Leadership & Partnership Development

Induction

Materials Pack

L&PD Induction Materials Pack

Contents

1 Introduction for Partnership Managers

These materials are intended to provide a 'survival guide' to what you **need** to know about LSPs and LSP partners. The ability to make a confident contribution depends on familiarity with the terrain (what the LSP is about, its context, its strategies and how it works). Successful collaboration depends on partners sharing common goals and gaining mutual advantage through their involvement. Understanding what partners bring to the table, what drives them and what constrains them is an essential platform for joint working.

These materials are designed so that you have at your fingertips easily digestible information about these topics. **Please view them as a starting point for further learning about partners and the partnership**. They are not a substitute for the best learning: finding out locally from horses' mouths.

The content has been designed so that it can be incorporated into partnership-specific induction packs, with elements of potential interest to existing LSP members as well as new ones. Some materials could also be used in partnership development events. They should also be relevant to staff of partner organisations (including GOWM and AWM) who have dealings with LSPs.

Further information can be found in the LSP Delivery Toolkit (www.renewal.net/lsp/), developed by the NRU to support LSPs in producing credible plans, putting in place means for delivery, and reviewing and improving strategies. also including more background on the National Strategy for Neighbourhood Renewal.

Our L&PD Digest service supplements (and updates) the content of these induction materials on a regular basis. Other useful information can be found on the L&PD website at www.regenwm.org/landpd.

The production of these materials has been funded by the Government Office West Midlands and the Neighbourhood Renewal Unit.

They may be reproduced and adapted for use by individual partnerships, provided that the source is recognised (the West Midlands Leadership and Partnership Development Programme as developers and Government Office West Midlands/ NRU as funders).

The format has been designed for electronic dissemination, to minimise production and distribution costs and maximise the likelihood of readers following up web links which interest them.

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Adapting the materials for partnership use

If you are considering developing your own Induction Handbook, you may wish to include locally-specific details covering:

1. Partnership mission, vision and strategic objectives/ priorities (linked to the partnership strategy and implementation/ improvement plans, spelling out the difference the partnership is intending to make)
2. Partnership structure
    ♦   constitution/ terms of reference
    ♦   thematic partnerships and links between them (and with neighbourhood and sub-regional partnerships)
3. Roles and responsibilities of individual board members
4. Performance management and reporting/ communications
5. Learning and support for board members
6. Membership and contact details
    ♦   members by partnership body (and possibly their cross-membership of other partnerships/ bodies)

2　LSP FAQs

What are Local Strategic Partnerships?

Local Strategic Partnerships (LSPs) have been set up throughout England to **improve local quality of life and ensure that public services work better**. Private, voluntary and community sectors are expected to play a full and equal part alongside public agencies in bringing about critical changes and improvements.

LSPs develop and pursue **community strategies** for their areas. These are intended to ensure that the most important things get done, and that priorities keep in tune with changing needs and opportunities. Promoting community cohesion is an important objective as part of an overall approach to economic, social and environmental well-being.

As part of the National Strategy for Neighbourhood Renewal, LSPs in 88[1] local authority areas have the task of helping to turn round the fortunes of the most deprived neighbourhoods. Additional resources - including the Neighbourhood Renewal Fund (NRF) - have been made available by central government to help meet needs in these areas. There, LSPs develop and implement **local neighbourhood renewal strategies** to secure more jobs, better education, improved health, reduced crime and better housing.

Community and neighbourhood renewal strategies are intended to **influence the main budgets and practices of partner agencies** - not just their resources at the margins.

LSPs are also intended to **bring more coherence** to the diverse plans, services and initiatives of all the public agencies who contribute to promoting local quality of life. They offer an opportunity to rationalise existing partnership structures and join up partner activities - as part of the overall government drive to improve the delivery of public services.

LSPs are not statutory bodies - therefore, their success depends on the voluntary participation of partners. That said, increasingly the performance of a range of public agencies is being judged by government on their achievements through partnership working.

Increasingly, LSPs are expected to:
* strengthen their strategies, based on robust assessments of how likely they are to lead to desired outcomes
* monitor and manage performance against challenging targets for improving local services, taking account of local and national priorities
* encourage public sector partners to change mainstream programmes to meet local neighbourhood renewal priorities
* demonstrate genuinely effective partnership working across the sectors

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[1]　86 from 2006 onwards, following changes in eligible areas.

Intended Benefits of Local Strategic Partnerships		
for local people	*for local business*	*for partner agencies*
• better services • a stronger voice for disadvantaged communities and focus on their needs • greater influence over local strategies and spending priorities • new approaches and projects which tackle the roots of decline in run-down neighbourhoods	• a business voice and contribution in shaping strategies and spending priorities - and in making things happen • local strategies which strengthen local competitiveness and jobs • public investments in skills and infrastructure, influenced by LSP priorities • projects and improved services which tackle the roots of decline in run-down neighbourhoods	• greater impact • achievement of organisational targets • improved use of resources • new and better ways of doing things through joint working • better solutions to local challenges

What is the National Strategy for Neighbourhood Renewal?

The National Strategy for Neighbourhood Renewal (NSNR) provides the main policy context for the work of LSPs in NRF areas. Ambitious goals were set at the launch of the Strategy Action Plan in 2001, demanding effective action across central government and mobilisation of local partner organisations and interests.

National Strategy for Neighbourhood Renewal: Vision and Goals
Vision: "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" (NSNR Action Plan, p8) **Long-term goals:** which promote both absolute improvement in conditions in the worst neighbourhoods and a reduction in disparities: *"In all the poorest neighbourhoods, to have common goals of lower worklessness and crime, 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."* (NSNR Action Plan, p8 - www.neighbourhood.gov.uk/page.asp?id=908).

The National Strategy Action Plan set out imperatives to improve, eg:
- **leadership and joint working** (with an emphasis on 'joining up' strategies and actions both horizontally and vertically, involving neighbourhood, district, regional and national levels)
- **community engagement**, ensuring that local needs and priorities are to the fore, and that residents have the tools to get involved in whatever way they want
- **accountability** amongst agencies for service improvement and neighbourhood renewal
- **quality of information** about needs, services, and neighbourhood change
- **learning** from successes and failures

The Action Plan incorporated the pre-existing New Deal for Communities programme and included several important policy innovations such as LSPs, NRF, floor targets (see below), Neighbourhood Management pathfinders (to explore approaches to joining up services at neighbourhood level) and the Community Empowerment Fund (to support community and voluntary sector involvement in LSPs and the delivery of neighbourhood renewal).

