tan@rosehilllittlemoresurestart.co.uk*

### **Fit for Sport Campaign**

In Tyne and Wear Health Action Zone a Fit for Sport campaign to improve health and fitness levels of children has involved 15,000 children from 74 primary and special schools.

*For more information, contact: Trevor Hopkins, Gateshead Health Action Zone, c/o Community Based Services, Civic Centre, Gateshead NE8 1HH. Tel: 0191 433 2143. E-mail: t.hopkins@chiefexec.gatesheadmbc.gov.uk*

### **Phoenix House**

Phoenix House is an organisation that helps substance misusers to rebuild their lives. It provides a range of services including residential rehabilitation services. In its most recent survey of previous users, 57 per cent reported being drug-free and a further 29 per cent reported reductions in drug use. Phoenix House also provides services to people in their own homes, and counselling and rehabilitation in 11 prisons across the UK.

*For more information, contact: Bill Puddicombe, Phoenix House, Asra House, 1 Long Lane, London SE1 4PG. Tel: 020 7234 9740. E-mail: info@phoenixhouse.org.uk. Website: www.phoenixhouse.org.uk*

### **Healthy Lifestyles in Tees Health Action Zone**

In Tees Health Action Zone the players and staff from Middlesbrough Football Club have taken part in a community project to promote healthy lifestyles among hundreds of young people and their families.

*For more information, contact: Jim Wilson, Tees Health Authority, Poole House, Stokesley Road, Nunthorpe, Middlesbrough TS7 0NJ. Tel: 01642 320000.*

### **Barrow Community Gym**

Barrow Community Gym – a Beacon primary care service – helps to ensure people with a mental illness can access fitness facilities and have programmes designed for their needs. They also provide training and employment opportunities for all service users.

*For more information, contact: Annie Southerst, Barrow Community Gym, Salvation Army Premises, Collingwood Street, Barrow-in-Furness, Cumbria LA14 5UD. Tel: 01229 821616. E-mail: barrowcommunitygym@hotmail.com*

### Community Foods, Sandwell

Sandwell Community Foods promotes access to fresh fruit and vegetables in poor areas by delivering to homes and school tuck shops.

*For more information, contact: Dave Thomas, Sandwell Community Foods, Neptune Health Park, Sedgely Road, West Tipton, West Midlands DY4 8LU. Tel: 0121 607 6407. Fax: 0121 607 6408. E-mail: TCELTDA@aol.com*

### Cornwall Partnership

In Cornwall, a health authority, council and housing associations partnership organised an improvement programme of heating and insulation in council homes occupied by families with children suffering from asthma. The work has led to a significant improvement in the respiratory symptoms of the children living in the selected houses.

*For more information, contact: Ian MacKenzie, Cornwall and Isles of Scilly Health Authority, John Keay House, St Austell, Cornwall PL25 4NQ. Tel: 01726 627803.*

### Staying Put

Staying Put is a Home Improvement Agency run by Age Concern Nottingham and Nottinghamshire and funded by Nottingham City Council. The project works in partnership with the Health Authority and other statutory bodies. It focuses on the Nottingham City area and helps older home owners to remain safely and independently in their own homes by providing Home Improvement Grants and Renovation Grants, which include heating, new windows, rewiring, stair rails, grab rails and other adaptations.

*For more information, contact: Liz Lawrence, Age Concern, Bradbury House, 12 Shakespeare Street, Nottingham NG1 4FQ. Tel: 0115 844 0011. E-mail: info@ageconcernnotts.org.uk*

### Injury Minimisation Programme

The Injury Minimisation Programme for Schools is a national scheme which runs in 14 areas throughout the country that have problems with social exclusion and/or high accident rates. It educates 10–11 year olds in accident prevention, injury minimisation and basic life support. The areas are chosen because of their high local accident rates and social exclusion in the area. It is a joint venture between the local community, and education and health professionals.

*For more information, contact: Liz Bixby, Injury Minimisation Programme for Schools, Room 4 Manor House, John Radcliffe Hospital, Headington, Oxford OX3 9DU. Tel: 01865 228937. E-mail: liz.bixby@orh.nhs.uk*

### Waltham Forest Community Health Project

The Waltham Forest Community Health Project, run as a partnership between the Health Authority and the Housing Action Trust, introduced changes and additional services with dramatic results. Prescribed medication use has fallen by 33 per cent among those using a new counselling service; GP usage has fallen by 50 per cent and prescribed medication by 31 per cent among those accessing complementary therapies. Of the 86 local GPs, 77 refer clients to the Project.

*For more information, contact: Anne Manning, The Community Health Project, Kirkdale House, 7 Kirkdale Road, Leytonstone, London E11 1HP. Tel: 020 8556 1088. Fax: 020 8556 0100.*



### **Northumberland Health Action Zone**

In Northumberland, the Health Action Zone (HAZ) has produced a register of 15,000 people known to suffer from ischaemic heart disease, to have had previous heart attacks or who suffer from angina. It is used to monitor compliance with best practice and early results show that between 100 and 250 strokes or heart attacks will be prevented over the next five years.

*For more information, contact: Susan Cornick, Northumberland Health Authority, Merleycroft, Loans Dean, Northumberland NE61 2DL. Tel: 01670 394453.*

### **Access to Primary Care in Pennywell**

The Pennywell project in Sunderland serves a population of about 8,800 people, who could not attract a GP. With the flexibilities available within the Access to Primary Care initiative, the local NHS Trust was able to employ a GP and a fully integrated primary health care team to work in partnership with the community and other local agencies. There are now two GPs available in the project. One of the major benefits has been that the use of A&E services by residents of Pennywell has fallen by 42 per cent.

*For more information, contact: Dr Will Richardson, Pennywell Medical Centre, Community and Health Resource Project, Pennywell Shopping Centre, Portsmouth Road, Pennywell, Sunderland SR4 9AS. Tel: 0191 534 7924.*

### **Broadwater Farm Medical Practice**

In conjunction with Haringey Community Care Trust, the Broadwater Farm Medical Practice has set up a hands-free telephone Turkish interpreting service to improve access for the Turkish-speaking Kurdish refugee population to primary care services, and is piloting a video-linked interpreting service.

*For more information, contact: Dr David Jones, Broadwater Farm Community Health Centre, 2a Willan Road, London N17 6BF. Tel: 020 8365 1022.*

### **Working Together in London**

Working Together in London is a joint venture between The King's Fund, the NHS Executive and The Sainsbury Centre for Mental Health. It develops services to better meet the mental health care needs of populations in targeted deprived areas – by extending local partnership working beyond health and social care to develop the links with education, employment and criminal justice. It is also establishing assertive outreach teams that address the needs of a very small but significant group of severely mentally ill people.

*For more information, contact: Angela Greatly, Working Together in London, King's Fund, 11–13 Cavendish Square, London W1G 0AN. Tel: 020 7307 2688.*

## Health Action Zones and Credit Unions

A number of Health Action Zones (HAZs), including Nottingham, Wakefield and North Cumbria, are working in partnership to extend membership of Credit Unions to offer access to financial services for those who are financially excluded and provide advice on budgeting and debt management.

*For more information, contact:*

*Nottingham HAZ: Gill Durie, Nottingham Health Authority, Standard Court, Park Row, Nottingham NG1 6GN. Tel: 0115 912 3324. Fax: 0115 912 3351.*

*E-mail: Gill.Durie@nottingham-ha.trent.nhs.uk*

*Wakefield HAZ: Lee Adams, Wakefield Health Action Zone, White Rose House, West Parade, Wakefield, West Yorkshire WF1 1LT. Tel: 0192 421 3000. Fax: 0192 421 3004.*

*E-mail: Lee.adams@gw.waheha.northy.nhs.uk*

*North Cumbria HAZ: North Cumbria Health Action Zone, Unit 7F, Lakeland Business Park, Lamplugh Road, Cockermouth CA13 0QT. Tel: 01900 324 134. Fax: 01900 324 136.*

## Trash the Ash Campaign, Hull and East Riding

Hull and East Riding's smoking cessation work is typical of the approach of many HAZs, running a multi-agency Trash the Ash Campaign in the local newspaper and a series of advertisements on the local commercial radio targeting young female smokers. This has been backed up by help and advice clinics and a free stop-smoking information line.

*For more information, contact: Kate Birkenhead, Health Promotion Service, Hull and East Riding Community Health NHS Trust, Victoria House, Park Street, Hull HU2 8TD. Tel: 01482 617710.*

## Reducing ill-health: GP practice in Runcorn, Cheshire

*For more information, contact: David Lyon, Castlefields Health Centre, Chester Close, Castlefields, Runcorn, Cheshire WA7 2HY. Tel: 01928 566671.*

# Housing and the physical environment

## Mediation Services: Nottingham

Mediation services can minimise neighbourhood disputes: Nottingham Mediation Services successfully conclude two-thirds of cases they tackle.

*For more information, contact: Jean Hart, Nottingham Mediation Services, 25 Vivian Avenue, Nottingham NG5 1AF. Tel: 0115 962 0035.*

### **On-the-spot management and super-caretakers: Broadwater Farm**

On-the-spot management and super-caretaker services transformed Broadwater Farm in London: super-caretakers clean the communal areas, report damage, abandoned cars etc and are a supportive presence for elderly and disabled residents. The estate's services manager is available in the neighbourhood office every morning. Complaints are now rare – approximately one per month from the whole estate.

*For more information, contact: Paul Dennehy, Broadwater Farm Estate, Gloucester Road, London N17 6GZ. Tel: 020 8489 8650. Fax: 020 8489 8669. E-mail: Paul.Dennehy@haringey.gov.uk*

### **Better planning for disabled people in Rochdale**

Rochdale Metropolitan Borough Council has a Disabled People's Working Party which advises the council on all issues affecting disabled people. A sub-group – the Access Planning Group – reviews all relevant planning applications to ensure that access for disabled people is incorporated into design. This has led to changes in planning policy.

*For more information, contact: Lorraine Cameron, Equal Opportunities Unit, PO Box 39, Municipal Offices, Smith Street, Rochdale OL16 1LQ. Tel: 01706 864952. Fax: 01706 865656. E-mail: Lorraine.Cameron@rochdale.gov.uk*

### **Transforming estates in Liverpool: housing association and private developer partnership**

In Liverpool, a partnership involving Liverpool Housing Trust and a private developer – Calthorpe Northern – helped to transform a problematic local authority estate without targeted grant funding. High quality refurbishment was carried out and a marketing strategy was developed to attract tenants back into the area. The partnership also worked closely with the local authority to prevent the problems of anti-social tenants who had plagued the area during its decline.

*For more information, contact: Alan Slater, Regeneration Policy Team, 2nd Floor, Kingsway House, Hatton Garden, Liverpool L69 2DJ. Tel: 0151 225 6306. Fax: 0151 233 5620.*

### **Addressing social, economic and environmental problems in Easton, Bristol**

In Easton, Bristol, physical refurbishment of houses and a community safety partnership, combined with improved shopping areas, improvements to road safety and traffic calming have increased safety and pride in the area. As with Morecambe (below), this is a good example of addressing social, economic and environmental problems in the round.

*For more information, contact: Michele Tedder, Neighbourhood and Housing Services, 57 Seymour Road, Easton, Bristol BS5 0UW. Tel: 0117 935 0943.*

### North London Muslim Housing Association

In Hackney, the North London Muslim Housing Association focuses on the special needs of the Muslim community, to ensure that housing is not only affordable but also accessible to mosques and community centres and has suitable facilities for washing, food preparation and consumption, and for large families. The Association has also established a Faith in the Future project to help involve faith communities in regeneration.

*For more information, contact: Saif Ahmed, North London Muslim Housing Association, 62 Cazenove Road, Stoke Newington, London N16 6BJ. Tel: 020 8806 9696. Website: [www.nlmha.com](http://www.nlmha.com); or contact Faith in the Future: Nurjahan Ali, 66 Cazenove Road, Stoke Newington, London N16 6AA. Tel: 020 8806 7727. Fax: 020 8880 5593.*

### Addressing local problems in Morecambe

In the West End of Morecambe, an area with declining economic activity, and substantial proportions of houses in multiple occupation, there was a need to create amenity areas and find more space for parking for the shops. Four blocks were demolished to make way for a children's play area, seating, grassing, an art feature and car parking.

*For more information, contact: Paul Broadley, Lancaster City Council, Private Housing Services, 22 Devonshire Road, Morecambe LA3 1QX. Tel: 01524 831358. Fax: 01524 418205.*

### Tenants' Association in Salford

In Salford, a Tenants' Association took over the management of a run-down estate and turned a barren green lawn around the tower block into vegetable plots, a greenhouse, gardens and picnic areas.