The Action Plan made the case for a *step change* in capabilities and ways of working, recognising that the Strategy would place new demands on a wide range of players. It stressed that the practice of neighbourhood renewal was not to be about relatively small numbers of people directly managing area-based regeneration partnerships, but is rather about a very wide range on whom the success of the National Strategy depends: local residents and community leaders, employers, elected members, staff delivering public services, civil servants in policy and programme roles, etc.

What is 'mainstreaming'?

The concept of **mainstreaming** is a core element. This is defined by ODPM as "influencing 'mainstream services' to make them work better in deprived neighbourhoods, by shaping and resourcing them for the task, and making them focus explicitly on the places and people most in need of their support". This may involve:

- reallocating or *bending resources* to target the most deprived areas
- *focusing policy* on these areas through targets and legislative change
- *reshaping services* to meet needs better
- *joining up activities* of different agencies to increased combined impact
- *learning good practice* and applying it to the benefit of disadvantaged communities

What is the Neighbourhood Renewal Fund?

The Neighbourhood Renewal Fund (NRF) is provided by the Neighbourhood Renewal Unit of the Office of the Deputy Prime Minister (ODPM) to LSPs in the most deprived local authority areas. The funding is channeled through local authorities. The NRF budget is £2.925 billion over 2001-2008. Conditions of the NRF include:

- recipients must be part of and working with a LSP, working in the context of an agreed Local Neighbourhood Renewal Strategy
- the funding should help deliver national targets that have been set in departmental Public Service Agreements ('floor targets' - see below).

This means that there is a wide range of possible uses of the NRF.

The Government's National Strategy for Neighbourhood Renewal (Social Exclusion Unit, 2001) set out the broad aims of the NRF. In summary, the NRF provides LSPs in eligible NRF areas with additional resources to tackle deprivation related issues in their poorest neighbourhoods. The purpose of NRF is therefore to encourage local service providers as members of the LSP to use their own mainstream resources in a more innovative and joined up way to address key national floor targets and locally identified priorities set out in the Local Neighbourhood Renewal Strategy (LNRS).

What are Floor Targets?

Government departments negotiate Public Service Agreement (PSA) targets with the Treasury which reflect their priorities. Eight departments have PSA targets on neighbourhood renewal, as 'floor targets' to help reduce the gap between the poorest areas and the rest of the country. These are intended to ensure that those departments will be judged on the areas where they are doing worst, and not just on averages. Floor targets are intended to make sure that where public services are failing, they get better. They relate to policy areas of crime reduction, housing, health, liveability, worklessness and education.

The targets track through in influencing the local targets of national agencies and help steer local partnership priorities, so that the combined efforts of local, regional and national partners pull in the same direction.

Several floor targets are framed like the minimum wage, setting the minimum standard for poor areas and disadvantaged groups - while others relate to closing the gap in relative terms.

Examples of Floor Targets
Department for Education and Skills - Children's development Improve children's communication, social and emotional development so that by 2008 50% of children reach a good level of development at the end of the Foundation Stage and reduce inequalities between the level of development achieved by children in the 20% most disadvantaged areas and the rest of England. (DfES PSA1)
Department of Work and Pensions - Employment As part of the wider objective of full employment in every region, over the three years to Spring 2008, and taking account of the economic cycle: • demonstrate progress on increasing the employment rate, joint with HM Treasury • increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position) • significantly reduce the difference between the employment rates of the disadvantaged groups and the overall rate. (DWP PSA4)

What is LSP Performance Management?

Each year, LSPs are expected to review their performance in ways which meet core requirements for a Performance Management Framework (PMF) set down by the NRU. They are also expected to assess their effectiveness as a partnership at least every three years.

The main purpose of the PMF is to provide evidence of how the LSP is achieving better outcomes for local people and help identify what needs to be done to improve performance. It is about:
• ensuring progress against national floor targets and local targets set out in the Community Strategy/ Local Neighbourhood Renewal Strategy
• measuring progress in narrowing the gap locally between the most deprived neighbourhoods/ communities and the rest of the area

- prioritising what gets done and making sure there are enough resources to do it
- ensuring the LSP is adding value and delivering real improvements
- motivating partners and working constructively together
- ensuring that community participation, diversity and race equality are integral to the delivery of outcomes

Find out more

Local Strategic Partnerships

LSP Delivery Toolkit
Designed to support all Local Strategic Partnerships (LSPs) in producing credible plans, putting in place their means for delivery, and reviewing and improving existing strategies
www.renewal.net/lsp/
LSP national evaluation
www.neighbourhood.gov.uk/page.asp?id=538

National Strategy for Neighbourhood Renewal

National Strategy Action Plan (2001)
www.neighbourhood.gov.uk/publications.asp?did=85
Improving the Prospects of People in Deprived Areas (Strategy Unit, 2005)
www.strategy.gov.uk/files/pdf/da_report.pdf
This reviews progress in implementing the National Strategy on Neighbourhood Renewal and making recommendations for improving effectiveness to help steer the strategy over the next three years
Making It Happen in Neighbourhoods
Companion report from the NRU in setting out progress in implementing the National Strategy for Neighbourhood Renewal, and including a summary of new funding and policy developments.
www.neighbourhood.gov.uk/page.asp?id=1039

Floor Targets

Smarter Delivery, Better Neighbourhoods
www.neighbourhood.gov.uk/document.asp?id=1040
Floor Target Action Planning Toolkit
www.neighbourhood.gov.uk/displaypagedoc.asp?id=195
How to Influence the Mainstream Toolkit
www.renewal.net/toolkits/InfluenceMainstream/

LSP Performance Management

LSP Performance Management Framework - Core Requirements
www.neighbourhood.gov.uk/downloaddoc.asp?id=3066
LSP Performance Management Framework - NRU Model
www.neighbourhood.gov.uk/downloaddoc.asp?id=728

3   Equal Opportunities and Community Cohesion

Neighbourhood Renewal, Race Equality and Community Cohesion

Everyone should have an opportunity to participate in, and benefit from, National and Local Strategies for Neighbourhood Renewal. It is important to ensure that there are opportunities for all: men and women, children and young people, older people, people from different faith communities, and people with disabilities to get involved and see real benefits from neighbourhood renewal activity.

Black and minority ethnic communities are disproportionately represented in deprived areas. Over two thirds of England's Black and minority ethnic population live in the 88 most deprived local authority districts compared to 40 per cent of the general population, and the problems that afflict these areas often hit hardest upon these communities. The Government has recognised that past regeneration initiatives have failed to engage fully or benefit Black and minority ethnic voluntary and community sectors, and issues that are important to Black and minority ethnic communities have often been afforded low priority.