*For more information, contact: John Oakley, City of Salford Precinct Area Housing Office, Churchill Way, Salford M6 5AY. Tel: 0161 745 7745. Fax: 0161 745 9125.*

### Mixed housing in Islington

In Islington, two housing associations and a private developer have created a mixed income, mixed tenure community on a brownfield site. Although the development is at 157 dwellings per hectare, 23 of the 67 homes are houses with gardens, and the secure communal space includes a toddlers' playground. Half the homes are at affordable rents or for shared ownership, and the 31 homes for private sale were all sold off plan before completion.

*For more information, contact: Raj Upadhyaya, The Guinness Trust. Tel: 020 8522 7218; or contact Colin Archer, Islington and Shoreditch Housing Association. Tel: 020 7226 3753.*

### **Birmingham City Council**

Maintaining a network of attractive local centres, an approach that links powerfully to tackling social exclusion and the sustainability agenda, is an established policy objective of Birmingham City Council. As its local centres and local shopping parades continue to experience a range of pressures for change, it is developing a strategy to ensure their future vitality where communities want this and it makes commercial sense. Part of the strategy will build on working with communities to produce local centre action plans. Also the City Council is considering the development of a 'standard' of accessibility to local facilities and convenience shopping to help identify areas where existing provision is deficient. It would then work collaboratively to develop initiatives to fill these gaps.

*For more information, contact: Martin Eade, Strategic Planning Department, Birmingham City Council, Alpha Tower, Suffolk Street, Queensway, Birmingham B1 1TU. Tel: 0121 303 3430. E-mail: Martin\_Eade@birmingham.gov.uk*

### **Improving local housing management: Bloomsbury, Birmingham**

In Bloomsbury, Birmingham, an estate management board took on and improved local housing management in conjunction with a major estate redevelopment. Between 1989 and 1998, vacancy rates fell from 10 per cent to below 2 per cent, rent arrears fell from two-thirds to one-third, and re-let times went from the slowest in Birmingham to the third quickest.

*For more information, contact: Tim Mills, Birmingham City Council, Level 2, Louisa Ryland House, 44 Newhall Street, Birmingham B3 3PL. Tel: 0121 303 1277. Fax: 0121 303 1285.*

### **Neighbourhood Watch schemes in Mansfield**

In Mansfield, the council supports Neighbourhood Watch schemes, some of which organise escorts to walk the elderly back to their homes at night having attended community events. The Neighbourhood Watch also supplies and fits burglar alarms free of charge in the homes of vulnerable people or those who have been hospitalised. The scheme involves young people who are trained to fit burglar alarms, smoke alarms with some security lighting, and also in community work. All of the equipment is supplied and installed free of charge.

*For more information, contact: Alan Booth, Mansfield Police Station, Great Central Road, Mansfield, Nottinghamshire NG18 2HQ. Tel: 01623 420999. Fax: 01623 483004.*

### **Thames Valley Housing Association: West London**

Thames Valley Housing Association manages around 6,000 rented and shared ownership homes scattered over 30 local authority areas in West London and five counties from a single office. Resident consultation established the need to improve its service. So it introduced generic working and teleworking for six housing management staff, plus a service centre. Four front-line operational officers now need visit the office only one day a week for team meetings.

*For more information, contact: Keith Holloway, Premier House, 52 London Road, Twickenham, Middlesex TW1 5RP. Tel: 020 8607 0607. Fax: 020 8607 9923.*

### Using better marketing: Mansfield District Council

Many landlords are finding that better marketing can reduce vacancies and lead to more mixed communities. Mansfield District Council now produces photographs and details for selected difficult-to-let properties for people who have expressed an interest.

*For more information, contact: Peter Brown, Housing Department, Mansfield District Council, Chesterfield Road South, Mansfield NG19 7BH. Tel: 01623 463712. Fax: 01623 463117. E-mail: pbrown@mansfield-dc.gov.uk*

### Manchester Housing Department

Manchester Housing runs a homes-for-rent hotline that has developed the social mix in some areas by attracting households which would not previously have considered social housing.

*For more information, contact: Mike Simpson, Manchester Housing, PO Box 531, Town Hall, Manchester M60 2JX. Tel: 0161 234 4611. Fax: 0161 234 4613.*

### Poplar Housing and Regeneration Community Association

Poplar Housing and Regeneration Community Association in Tower Hamlets, working with the Bromley-by-Bow Centre (an innovative community and health centre) has established six local community area neighbourhood bases. Community area directors (some of whom grew up in the area) work closely with local residents to deliver services and major housing improvements, sensitive to local priorities and cultures. Improvements have been made to the physical environment, including to the playgrounds and sports facilities of local schools and social facilities, including additional nursery classrooms.

*For more information, contact: Stephen Stride/Anne Matthews, Poplar HARCA Ltd, 167a East India Dock Road, Poplar, London E14 0EA. Tel: 020 7510 0500. Fax: 020 7510 0550.*

### Vale Watch, Birmingham

At Castle Vale Housing Action Trust, Vale Watch, an estate-level partnership to target anti-social behaviour, was set up. The partnership involves the local housing managers, the local police officer and the school head teacher. The partnership prevents and deals with problems by sharing information and resources and taking prompt action.

*For more information, contact: Sharon Gilligan, Castle Vale HAT, 220 Farnborough Road, Birmingham B35 7NL. Tel: 0121 776 6784. E-mail: cvhat@cvhat.org.uk Website: www.cvhat.org.uk*

### On-the-spot housing management in Fulham

In Hammersmith and Fulham on-the-spot housing management is part of a package of measures to help regenerate and diversify a socially isolated area with a vulnerable community, poor health profile, low income levels and high levels of unemployment. A tenant strategy worker supports tenants and residents through the regeneration process. The regeneration is being funded from a variety of sources including the sale of land to develop owner-occupied housing on the mainly social-rented estate.

*For more information, contact: Kevin Veness, Hammersmith and Fulham Federation of Tenants and Residents Associations, 217a Ashcroft Square, King Street, London W6 0YP. Tel: 020 8748 4114. Fax: 020 8748 4909.*

### **Rotherham and South Yorkshire Housing Association**

In Rotherham, South Yorkshire Housing Association employs intensive on-the-spot housing management as part of a three-pronged approach to tackling low demand. The approach comprises a concentration of management presence in the area, a multi-agency approach and a flexible local lettings policy.

*For more information, contact: Jan Phillips, South Yorkshire Housing Authority, 43–47 Wellington Street, Sheffield, South Yorkshire, S1 4HF. Tel: 0114 290 0100. Fax: 0114 290 0290.*

### **Holly Street, Hackney**

At Holly Street, Hackney, a public private partnership, working in close consultation with the residents, has replaced a desolate range of tower blocks and deck access housing with a stable and attractive environment. The former street pattern has been recreated, and although none of the new housing is over four storeys, and all family housing has front and rear gardens, the original total of 1,187 dwellings has been only slightly reduced to 1,022 dwellings.

*For more information, contact: Tim Watson, Holly Street Design and Development Office, 29 Forest Road, London E8 3BY. Tel: 020 7275 2028. Fax: 020 7275 2013.*

### **Mixed Use Scheme in Hulme, Manchester**

In Hulme, Manchester, a group of local people formed themselves into a co-operative and, with the support of agencies like the City Council, the Guinness Trust, and funds from the European Regional Development Fund and a Housing Action Grant, were able to develop an innovative mixed-use scheme of residential, work and retail space.

*For more information, contact: Barbara McLoughlin, Moss Side and Hulme Partnership.  
E-mail: b.mcloughlin@notes.manchester.gov.uk*

### **Sandwell Repairs on Prescription Scheme**

In Sandwell Health Action Zone (HAZ), the Repairs on Prescription Scheme aims to improve the health of asthmatic children, by targeting repairs to council stock and private housing on central heating, insulation and other energy-efficiency works for households with young people who suffer with moderate-to-severe asthma.

*For more information, contact: Muna Choudhury, Housing Improvement Service (Private Sector), Sandwell Metropolitan Borough Council, Council House, High Street, Smethwick B66 3NT.  
Tel: 0121 569 5118. E-mail: Muna\_Choudhury@sandwell.gov.uk*

### **Wakefield Rent Deposit Scheme**

Wakefield Rent Deposit Scheme enables vulnerable homeless people to access private rented property of good standard by providing the financial deposit required by landlords. It supports tenancies in practical ways like helping with benefits, budgeting and health issues, and enables people to lead independent and settled lives.

*For more information, contact: Julie Burnham, Wakefield Rent Deposit Scheme. 4 The Springs, Wakefield WF1 1PU. Tel: 01924 302100. Fax: 01924 302097.*

### **Middlesbrough Healthy Homes Project**

The Healthy Homes Project in Middlesbrough offers advice on reducing air pollution, gas cookers, dust mites and other common household pollutants. This will help reduce the risk of people becoming ill from respiratory disorders including lung cancer.

*For more information, contact: Jim Wilson, Tees Health Authority, Poole Street, Stokesley Road, Nunthorpe, Middlesbrough TS7 0NJ. Tel: 01642 304132. Fax: 01642 304023.*

### **The William Sutton Trust**

The William Sutton Trust has developed a property investment and social change model to tackle low demand in its stock. With the aim of creating sustainable communities on its estates in the longer term, the Trust is using the model to establish priorities and develop a variety of remedial measures ranging from small-scale reinvestment stabilising existing communities, to working with others to manage wholesale change including selective demolition. This proactive management will lead to resource savings to benefit tenants in other ways.

*For more information, contact: Alan Ashling, William Sutton Trust, Sutton Court, Tring, Herts HP23 5BB. Tel: 01442 821244. Fax: 01442 828433.*

### **The Green Bottle Unit**

Free Form Arts Trust, in association with artist David Watson, has developed the Green Bottle Unit, a glass recycling production unit. It uses 100 per cent recycled glass to produce glass blocks for urban design, paving, art works and regeneration schemes, bringing together two key areas of excellence in urban design – environmental sustainability and creative innovation. As well as involving schools and young people, it promotes partnership working between local authorities, planners and architects, as well as between waste managers and glass manufacturers.

*For more information, contact: Green Bottle Unit, Free Form Arts Trust, Design and Technical Services, 57 Dalston Lane, London E8 2NG. Tel: 020 7249 3394. E-mail: [contact@freeform.org.uk](mailto:contact@freeform.org.uk)*

### **Reviewing services: the County Council in Cumbria**

In Cumbria, the County Council recently set up a cross-party advisory group to respond to the report of the inquiry into the murder of Stephen Lawrence. The group had a broad remit to consider issues around all forms of discrimination or unfair treatment, and to develop and promote good practice as part of a community leadership role. This has led to a review of the services offered by the council. As part of this work, many groups were consulted including a large number of groups representing disabled people in the area. Not only did their input help to ensure a clearer and more effective strategy for all stakeholders, the process also sparked closer joint working between a range of local service providers and disabled clients.

*For more information, contact: Angela Harrison, Cumbria County Council, The Courts, Carlisle, Cumbria CA3 8NA. Tel: 01228 606683. Fax: 01228 606311. E-mail: [angela.harrison@cumbriacc.gov.uk](mailto:angela.harrison@cumbriacc.gov.uk)*



## Partnership working and community involvement

### Area Co-ordination Teams, Coventry

Coventry City Council has set up six Area Co-ordination Teams, made up of a city-wide partnership which includes three primary care groups, the City Council, employment services, the police, the fire service, the Careers Service, the Chamber, the Health Authority and the Healthcare Trust. The approach began in the north east of Coventry in 1992 and, following an evaluation, was extended to five other areas in 1996. The Teams are responsible for ensuring mainstream services support regeneration work, that they are joined up and that they address the needs of the priority areas of the city in partnership with local residents. Each team contains staff from the partner agencies and the City Council, and all work with local residents and community groups through a range of mechanisms. They are held accountable by Area Forums, which are led by ward councillors with the support of local co-optees. The approach has now been extended to the whole city, but there is a continued focus on the high priority neighbourhoods within the city.

*For more information, contact: David Galliers. Tel: 024 7683 1074.  
E-mail: david.galliers@coventry.gov.uk*

### Partnership working in Newham

In Newham, residents are involved in partnerships in a variety of ways, for example via the Newham Council For Racial Equality's membership of Newham Independent Advisory Group, chaired by Community Links, a voluntary agency, as well as DiverseCity against racial harassment partnership, led by Newham Council For Racial Equality, amongst others.