The importance of Community Cohesion to a strong and healthy society was recognised following the 2001 disturbances in Burnley, Oldham and Bradford. Reports into the disorders identified a common theme of a lack of interaction between individuals of different cultural, religious and racial backgrounds. The Government has promoted the idea of Community Cohesion, requiring action to promote knowledge, respect and contact between various cultures, and to establish a greater sense of citizenship.

Equality, Cohesion and LSP Performance Management

Race equality and community cohesion are built into LSP PMF core requirements, with LSPs expected to provide evidence of how partners are delivering better outcomes for local people and identifying actions to improve performance. These themes feature to the extent that they are covered by the national floor targets and relevant local targets; and also in the requirement that LSPs demonstrate how community participation, diversity and race equality are integral to the delivery of outcomes. LSPs should use indicators to measure progress in relation to race equality and diversity, *"in particular the issues faced by disadvantaged groups and excluded communities"*.

LSPs are also expected to undertake a full review of their partnership every three years, to assess the contribution made by individual partners, the effectiveness of the LSP overall and the added value it brings to the delivery of local services. One of the six criteria for such a review is that LSPs should demonstrate how it is '**Inclusive'** - does the LSP include all key sectors - including the community and voluntary sectors through the Community Empowerment Network, black and minority ethnic, and other minority communities, the private sector and public sector partners?

Role of Community Empowerment Networks

Community Empowerment Networks (CENs) have an important contribution to make in achieving this objective, given their role to bring together the whole range of local organisations in an area - especially those representing the most deprived neighbourhoods and most marginalised groups. CENs are expected to work to ensure that they identify the diverse needs of communities and try to ensure these interests are fully represented. They are also encouraged to develop new and innovative

methods of communication to get smaller and less well-established community groups involved in neighbourhood renewal. (CEN performance is also judged in part on 'inclusivity'.)

CENs may serve as the main vehicle for engagement of 'communities of interest', eg, people with disabilities, faith communities. (The 2004 case study report from the ODPM national evaluation of LSPs found little direct mention *by LSPs* of disability, although in discussion of the needs of old people disability issues emerge relating to links between health and housing. They also concluded that other groups remain marginal, such as asylum seekers and refugees, and that there appeared to be no discussion of gender.)

Ethnicity Monitoring: Involvement and Benefit

Incorporating ethnicity into monitoring is an essential tool in achieving racial equality. Without this, it would be difficult to establish the nature or extent of involvement, the areas where action is most needed, and whether measures aimed at reducing inequality are succeeding. Effective ethnicity monitoring should help partners foster a culture of tolerance, based on respect for people with diverse backgrounds, prevent racism and discrimination which hamper partnership processes and outcomes, and tackle any potential problems early.

Ethnicity monitoring is linked to the legal obligations under the Race Relations Amendment Act 2000 which places a duty on public authorities to promote race equality. Throughout their work, they are expected to 'have due regard to the need' to eliminate unlawful racial discrimination, and promote equal opportunities and good relations between people from different racial groups.

The NRU have produced two guides on Ethnicity Monitoring for partnerships, on involvement and benefit. The latter follows the same stages as Floor Target Action Planning (Set baselines; Analyse data, performance and local conditions; Examine current interventions; Appraise options and set targets; and Plan improvements. The NRU suggests that the principles and processes associated with the EMG are equally applicable to addressing wider equality and diversity issues such as gender, disability, age, faith and sexual orientation.

Interest of GOWM

During 2005/06, GOs are expected to review and support progress of Local Strategic Partnerships in involving Black and minority ethnic communities and their approaches to ensuring these communities benefit from their actions as part of the broader review of their strategies and Performance Management Frameworks.

Find out more

NRU

Race Equality Action Plan 2005
www.neighbourhood.gov.uk/publications.asp?did=1432
Ethnic Minority: Involvement - Guidance for Partnerships on Monitoring Involvement
www.neighbourhood.gov.uk/document.asp?id=857
Ethnicity Monitoring: Benefit - Guidance for Partnerships on Monitoring Benefit
www.neighbourhood.gov.uk/document.asp?id=856
LSP Ethnic Minority Guidance Pathfinder Project - report and case studies
on www.renewal.net (main report at

www.renewal.net/Documents/RNET/LSP%20Delivery%20Toolkit/EthnicityReportFindings.doc

Home Office

Improving Opportunity, Strengthening Society (government strategy for race equality and community cohesion)   www.homeoffice.gov.uk/docs4/race_improving_opport.pdf

Race, Equality, Faith and Cohesion http://communities.homeoffice.gov.uk/raceandfaith/

Community Cohesion - an action guide: guidance for local authorities
www.lga.gov.uk/Publication.asp?1section=59&id=-A7828C18

Commission for Racial Equality

Public Authorities and Partnerships: A guide to the duty to promote race equality
www.cre.gov.uk/pdfs/partner_guide_final.pdf

Audit Commission

The Journey to Race Equality
www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=&ProdID=EA59CF1B-0157-4cdb-BCA5-D9579C4DBFE5

4   LSP Induction Process

Giving priority to induction

Successful LSPs depend on individual members playing a full role in steering and supporting the partnership. The ability of the latter to make a confident contribution depends on their familiarity with the terrain (what the LSP is about, its context, its strategies and how it works), as well as an understanding of what partners bring to the table, what drives them and what constrains them. The latter is an essential platform for effective collaboration which depends on partners sharing common goals and gaining mutual advantage through their involvement.

The nature of LSP business - potentially covering any aspect of the economic, social and environmental well-being of the community - means that individuals new to the LSP may face a steep learning curve.

In line with good governance principles, we suggest that it is the LSP chair's responsibility to ensure that all new members benefit from induction. It is possible that induction process may be managed by another LSP member (to take a load off the LSP Manager).

Objectives for the induction process

- build an understanding of the nature and purpose of the LSP, its context, its strategies and how partners work together to deliver success
- provide opportunities to get to know fellow LSP members and their organisations

Suggested induction process for new LSP members

The induction process should involve a combination of opportunities to meet key people within the LSP, selected documents, and signposts to further information should the new LSP member have the time and inclination to explore their role further. Naturally - take care not to overload the new LSP member… With this in mind, you may wish to provide the new member with their induction pack in stages.

Timing

1.   At least 4 weeks before their first LSP meeting, arrange an informal welcome meeting with LSP manager and (preferably) LSP Chair - to cover:
    ♦   what the LSP is trying to achieve
    ♦   what is expected of members, and what members can expect in return
    ♦   plans for induction arrangements and how these should help the new member
    ♦   an introduction to the LSP Induction Pack
2.   At least 1 week before their first LSP meeting, provide any specific briefing they may need regarding the agenda for that meeting.
3.   Introduction at meeting to other LSP members
4.   A short debrief meeting to enable a more detailed discussion on personal development and training, and to make sure that they have all they need to report back to their organisation or wider sector (in the case of community or business representatives).

You may offer buddying or work shadowing opportunities to give the new member further opportunities to get to know the workings of the LSP and individual partner organisations.

After four to six months, the LSP chair should review with the new member how they have found their participation in the LSP, and how they feel they could make a maximum contribution. This may provide the opportunity for new members to devise a personal learning and development plan, linked to wider plans for developing skills and knowledge within the LSP.

INDUCTION PROCESS CHECKLIST

Induction Action	Who is responsible	Target date	Done?
Introduction to LSP Chair			
Introduction to LSP Manager			
Background briefings:			
• How the LSP works			
• Roles & responsibilities of board members			
Copy of induction pack			
Introduction to other LSP members			
Debrief meeting			
Visit to X,Y, or Z partners			
Personal development plan			
Other ……………………			

INDUCTION PACK CONTENTS

1. Covering notes/ welcome letters from LSP Chair and Manager
2. Introduction to the LSP
   ♦ what the LSP sets out to achieve and its added value
   ♦ brief LSP history and background
   ♦ summary of strategy and priorities (Community Strategy/ Local Neighbourhood Renewal Strategy)
   ♦ partnership structure
      ▪ constitution/ terms of reference
      ▪ how the LSP relates to thematic partnerships, neighbourhood partnerships and sub-regional partnerships
   ♦ performance management and improvement plans
3. Roles and responsibilities of LSP members
4. Who's Who (other members and their organisations/ sectors, and how they are involved in the LSP and related partnerships)
5. Learning and support for LSP members
6. Key contacts (including LSP members; LSP staff; other partnership chairs and managers)
7. Appendices
   a) L&PD Guide (policy context and guide to partner organisations)
   b) Jargon buster
   c) Dates/ details of future meetings and events

    d) Latest LSP board minutes

It may also include forms for the new member to complete:
- their own profile for the Who's Who section for adding to the Induction Pack
- after attending first LSP meeting, for debrief meeting to help identify gaps in knowledge and skills.

Packs may also include, eg, copies of the LSP Annual Report, the Community Strategy and Local Neighbourhood Renewal Strategy, recent LSP and CEN newsletters.

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The next few pages provide a 'job specification' for LSP board members and an induction review checklist.

The first can be used by existing and new LSP members to consider their role on the partnership, and how to develop this.

The latter is intended to help new members take stock of how well they have settled into the partnership and what further action they need to take to become more effective in their role - along with identifying support they would welcome.

LSP Members: What's involved in your role?

As an LSP member, you have a number of responsibilities which you share with other partners, beyond the personal contribution you can make through your work/ involvement in a particular organisation or sector.

Providing strategic direction

Shared responsibility:

- develop and review the LSP's vision, mission, values and goals to guide the work of LSP partners
- review and assess strategic needs and opportunities, threats and risks
- determine strategic options and priorities
- accept collective responsibility for LSP decisions
- provide advice on strategies, drawing on specialist experience and knowledge (eg, from an agency, community or business standpoint)

Personal responsibility:

- keep track of developments and good practice in your field relevant to the LSP

Promoting commitment to the LSP

Shared responsibility:

- foster goodwill and support for the LSP and the Community/ Local Neighbourhood Renewal Strategy within your own organisation or sector[2]
- help promote awareness of LSP developments and account publicly for LSP performance
- develop and maintain effective relationships with LSP members and stakeholders (eg, people within your local networks, staff in partner organisations)
- support consultations with stakeholders

Determining use of resources

Shared responsibility:

- take an overview of resources available across the LSP and identify ways in which they can be used more effectively to meet strategic objectives (eg, through mainstreaming[3])
- ensure that there are adequate resources and capability in place to manage the LSP and deliver its strategy

The role may involve:

- appraise proposals for expenditure of NRF and other funding, and make recommendations

Reviewing and improving LSP performance

Shared responsibility:

- agree LSP success measures and targets
- review LSP performance against national Floor Targets[4] and local targets - including progress in closing the gap between the LSP's most deprived neighbourhoods and communities and the rest of the area

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2 For agencies, this will involve ensuring that LSP objectives are translated into team and individual objectives.

3 Influencing policies, practices and budgets of public agencies in support of neighbourhood renewal objectives

- review the effectiveness of the LSP as a partnership
- diagnose performance issues and identify opportunities for strengthening the implementation of LSP strategy
- help each other learn, apply lessons, and develop new and better activities

Personal responsibility:
- challenge and support other LSP members as part of the performance review process
- keep broadly up-to-date with relevant government policy, partner interests, etc, (including through networking with partners and stakeholders)

The role may involve:
- contribute to activities of the LSP to develop skills and knowledge required for effective delivery of Community and Local Neighbourhood Renewal Strategies (including assisting with the induction of new LSP members or members of related partnerships)

Skills & knowledge required - include:

Skills	
▪ open & constructive approach to communications	▪ influencing
▪ questioning & listening	▪ problem solving
▪ networking/ relationship building	▪ networking
▪ bridging differences in cultures between communities, sectors, organisations	▪ strategic vision
▪ identifying the ingredients of successful practice and how to apply these locally	▪ bringing personal experience & expertise to bear on LSP activities
	▪ team working

Knowledge & Understanding	
▪ what drives & what constrains different LSP partners	▪ Community Strategy & Local Neighbourhood Renewal Strategy
▪ National Strategy for Neighbourhood Renewal & how it is being delivered	▪ what 'mainstreaming' means
▪ how to bring about change & improvement	

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4 The national targets for closing the gap in outcomes between the poorest communities and the rest of the country.

Induction Review Checklist

To be completed three to four months after joining the LSP

To what extent do you agree with the following statements?

	Strongly agree	Agree	Neither agree nor...	Disagree	Strongly disagree
♦ I can explain clearly to others what the LSP is about, its priorities and achievements					
♦ I am more confident about the personal contribution I can make					
♦ I am more confident about the contribution my organisation or sector can make					
♦ I have taken steps to ensure greater understanding and awareness of the LSP within my own organisation/ sector					
♦ I know what makes other members of the LSP tick on a professional level					
♦ I know what makes other members of the LSP tick as individuals					
♦ I understand the reasons behind the different perspectives of the business, public, voluntary and community sectors, and how can we work more effectively together					
♦ I am familiar with the jargon associated with the LSP					

What actions do I need to take?

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What support can I get from others?