*For more information, contact: Olivia Nuamah, Newham Council for Racial Equality, 478 Barking Road, Plaistow, London E13 8QB. Tel: 020 7473 5349. Fax: 020 7473 5363.*

### In partnership: Edinburgh community

In Edinburgh, community representatives from neighbourhood partnership areas sit as directors on the board of the city-wide strategic partnership (Edinburgh Capital City Partnership).

*For more information, contact: Jim Rafferty, Capital City Partnership, 12 St Giles Street, Edinburgh EH1 1PT. Tel: 0131 469 3821. E-mail: jim.rafferty@edinburgh.gov.uk  
Website: www.capitalcitypartnership.org*

### Bristol NDC

When Bristol was invited to select one neighbourhood for New Deal for Communities (NDC) pathfinder status, the Bristol Regeneration Partnership organised a residents' Community Conference to select their NDC neighbourhood. Several deprived neighbourhoods made representations at the conference, which was underpinned by data on the relative deprivation of small areas.

*For more information, contact: David Ralph, 202 Avondale Road, Barton Hill, Bristol BS5 9SX.  
Tel: 0117 903 1014. E-mail: ndcbristol@freenetname.co.uk*

### Changing existing services: Waltham Forest CBHA

Waltham Forest Community-Based Housing Association's (CBHA's) experiments in Neighbourhood Management have led to a number of changes, most of them concentrated on the way that core services are delivered. The repairs service is now estate-based with the CBHA allowing it to occupy some disused offices, rent-free. A community policeman holds a weekly surgery in one of the four neighbourhoods. In another, a policeman is held accountable locally by reporting to the resident committee, leading to the police being 'tipped-off' about trouble spots. The police cover the costs of these services. Health staff are also now based on the estates, improving access for those suffering from prevailing problems (e.g. mental health). This has helped the Health Authority to take on tenant volunteers to learn health skills. Tenants have gone on to set up their own health charity.

*For more information, contact: Andy Clark, Waltham Forest Community Based Housing Association, 433–443 High Road, Leytonstone, London E11 4JU. Tel: 020 8988 7500. E-mail: AndyC@cbha.org.uk*

### Monitoring progress: the Glasgow Alliance

The Glasgow Alliance is a Local Strategic Partnership-type body in Glasgow, whose strategy ('Creating Tomorrow's Glasgow') sets out a range of measures for identifying progress against objectives. These include headline targets with clear timescales – such as halving the amount of long-term derelict land within five years; moving towards new integrated information systems, to measure linkages between actions, and thus the effectiveness of the partnership; and residents' assessment of Alliance progress, e.g. via surveys and a citizen's panel. The Alliance supports Glasgow's ten Social Inclusion Partnerships providing a direct link between the city-wide strategy and local action.

*For more information, contact: Andrew Fyfe, The Glasgow Alliance, 39 St Vincent Place, Glasgow G1 2ER. Tel: 0141 572 1300. E-mail: mail@glasgowalliance.co.uk*

### Services for older people

Older people in Hammersmith and Fulham's Better Government for Older People pilot are able to hold senior managers and councillors directly to account on service issues through a range of mechanisms such as a Consultative Committee, a Deputy's Panel, and through representation on a cross-agency officer steering group.

*For more information, contact: Beverly Hone, Better Government for Older People in Hammersmith and Fulham, 4th Floor, 145 King Street, Hammersmith, London W6 9XY. Tel: 020 8576 5795. E-mail: beverly.hone@lbhf.gov.uk*

### Greater Nottingham Partnership

Greater Nottingham Partnership (GNP) was set up in 1994, and contains key partners from across the conurbation – Nottingham, plus the surrounding districts of Gedling, Broxtowe, Rushcliffe and Ashfield. The GNP was chosen to become a New Commitment to Regeneration pathfinder in 1998.

The Partnership works from the principle that successful regeneration depends on the ability to connect public sector organisations with the private sector, and communities with opportunities to secure a better quality of life.

*For more information, contact: Martin Gawith, Greater Nottingham Partnership, 8 Regent Street, Nottingham NG1 5BQ. Tel: 0115 950 2233. Fax: 0115 950 0320. E-mail: Gnp@nde.org.uk*

### **NDC lessons and achievements**

The New Deal for Communities, launched as a pathfinder programme in 1998 for the National Strategy for Neighbourhood Renewal, has already started to offer some useful 'lessons learnt'. It has shown that it is possible for partnerships whose boards have a majority of community representatives to run a major neighbourhood renewal programme successfully, and that communities and key public agencies must both be involved in renewal programmes. It has also demonstrated that true community involvement takes time, and that if programmes are to deliver change, they must focus on delivery and need people with strong skills in programme management. The programme has already delivered results, with radical changes in the delivery of 'street services' (e.g. refuse collection) in Barton Hill, Bristol, and with action to reduce crime in Manchester (via the multi-agency Neighbourhood Nuisance team, mentioned above).

*For more information, contact: Nick Litherland, NDC Unit, DETR, Zone 4/C5, Eland House, Bressenden Place, London SW1E 5DU. Tel: 020 7944 4278. E-mail: nicholas\_litherland@detr.gsi.gov.uk*

### **Deighton and Brackenhall Initiative, Kirklees**

Ten action groups were set up on a hard-to-let estate to tackle thematic issues like childcare and health. Each group is led by residents and senior council officers, and attended by front-line staff from other services. This approach has contributed to a major increase in popularity of the estate.

*For more information, contact: Tony Hood, Housing Services, 4th Floor, Civic Centre 1, Huddersfield HD1 2NF. Tel: 01484 221252. Fax: 01484 221250.*

### **Sure Start parent support scheme**

In Tilbury, a Sure Start parent/child support scheme will involve older people as befrienders to help, support and advise new parents – a good example of tapping into the full resources of the community. Parents benefit from help from someone who has 'been there before'. The child benefits and the older person gains satisfaction and friendship.

*For more information, contact: Annie McKinney, Sure Start Tilbury, 23–25 Calcutta Road, Tilbury, Essex RM18 7QT. Tel: 01375 858243. E-mail: surestart@freereserve.co.uk*

### **Herefordshire Partnership Agreement**

The Partnership, a New Commitment to Regeneration pathfinder, has put in place an Agreement of partners' roles and responsibilities – ensuring commitment both to participation in the partnership and delivery of its objectives. The Agreement protocol distinguishes between partners who deliver services and strategies, and those who support delivery; commits partners to senior-level representation; and ensures that partners commit resources to the Herefordshire Plan.

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Website: [www.herefordshire.gov.uk](http://www.herefordshire.gov.uk)*

## ■ Annex G: Checklist for developing Local Neighbourhood Renewal Strategies: steps in developing strategies

- 1 The right approach to drawing up Local Neighbourhood Renewal Strategies will differ greatly between places. But the overall objective will be the same – for local people and organisations to work together to narrow the gap between the most deprived neighbourhoods and the rest of England.

### Five suggested common steps for developing Local Neighbourhood Renewal Strategies – a useful checklist

- i) Identify priority neighbourhoods
- ii) Understand their problems and any differential impact on residents
- iii) Map the resources going into these neighbourhoods
- iv) Agree on what more needs to be done
- v) Implement, monitor and self-evaluate agreed actions

- 2 In taking these steps, Local Strategic Partnerships (LSPs) will need to work closely with neighbourhood organisations. The balance between the two levels will differ in different places, and the Government does not want to prescribe a particular model. But in most places, the broad renewal strategy will need to be backed up by detailed action plans at the neighbourhood level. In each case, the onus is on LSPs to find, work with – and if necessary establish – neighbourhood organisations to take on this task.

### i) Identify priority neighbourhoods

- 3 The first suggested step is to identify which neighbourhoods have the lowest quality of life – in terms of joblessness, crime, educational failure, ill health, poor physical environment and housing.
- 4 As Paragraph 5.16 explains, some areas may choose to define neighbourhoods in terms of electoral wards (for which there are better statistics) or other small areas containing several thousand people. Local circumstances will guide this choice, but – as a guide – Government believes that a neighbourhood should be defined as a priority if:
  - on several of these problems, it falls below national minimum standards (e.g. if it has domestic burglary more than three times the national average) or is heading that way; or
  - it is among (or its boundaries fall substantially within) the 10 per cent most deprived wards in England as set out in the new Indices of Deprivation 2000 (ID2000).
- 5 This process is not about choosing one 'lucky winner' for regeneration funding, but instead identifying all the neighbourhoods that need priority status. In some areas, this will be a majority of neighbourhoods, and decisions about sequencing will need to be made.

- 6 Having selected priority neighbourhoods, it is important to establish a 'baseline' of current conditions in each, against which to measure future progress. This is something that each NDC pathfinder has done.

**Setting the baseline: Manchester NDC (Beswick/Openshaw), 1999**

	NDC area	Manchester	UK
Unemployment	11.7 per cent	9.6 per cent	4.6 per cent
Burglary rate per 1,000 households	81.3	72.6	22.7
Pupils gaining 5 GCSEs (A*–C)	24.7 per cent	28.7 per cent	46.3 per cent
Standardised mortality ratio	253	172	100
Ave sale price, terraced house	£12,816	£40,400	£65,330

Note: these are just a few of the baseline indicators recorded by the partnership.

**ii) Understand the problems of priority neighbourhoods**

- 7 Regeneration programmes have often failed because they have focused on addressing symptoms rather than the root causes, or because Governments have not recognised how policies impact on each other. For instance, if low demand for housing is caused by crime, anti-social behaviour and drugs, no amount of extra housing investment will solve it. High-density housing might place a severe strain on education or health services. The roots may lie in poor education service and employment opportunities, and all of these might in turn be helped by mixed tenure neighbourhoods and improved facilities for recreation within the neighbourhood.
- 8 **Chapter 1** described how the problems that deprived neighbourhoods have in common – unemployment, crime and poor health, low skills and poor housing and physical environment – are driven by a range of other problems. A vital task in priority neighbourhoods will be to understand exactly what lies beneath each of these headline problems – which is the next recommended step. The analysis in this report will be of help.
- 9 The dynamics of neighbourhood decline and recovery will need careful study. For instance, housing voids may be low, but there may be a high turnover problem underlying this, indicating serious local problems.
- 10 Particular attention should be paid to understanding the way particular groups are especially disadvantaged because, for example, of their age, gender, sexuality, religion, disability or race.
- 11 Understanding neighbourhood decline is not a simple exercise, and it will not be enough just to 'tick the boxes' mentioned in this document. Real effort will be needed to get to the bottom of problems. It will be important to use intensive and imaginative consultation with residents and practitioners, and draw on existing research and consultation. The formation of groups and networks which can lead some of this work should be encouraged.
- 12 This is a process that is likely to need input both from LSPs and from organisations at the neighbourhood level. Although many problems may lie within a neighbourhood (e.g. transport and childcare barriers to jobs), others may reflect wider problems (e.g. planning and housing allocation). Solving some problems will require action at both levels – and also in the regions.

### iii) Map the resources going into priority neighbourhoods

- 13 Action to tackle neighbourhood problems does not take place in a vacuum. A lot of action is already in place, and partners will need to map and recognise this before deciding what else is needed. With training, local people could also get involved in this.
- 14 This might involve an audit of:
- what each organisation is doing in the neighbourhood (e.g. how much time and money are spent in the particular neighbourhood under consideration); and
  - what other potential assets are in the neighbourhood (e.g. how many volunteers are contributing or could contribute time and skills, or local knowledge, what buildings and facilities could be used, what businesses, faith groups, sports and cultural organisations could be involved).

#### Mapping local resources – Middlesbrough NDC

Each NDC partnership was asked to map the resources and initiatives coming into their neighbourhood. West Middlesbrough NDC calculated that in 1999–2000, public sector spending in the area would be as follows:

Category	Expenditure (£)
Community involvement	215,000
Education (schools)	4,964,000
Jobs and training	1,616,000
Benefits	24,234,000
Crime and community safety	1,906,000
Health	8,818,000
Housing and physical environment	6,534,000
Capital projects	516,000
<b>Total</b>	<b>48,803,000</b>

Exercises of this kind can be very revealing, and can shape local action. A similar exercise in the Brighton NDC area found that local authority expenditure per head was 2.5 times the town average. This high expenditure helped to persuade them to pilot Neighbourhood Management in the area, to try and make better use of these substantial resources.

- 15 **Chapter 4** may be helpful in mapping local activity, as it provides a description of some of the main Government programmes related to renewal.

### iv) Agree on what more needs to be done

- 16 The next step would be for partners to look together at what could change; an important element of this will be consulting local people on what they want. Partners at both neighbourhood and local strategic levels would be involved – but the main focus would be on shifting blockages with key local decision-makers.
- 17 This would not be a case of bulldozing partners into commitments against their will. Instead, it would be a chance to align action, to make it more effective. Partners should soon find that there are benefits to each of them from close co-operation.