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5 Understanding partners

Each entry follows a similar format, setting out:

- organisational **purpose** and high-level priorities
- organisational **structure** (how it is set up to deliver its objectives in the West Midlands or more locally)
- **common purpose with the LSP**, those key areas where there is fit between the goals and activities of the organisation and those of the LSP
- **drivers** - those critical aspects of the organisation's priorities and performance management arrangements which drive its operations (and interest in partnership working)
- **constraints** - on the organisation's ability/ willingness to contribute to the work of the LSP
- **other things you need to know** - helpful points for LSP members to know about the organisation (eg, about current service developments)
- **'find out more'** - web links for key national (or regional) policy documents, organisational strategies/ plans, PSA targets, guidance, etc

5.1 Advantage West Midlands

Purpose

Advantage West Midlands (AWM) is one of nine regional development agencies (RDAs). All RDAs aim to co-ordinate economic development and regeneration, enable regions to improve their relative competitiveness and reduce the imbalance within and between regions. They have five statutory purposes: to further economic development and regeneration; to promote business efficiency, investment and competitiveness; to promote employment; to enhance development and application of skills relevant to employment; and to contribute to sustainable development.

Each RDA produces a Regional Economic Strategy (RES), reviewed every three years. AWM's RES sets out how it plans to realise its vision to *"be recognised as a world-class region in which to invest, work, learn, visit and live and the most successful in creating wealth to benefit all of its people"*. Its 2005-06 budget is £272m, rising to £291m in 2007-08.

Structure

AWM is a public agency, with a private sector chair and board drawn from private, public and voluntary sectors. It has five Directorates (Finance & Strategy, Sustainable & Rural Development, Development & Economic Inclusion, Enterprise & Innovation, Communications & Corporate Support). In April 2005, it took responsibility for the regional delivery of Business Links.

AWM, with partners, created Regeneration Zones (RZs) as its key delivery mechanism for sustainable regeneration, targeted on the most deprived communities and linked to development opportunities.

Common purpose with LSPs

- AWM is concerned with meeting economic objectives. It works to ensure that disadvantaged groups and communities benefit from its activities, with a focus on most deprived areas – RZs, market towns and some coalfield areas.
- RDA performance is assessed in relation to national PSA targets for sustainable improvements in the performance of all English regions by 2008, promoting sustainable development, raising national productivity growth, reducing the productivity gap for less well performing rural areas, and improving rural service accessibility.
- RDAs contribute towards national PSA targets on Employment, Enterprise and Neighbourhood Renewal.

Drivers

RDA targets are agreed with the DTI and GOWM. Progress is reviewed quarterly with GOWM. Qualitative assessment includes its role as a strategic catalyst, how it has contributed to policy development and how effective it is in collaborating with other RDAs. In addition, the West Midlands Regional Assembly (WMRA) has a scrutiny duty, managing (in conjunction with GOWM) annual reviews of AWM. AWM has a statutory duty "*to consult and have regard to the views*" of WMRA.

RDAs have a tiered performance reporting system: Tier 1 – higher order objectives, eg, promoting social cohesion and sustainable development through integrated local programmes; Tier 2 - outcomes including work with LSPs to achieve neighbourhood renewal by promoting economic development

and investment in the most deprived areas; Tier 3 - milestones (outputs), eg, supporting the creation of X number of new businesses.

- Success for AWM depends on working effectively and co-ordinating activity with a wide range of partners who address the region's economic, social and environmental well-being.
- AWM involvement helps maintain LSP focus on *economic* objectives (recognised by the recent Strategy Unit review of the National Strategy for Neighbourhood Renewal as an under-developed area).
- AWM's corporate plan includes work on economic inclusion in which it supports and complements the activity of its partners, especially in enabling excluded and disadvantaged people access jobs and training opportunities, and in ensuring that communities have the capacity to participate in regeneration activity.

Constraints

AWM is anxious to ensure that neighbourhood renewal partnerships work in tandem with its own initiatives. It does not have sufficient staff resource to play an active role in all LSPs, and expects strong links to be made between LSPs and RZs.

Other things you need to know

- Under the ODPM Sustainable Communities Plan, AWM and *emda* (East Midlands Development Agency) have combined with regional partners to produce a joint approach, *The Midlands Way*.
- RDAs are financed through a 'Single Programme' which replaced funding programmes from individual Government Departments.
- AWM is host to RegenWM, the regional centre for excellence, promoting good practice and better skills in regeneration and neighbourhood renewal.

Find out more

Advantage West Midlands (with links to/ search for Regional Economic Strategy, Regional Skills Strategy, The Midlands Way) www.advantagewm.co.uk/index.html
DTI (with links to RDA Tasking Framework) www.dti.gov.uk/rda/info/index.htm#Introduction
HM Treasury (2004) Devolving Decision Making Review www.hm-treasury.gov.uk/budget/budget_04/associated_documents/bud_bud04_addevolved2.cfm
Realising the Potential of All Our Regions
www.odpm.gov.uk/stellent/groups/odpm_regions/documents/page/odpm_regions_034742.pdf and
www.odpm.gov.uk/stellent/groups/odpm_regions/documents/page/odpm_regions_034738.pdf

5.2 Business Link

Purpose

Business Link is a national network providing business advice, information and other services to help small businesses and start-ups throughout England. It is delivered through local providers (Business Link Operators - BLOs), who work to common Business Links standards. The DTI's Small Business Service (SBS) has sought to build the Business Link brand the customer-facing access point for all government information, support and advice for small business, eventually to develop a single delivery plan bringing together all government-funded support for small business in a coherent and integrated way. The main policy context for Business Links is provided by the SBS national strategy, regional economic strategies and the national Skills Strategy.

Structure

The Business Link network is run by 42 BLOs, funded through and overseen by the regional development agencies from April 2005. Each local Business Links has a team of Business Advisers whose role is to provide long-term business support to their client businesses. In the West Midlands, Business Link services in Birmingham and Solihull, the Black Country, Coventry and Warwickshire, Hereford and Worcestershire, and Shropshire are delivered under contract through the Chambers of Commerce. In Staffordshire, an independent agency is contracted to deliver these services. In turn, Business Links may contract with other local organisations for the delivery of specific services, eg, start-up advice for Asian businesses.

Advantage West Midlands, in assuming responsibility for funding Business Links in the region, has set up the West Midlands Regional Enterprise Board, to advise on the most appropriate structure for business support after march 2007, when current BLO contracts come to an end.

Common purpose with LSPs

Business Links work in partnership with the public, private and voluntary sectors to deliver business support and promote an enterprise society in which more organisations start, survive and succeed. Business Links contribute to LSPs' worklessness targets: they help increase the pool of jobs available, and make existing jobs more secure by helping businesses become more competitive, and support social enterprises. They address local targets for skills improvement, including entrepreneurship and management skills.