- 18 There will be a range of ways that partners can improve the effectiveness of services, which this kind of analysis may expose. These might be to:
- **set targets**, for example on health, crime or housing;
  - **change the way existing services work**, for instance by using resources differently to fund a new activity, or by changing local rules or policies. Another option might be examining who delivers the service, or parts of it, and whether community or voluntary organisations could play a bigger role in doing so; or by involving residents in the recruitment of service managers;
  - **introduce new services**, like on-the-spot housing management or other successful models;
  - **join up services**, for instance co-locating services (e.g. siting health and social work professionals in schools), creating local multi-agency teams (e.g. anti-social behaviour teams) or pooling and/or devolving budgets down to neighbourhood managers or other neighbourhood organisations;
  - **expand existing services**, for instance by seeking to ensure that there is a homework club in every school serving a priority area;
  - **try Neighbourhood Management**;
  - **consider the most effective use of assets**, for instance, public sector bodies could examine the case for transferring assets (e.g. buildings, green spaces) to community organisations in order to stimulate community enterprise;
  - **rationalise activity**. One important option is to rationalise or even reduce activity, rather than just increasing it. For instance, if two partnerships are doing overlapping jobs, it might make sense to merge them; and
  - **bid for new money/explore new flexibilities with central Government**, for instance a joint bid by police and housing services for start-up funding for a Neighbourhood Warden scheme.
- 19 Various sources of central Government funding and support may help with this, including new money, freedoms and flexibilities, training and sharing best practice. Examples of these are set out in **Chapters 5 and 6**.
- 20 To be effective, it is likely that the changes that partners propose will need to become hard commitments. Commitments can be cemented in various ways, such as by incorporating decisions in partners' business plans or other performance management frameworks, such as Best Value performance plans. Commitments also have more 'bite' if they clearly set out who is going to do what, and by when. This is especially important for black and minority ethnic communities.
- 21 These commitments will give partners a clear idea of how far they will be able to get. Based on this, and their initial vision, LSPs and their neighbourhood counterparts would be expected to set targets for how things should change over time in the priority neighbourhoods. One way of giving such targets added 'bite' (especially for local authorities) would be to incorporate them in a local Public Service Agreement (local PSA).

## Local Public Service Agreements

Local PSAs will be voluntary partnership agreements between individual local authorities and the Government. Their aim is to improve key outcomes more quickly and/or to a higher level than would otherwise be the case for the residents of that area.

Working with their partners, local authorities will suggest about 12 ambitious targets – exceeding the commitments in their Best Value performance plans. In return, the Government will provide start-up funding, agreed extra flexibilities, and additional grant to authorities that hit their enhanced targets from a new Performance Fund.

Resources from the Neighbourhood Renewal Fund (available to 88 severely deprived authorities) will be conditional on five factors. One of these is that any local PSA should include a clear focus on deprivation.

Twenty authorities will pilot the idea of local PSAs in 2001–02. If successful, the idea will be rolled out more widely.

## v) Implement and monitor agreed action

- 22 Once the overall strategy – and any Neighbourhood Action Plans – are agreed, they need to be implemented. Whilst this is the easiest stage to describe, it is probably the most difficult to get right in practice. Momentum will need to be maintained, and ‘early wins’ achieved, to bolster the enthusiasm of local service deliverers and communities.
- 23 It is also inevitable both that some elements of the Action Plan will need honing, and that others will be overtaken by circumstances. This means that constant monitoring of progress will be required, with frequent feedback on how the strategy is working on the ground and adjustment of the strategy.



## FURTHER INFORMATION

- 1 Additional copies of this report can be obtained through our National Strategy hotline. You can also use this hotline to obtain a copy of the Policy Action Team (PAT) Audit report.
- 2 You will also find an electronic version of this report on the Social Exclusion Unit (SEU) website [www.cabinet-office.gov.uk/seu](http://www.cabinet-office.gov.uk/seu) that can be downloaded in both html and pdf formats. The National Strategy Action Plan report summary is also available in Braille, audio and large print versions.

### Where to obtain further copies

- 3 If you would like additional copies of this report, please ring **020 7944 8383** or alternatively send an e-mail to [neighbourhoodrenewal@detr.gov.uk](mailto:neighbourhoodrenewal@detr.gov.uk)
- 4 The summary of this document is also available in each of the following languages:

এই প্রচারপত্র বাংলা ভাষায় পাওয়া যায়। Bengali

本單張提供有中文版。 Chinese

આ પત્રિકા ગુજરાતીમાં ઉપલબ્ધ છે. Gujarati

यह पत्रिका हिन्दी में उपलब्ध है। Hindi

ਇਹ ਪਰਚਾ ਪੰਜਾਬੀ 'ਚ ਉਪਲਬਧ ਹੈ। Punjabi

یہ لیف لیٹ اُردو زبان میں دستیاب ہے۔ Urdu

- 5 For a summary of the report in one of these languages, please use the telephone number given above.

# LIST OF ABBREVIATIONS

ABI	Area-Based Initiative
ABS	Adult Basic Skills
ACPO	Association of Chief Police Officers
ACU	Active Community Unit
ADCU	Anti-Drugs Co-ordination Unit
AQS	Air Quality Strategy
ASB	Anti-social behaviour
ASBO	Anti-Social Behaviour Order
ATfj	Action Teams for Jobs
BA	Benefits Agency
BGOP	Better Government for Older People
BiTC	Business in the Community
BME	Black and Minority Ethnic
BMJ	British Medical Journal
BV	Best Value
BVI	Best Value Indicators
BVPP	Best Value Performance Plans
CASE	Centre for Analysis of Social Exclusion
CBHA	Community-Based Housing Association
CCTV	Closed circuit television
CDRP	Crime and Disorder Reduction Partnership
CEF	Community Empowerment Fund
CFI	Community Finance Initiative
CHD	Coronary heart disease
CLSP	Community Legal Service Partnership
CMF	Capital Modernisation Fund
CO	Cabinet Office
CTB	Council Tax Benefit
CRE	Commission for Racial Equality
CSS	Children's Social Services
CYPF	Children and Young People's Fund
CYPS	Children and Young People's Services
CYPU	Children and Young People's Unit
DAT	Drug Action Team
DCMS	Department for Culture, Media and Sport
DETR	Department of the Environment, Transport and the Regions
DfEE	Department for Education and Employment
DH	Department of Health
DSS	Department of Social Security
DTI	Department of Trade and Industry
EAZ	Education Action Zone
EE	Early Excellence Centres
EiC	Excellence in Cities
EMA	Education Maintenance Allowance
EP	English Partnerships
ES	Employment Service
ESRC	Economic and Social Research Council
EZ	Employment Zone
FE	Further Education
FEC	Further Education College
FENTO	Further Education National Training Organisation
FS	Fresh Start