Business Links can help partners improve their targeting for engaging local entrepreneurs and businesses in the LSP, and, more widely, in neighbourhood renewal. They can promote ways in which local business can make job opportunities for residents in deprived communities. They can provide the LSP with intelligence about the local economy and local businesses, and how these link to the wider sub-region and region

Drivers

Local Business Link targets are agreed with the RDA and contribute to the delivery of the Government's targets on Regional Economic Performance, Sustainable Development and Productivity and the ODPM's aim of Creating Sustainable Communities. RDAs report on Business Link performance against targets defined by the Business Link National Performance Management

Framework in support of DTI PSA Target for Enterprise, which includes fostering "more enterprise in deprived areas".

Potential benefits for Business Links from LSP engagement

- opportunity to promote a better understanding of the needs of local small businesses, eg, for transport improvements, reduction of crime - informing and influencing LSP priorities
- greater awareness of business support services among partners, helping improve take-up and reach into deprived communities
- working with public agencies to open up procurement opportunities for local businesses
- focus for work in promoting social enterprises

Constraints

- Each Business Link operator (BLO) covers a sub-region, typically encompassing several LSPs. This can limit the time and resource devoted to partnership working with individual LSPs…
- … and can mean that there may be a tendency for a BLO to assume that partnering activities at LSP-level are not particularly relevant. For some, there may be a perception that too much staff resource will be required to develop meaningful partnerships with all LSPs, with the result that no significant working relationships are established with any LSP.
- BLOs have limited funding available for joint projects. Locally, their main discretion is over the activities they pursue, and with which providers they contract.

Other things you need to know

- The SBS is moving from programme delivery towards a more strategic and influencing role within government from April 2005. It is committed to bringing services for disadvantaged communities and social enterprises into the business support mainstream.
- The Government's Social Exclusion Unit, in its report on Jobs and Enterprise in Deprived Areas, has called for more systematic joint working between Business Links and Jobcentre Plus in supporting start-ups and self-employment.
- SBS's Phoenix Fund is designed to encourage entrepreneurship in disadvantaged areas and in groups under-represented in terms of business ownership. Financial support from the fund is channelled through specialist business support providers and financial intermediaries.

Find out more

Advantage West Midlands www.awm.org.uk
SBS www.sbs.govuk
'A government action plan for small business' www.sbs.gov.uk/7-strategies/
Phoenix Fund: www.sbs.gov.uk/phoenix/
RDA targets www.dti.gov.uk/rda/info/Tasking_Framework_Annex_A.htm
Business Link national website www.businesslink.gov.uk
Social Exclusion Unit report on Jobs and Enterprise in Deprived Areas
www.socialexclusion.gov.uk/trackdoc.asp?id=281&pld=33

5.3 Chambers of Commerce

Purpose

Chambers of Commerce represent the interests and support competitiveness and growth of business in their areas. There are seven Chambers in the West Midlands which are fully accredited and members of the British Chambers of Commerce (BCC), the national network and support organisation. These are: Birmingham & Solihull, the Black Country, Coventry & Warwickshire, Herefordshire & Worcestershire, North Staffordshire, Shropshire, and South Staffordshire. They seek to represent businesses of all sizes in all commercial and industrial sectors.

Chambers offer a range of services: respond to enquiries, issue export documents, arrange outward trade missions, provide government funded training and arrange networking events. In Birmingham & Solihull, the Black Country, Coventry & Warwickshire, Hereford & Worcestershire, and Shropshire they are contracted to deliver Business Link services. Chambers have an influencing role to help shape policy and provide a voice for business at local, regional and national levels. They engage and support business people who are interested in influencing and contributing to policy developments.

Structure

Chambers are local, independent, non-political and non-profit making organisations. They are funded, owned and directed by their members, with board and committee representatives drawn from the membership. Chambers may develop their own structure to reflect local needs, such as supporting networks of business groups in smaller geographic areas or setting up specialist departments to cater for needs of particular groups of people or communities of interest, eg, the Institute for Asian Business, operating as a department of Birmingham Chamber but with its own executive committee.

Common purpose with LSPs

Chambers work in a variety of local partnerships (increasingly with LSPs) to influence local policy and improve the competitive environment for business. For many LSPs, individuals from the Chamber may be among few business representatives, and the Chamber may play an important role in stimulating the interest of individual business people interest in the LSP.

The National Strategy for Neighbourhood Renewal recognises that a successful local economy is the backbone of a successful local community and that active business involvement is necessary to secure investment and create and retain jobs. As service users, they have views that partners need to hear to deliver more customer-focused services. Businesspeople may offer skills and resources that are not available from other sectors, and have new solutions to local issues. They may themselves be local service providers and are potential partners on renewal and regeneration projects.

Chambers and their members directly influence the pool of local jobs. They contribute to local targets for improving skills, to the DTI's floor target for enterprise in disadvantaged communities, and to 'worklessness' outcomes for LSPs.

As partners on the LSP, Chambers can:
* distribute information to local entrepreneurs and businesses
* promote the business case for involvement in the LSP and neighbourhood renewal
* help partners improve their targeting for engaging the private sector
* provide a source of intelligence about the local economy and local businesses

- link to job opportunities outside the area, and to possible inward investment

Drivers

- An opportunity to promote understanding of local business needs, and to influence LSP strategic priorities and actions.
- Scope to open up public sector procurement opportunities for local businesses.
- Short term: better contacts and local knowledge; longer term: better trading environment (less crime, better skilled workforce and better physical environment); in time: direct financial benefits for businesses (lower insurance premiums, lower staff turnover, more buoyant markets).

Constraints

- Most Accredited Chambers cover several LSPs, and may find it difficult to provide people and time to contribute fully across LSPs and their thematic partnerships.
- They may need more time than public sector partners to consult their members.
- One size does not fit all: it is essential to reach out to the different parts of the business community and ensure that business representatives are well networked with their wider community, not only the Chamber or Chamber members.

Other things you need to know

- Businesses respond to concrete goals and measurable outcomes. It is essential to be clear about potential benefits, demonstrating how the LSP will make a difference.
- Business people value relevant, active engagement, rather than processes and procedures. Partners must be clear about what they want from business and help them understand the work of the public agencies (eg, provide a 'public sector jargon buster' and regular, concise updates on progress and achievements).
- To retain businesses interest, 'quick hits' are essential: focus involvement on projects or consultations where business input can make a difference. On a strategic level, there may be a need to wait until public sector partners are ready to start making real changes towards joining up service delivery and mainstreaming.
- BCC were partners in the NRU Business Broker pilot programme in nine LSP areas, including Stoke-on-Trent. This sought to enhance the business voice on LSPs and to help match business interests to community needs. In some other areas, LSPs now have dedicated resources for similar activities. The national evaluation found Brokers had been generally successful in developing new ways to engage businesses in LSPs and neighbourhood renewal.
- BCC are promoting the responsible business practices (under the banner Corporate Social Responsibility - CSR) highlighting practical, cost effective ways in which businesses can gain through involvement in improving their local areas.

Find out more

British Chambers of Commerce, with links to local Chambers www.chamberonline.co.uk/
BCC Corporate Social Responsibility www.chamberonline.co.uk/business_services/csr/index.html
Business Brokers www.bitc.org.uk/programmes/programme_directory/partnership_academy/index.html
Business Broker Evaluation - Summary, Final Stage
www.neighbourhood.gov.uk/publications.asp?did=1349

5.4 Community Empowerment Networks

Purpose

Community Empowerment Networks (CENs) enable the voluntary and community sector (VCS) to participate fully in LSPs in Neighbourhood Renewal Fund areas and contribute effectively to neighbourhood renewal on the ground. They are expected to:

- provide community and voluntary sector expertise and experience to enable greater participation in local decision-making and increase the accountability of local service providers
- build 'social capital' through community activities and mutually supportive networks
- provide means for local communities and voluntary organisations to influence service delivery and, where appropriate, deliver public services
- promote social inclusion and cohesion

As a condition of NRU funding, CENs have been required to develop annual plans for promoting community engagement, including learning activities and small grants (all funded through the NRU's Single Community Programme). Latest policy developments provide greater local discretion.

Structure

CENs are partnerships of VCS organisations and groups. They have no formal legal status. Most CENs have representatives from a range of groups, across neighbourhoods and communities of interest (eg, faith groups, disabled people). They may be supported by an umbrella body, such as the Council for Voluntary Service, which may act as the 'responsible body' (for managing the funding).

All LSPs and CENs in the NRF areas are required to agree a protocol governing their relationship. CENs are represented on the board of most of these LSPs, normally through a formal electoral system. One role for CENs is provide support to community representatives, as this may be their first opportunity to participate in decision making alongside professionals and politicians. CENs can also support them in consulting and providing feedback to their members.

Common Purpose with LSPs

- CENs were set up in tandem with LSPs in 2001-02, in recognition that the VCOs need a properly resourced vehicle to support their involvement as full partners.
- CEN members are likely to have a particular focus on service delivery issues, and bring a grassroots perspective to the planning table. They may be especially concerned to help LSPs deliver on objectives for promoting diversity and community cohesion.
- LSPs need the support of communities to implement effective change - and make improvements sustainable.
- CENs offer the LSP a mechanism for communication, consultation and engagement, complementing and extending channels used by individual partners.

Drivers

- The VCS has a strong interest in influencing local priorities and service delivery.
- There are opportunities for VCS organisations to play a larger role in the delivery of public services and in decision-making as a result of government policy.

- From April 2006, funding for CENs will become fully part of the Safer and Stronger Communities Fund. CENs are looking to negotiate arrangements with their partners on LSPs in context of pilot Local Area Agreements (LAAs) and 'mini LAAs' in other areas.

Potential Benefits for CENs from LSP Engagement

- The CEN's reason for being exists in its contribution to the LSP.
- CEN members can learn about the possibilities and limitations faced by agencies providing services, and how they can best influence and play more of a role in local service delivery
- The CEN provides a vehicle for community representatives to challenge decision makers, put their views, and feed back information to voluntary organisations and community groups.
- CENs are expected to help bring about coherence and direction across all community participation activities in an area.
- Community representatives bring a different kind of expertise to the partnership which contrasts to the expertise of professionals working in public agencies.

Constraints

- It can be a challenge for CENs to ensure the participation of all parts of the VCS rather than to rely on visible community groups or self-appointed spokespeople.

Other things you need to know

CENs are designed to ensure that are properly accountable to and representative of their members, and operate within an acceptable code of practice. This may mean that the CEN needs more time to reach a view on an LSP issue than other partners with more hierarchical decision making.

CENs can provide a vehicle for community representation across all LSP theme groups.

Find out more

- On www.neighbourhood.gov.uk ('NRU Single Community Programme guidance', 'Safer and Stronger Communities Fund - Implementation Guidance', 'Developing protocols between LSPs and CENs')
- Regional Action West Midlands (RAWM) provides networking support for CEN Co-ordinators - www.rawm.org.uk
- Home Office Civil Renewal Unit, responsible for promoting community engagement across central and local government http://communities.homeoffice.gov.uk/civil/
- National Audit Office report, 'English Regions - Getting Citizens Involved: Community Participation in Neighbourhood Renewal' www.nao.org.uk/publications/nao_reports/03-04/03041070.pdf

5.5 Council for Voluntary Service

Purpose

The role of a local Council for Voluntary Service (CVS) is to support, promote and develop local voluntary and community action.

Structure

A CVS is a voluntary organisation which is set up, owned and run by local voluntary and community organisations and groups, who are its 'members'. There is a CVS working in almost every district and city in England, with 35 in the West Midlands. Individual CVSs[5] differ in character and size, although they usually work to the same geographical boundaries as the local authority. In rural areas they may share their role with the Rural Community Council.

Most CVSs are registered charities and companies limited by guarantee. They usually have a small core staff team, with additional staff dedicated to development projects, many of which will be short term. Their voluntary management board often contribute a significant time to CVS activities.

CVSs typically attract core funding from local authorities and possibly other local statutory agencies such as the Primary Care Trust. In addition, most CVS earn income from the delivery of services or projects, often under contract to mainstream agencies.

CVSs provide their members with information, advice and organisational support, including services such as access to meeting rooms, office equipment and advice on employment law and quality standards.

Common purpose with LSPs

- Engagement of voluntary and community organisations as strategic players as well as deliverers is imperative for the LSP to enable it to involve people from hard to reach communities in neighbourhood renewal.
- Many agencies and organisations, eg, the Police, are obliged by statute or guidance to consult the local community. Partnership with the CVS is one way to demonstrate that this requirement is being addressed.
- For the LSP, representatives from the CVS bring the perspectives of the voluntary and community sectors to the table.
- The CVS can provide a ready-made vehicle for disseminating information about the LSP and its partners to local voluntary and community groups. CVSs may play a leading role in bringing voluntary and community organisations together in setting up a Compact with the local authority and other public bodies, in order to improve cross-sector relationships.
- The CVS will have direct links with organisations and groups serving residents in deprived neighbourhoods and other local people with special interests whose opinions and needs are important considerations when planning local service provision and delivery.

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[5] Although many are called Councils for Voluntary Service, others may be called "Voluntary Action" or "Voluntary Sector Council".

- CVSs may support new organisations set up to address identified need, and also support existing groups develop new and innovative services which are not attractive propositions for mainstream providers.