GCSE	General Certificate of Secondary Education
GDP	Gross Domestic Product
GIDA	Government Intervention in Deprived Areas
GMC	General Medical Council
GO	Government Office for the Region
GP	General Practitioner
HA	Health Authority
HAT	Housing Action Trust
HAZ	Health Action Zone
HB	Housing Benefit
HImP	Health Improvement Programme
HMC&E	Her Majesty's Customs and Excise
HMT	Her Majesty's Treasury
HO	Home Office
HSP	Healthy Schools Programme
HZ	Home Zone
IB	Incapacity Benefit
IBIS	Integrated Benefit Information System
ICT	Information and Communication Technology
IDeA	Improvement and Development Agency
ID2000	Indices of Deprivation 2000
ILM	Intermediate Labour Market
IR	Inland Revenue
IS	Income Support
IT	Information Technology
JSA	Job Seeker's Allowance
JRF	Joseph Rowntree Foundation
LA	Local Authority
LAD	Local Authority District
LCD	Lord Chancellor's Department
LDA	London Development Agency
LEA	Local Education Authority
LGA	Local Government Association
LNRS	Local Neighbourhood Renewal Strategy
LSC	Learning and Skills Council
LFS	Labour Force Survey
LSP	Local Strategic Partnership
MAFF	Ministry of Agriculture, Fisheries and Food
NACRO	National Association for the Care and Resettlement of Offenders
NAO	National Audit Office
NCR	New Commitment to Regeneration
NCVO	National Council for Voluntary Organisations
NDC	New Deal for Communities
NDYP	New Deal for Young People
NHS	National Health Service
NOF	New Opportunities Fund
NRF	Neighbourhood Renewal Fund
NRU	Neighbourhood Renewal Unit
NSF	National Service Framework
NVQ	National Vocational Qualification
NWU	Neighbourhood Wardens Unit
OFSTED	Office for Standards in Education
OHN	Our Healthier Nation
ONS	Office for National Statistics
PAT	Policy Action Team
PBR	Pre-Budget Report

PCG	Primary Care Group
PCT	Primary Care Trust
PDF	Partnership Development Fund
PES	Public Expenditure Survey
PFI	Private Finance Initiative
PI	Performance Indicator
PIU	Performance and Innovation Unit
PMS	Personal Medical Service
PPG	Planning Policy Guidance
PSA	Public Service Agreement
RCU	Regional Co-ordination Unit
RDA	Regional Development Agency
RSL	Registered Social Landlord
RSU	Rough Sleepers Unit
SAZ	Sport Action Zone
SBS	Small Business Service
SCF	Safer Communities Fund
SDA	Service Delivery Agreement
SEU	Social Exclusion Unit
SITF	Social Investment Task Force
SR2000	Spending Review 2000
SRB	Single Regeneration Budget
SSA	Standard Spending Assessment
TPU	Teenage Pregnancy Unit
TSO	The Stationery Office (formerly Her Majesty's Stationery Office)
UKADCU	UK Anti-Drugs Co-ordination Unit (formerly Drugs Co-ordination Unit)
URC	Urban Regeneration Company
WAA	Working Age Agency
WFTC	Working Families' Tax Credit

# NOTES

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- 3 Ibid.
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- 27 DfEE Press Notice 556/00, 30.11.00.
- 28 DfEE correspondence.
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- 31 HO Press Notice 196/2000, 17.7.00.
- 32 DfEE Press Notice 402/00, 20.9.00.
- 33 Ibid.
- 34 Ibid.
- 35 DfEE Press Notice 300/00, 30.6.00.
- 36 DfEE Press Notice 202/00, 10.5.00.
- 37 DH Press Notice, 7.9.00.
- 38 A Compendium of the findings from the Policy Action Teams is available free of charge (Tel: 020 7944 8383). The Compendium and full copies of each report are available on-line at [www.cabinet-office.gov.uk/seu/index/pat.htm](http://www.cabinet-office.gov.uk/seu/index/pat.htm)
- 39 SEU, op. cit., 2000.
- 40 HMT, *Prudent for a Purpose: Building Opportunity and Security for all. 2000 Spending Review: New Public Spending Plans 2001–2004*.
- 41 Local PSAs will provide individual authorities with the opportunity to sign up to challenging targets to deliver key national and local priorities in return for operational flexibilities and initiatives, with rewards for success. They will be piloted with around 20 local authorities in 2001–02, ahead of a planned wider roll-out in 2002–03.
- 42 These include the £800 million Neighbourhood Renewal Fund; New Deal for Communities funding; resources dedicated to Neighbourhood Management and Neighbourhood Wardens; the Community Empowerment Fund and Community Chests.
- 43 HMT, op. cit.
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- 45 Ibid.
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- 52 Business in the Community, Report of the Business Impact Task Force, *Winning with Integrity*, November 2000.
- 53 Social Investment Task Force, *Enterprising Communities: Wealth Beyond Welfare*, 2000.
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- 57 DH, *Government Objectives for Children's Social Services*, September 1999 – [www.doh.gov.uk/qualityprotects/index.htm](http://www.doh.gov.uk/qualityprotects/index.htm)
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- 64 DETR, *Quality and Choice: a decent home for all – the way forward for housing*, December 2000.
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- 66 DETR, *Powers to Promote or Improve Economic, Social or Environmental Wellbeing*, December 2000.
- 67 Permanent Secretaries are the Senior Civil Service heads of Government departments.
- 68 Performance and Innovation Unit (PIU), *Reaching Out: The Role of Central Government at Regional and Local Level*, February 2000.
- 69 The Regional Co-ordination Unit is responsible for improving the co-ordination of Government policy at regional and local level.
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- 71 Board level representatives in key central Government services appointed to ensure that consumers' views are translated into practical improvements.
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© Crown copyright 2001  
Publication date: January 2001  
Edition number: 01