Drivers

The main driver for CVSs is providing an effective service for voluntary and community organisations within their locality. Their work directly and indirectly supports national and local policy objectives. At national level, these include Home Office objectives of:

- increasing voluntary and community engagement, especially amongst those at risk of social exclusion.
- reducing race inequalities and building community cohesion.

Most CVSs agree service level agreements with funders, which set out what they are expected to deliver which will to contribute to common goals and funder performance targets.

The Home Office is supporting major developments in the work of CVSs through the ChangeUp programme, which seeks to ensure high standards of service across the country, efficient operations, with sustainable funding and activities truly reflecting and promoting diversity.

Constraints

- A CVS can only represent the views of its members and will not be able to reflect the views of other communities and groups of people.
- CVS take accountability to their members very seriously. In order to contribute fully to the LSP, the CVS typically needs more time for consultations than partners from the public or private sector. There are national Compact guidelines on minimum periods.

Other things you need to know

CVSs have networks at national and regional levels:

- The National Association of Councils for Voluntary Service (NACVS) is the umbrella organisation, with a membership of 350 CVSs and similar type organisations in England.
- Many CVSs in the West Midlands are also members of Regional Action West Midlands, the regional voluntary sector network.

Find out more

NACVS www.nacvs.org.uk
Regional Action West Midlands www.rawm.net
Race Equality West Midlands www.rewm.org.
National Council for Voluntary Organisations www.ncvo-vol.org.uk
ChangeUp http://communities.homeoffice.gov.uk/activecomms/sup-vcs/changeup/
Active Communities Unit (Home Office) http://communities.homeoffice.gov.uk/activecomms/

5.6 Fire and Rescue Service

Purpose

The purpose and role of the Fire and Rescue Service is set out under the Fire and Rescue Services Act 2004. Whereas the previous 1947 Act constrained what the Fire and Rescue Authorities could do over and above their fire fighting responsibilities, they now have a statutory duty first and foremost to promote *fire safety*. They also have duties to prepare for fighting fires and protecting people and property from fires; rescue people from road traffic accidents, and deal with other specific emergencies, eg, flooding or terrorist attacks. In addition, more local responsibility has been devolved, and individual authorities are expected to plan, equip and respond to meet local risks and priorities.

Structure

There are 47 sub-regional fire and rescue (F & R) authorities in England of which five are in the West Midlands: Hereford and Worcester, Shropshire and Wrekin, Stoke-on-Trent and Staffordshire, Warwickshire, and West Midlands (covering Sandwell, Solihull, Walsall, Dudley, Birmingham, Coventry and Wolverhampton). In 2004-5, these together had a revenue budget of around £205m (52% accounted for by West Midlands F & R Authority) and around £7m capital budget (58% West Midlands).

Under the Act, a non-metropolitan county council is the fire and rescue authority for that county and With the exception of Warwickshire (where the County Council is also the Warwickshire Fire Authority), there are there are 'combined' F & R authorities with members from each of the constituent local authorities, generally proportionate to the number of local government electors in each area.

In Warwickshire, the F & R Service is one of County Council's service departments. In the rest of the West Midlands, the F & R authorities are run as partnerships of local authorities, some with support services provided in part by one of the constituent local authorities. In addition to operational firefighters (full-time and retained), F & R authorities employ control room and other support staff, including those responsible for advising and implementing policy and for analysing data.

Regional F & R functions are carried out by a Regional Management Board which covers six areas of work. They are expected to work towards integrating common and specialist services, eg, fire investigation, put in place effective resilience plans for large scale emergencies, introduce regional HR functions, develop a regional approach to training, establish regional control centres, and introduce regional procurement.

Common purpose with LSPs

- Fire and Rescue services directly contribute to LSP targets, notably those relating to quality of life and community safety. Their work includes:
  - ♦ arson reduction initiatives, including addressing problems with rubbish and abandoned vehicles
  - ♦ mapping hotspots for arson
  - ♦ working with young people who are, or are at risk of becoming, fire-raisers
- F & R services have greater experience in small area data collection and analysis than many agencies, and can offer advice and expertise to LSPs and partners.
- Most services work in partnership with the private sector in a range of areas, including through sponsorship, in order to deliver the 'fire safety' message.
- The F & R service can provide partners with a vital link to grass-roots level as it is generally trusted by all sectors of the community.

- F & R services typically target the same 'at risk' groups of people as other LSP partners.

Drivers

F & R authorities contribute to the Government's fire target for England, *"by 2010, reduce the number of accidental fire-related deaths in the home by 20% and the number of deliberate fires by 10%"*. This includes a floor target that no F & R authority has a fatality rate, from accidental fires in the home, more than 1.25 times the national average by 2010. The authorities work to a set of ten national performance indicators which reflect the expectations of the National Framework and underpin performance assessment, and also to any performance measures agreed with local stakeholders.

The Audit Commission has introduced an inspection regime based on the Comprehensive Performance Assessment (CPA) system used to assess local authorities. This also assesses arrangements to deliver functions through the Regional Management Board.

The ODPM has established a regional network of nine Business Change Managers (located in Government Offices) who liaise with individual F & R authorities, the Audit Commission, ODPM, etc, especially in support of the modernisation agenda and 'joining up'.

Constraints

- The Audit Commission found that some fire authorities in the region are not yet addressing partnership activities such as evaluating partnership work, and setting the criteria for successful partnerships.
- The Audit Commission found that some of the authorities are not yet fully addressing the requirements of the modernisation agenda, eg, through resources for staff training.

Other things you need to know

- F & R authorities need to be engaged in proposals for Local Area Agreements.
- The findings of the Audit Commission's first CPA for fire services were published in July 2005. All five authorities In the West Midlands were found to be 'good'. They found, eg, that the West Midlands Fire and Civil Defence Authority has a clear vision and is working effectively in partnership with other agencies and the community to improve local services and community safety.
- Since 2003, Fire and Rescue services have been statutory partners on Crime and Disorder Reduction Partnerships (CDRPs).

Find out more

ODPM home page for Fire:
www.odpm.gov.uk/stellent/groups/odpm_fire/documents/sectionhomepage/odpm_fire_page.hcsp
Fire and Rescue Service National Framework 2005-06
www.odpm.gov.uk/stellent/groups/odpm_fire/documents/page/odpm_fire_033558.hcsp
Audit Commission page for Fire and Rescue services
www.audit-commission.gov.uk/subject.asp?CategoryID=ENGLISH^576^SUBJECT^1230

5.7 Government Office West Midlands

Purpose

The Government Office for the West Midlands (GOWM) is one of nine Government Offices for the Regions (GORs) which bring together the activities and interests of Government Departments, aligning their policies and programmes to deliver national, regional and local priorities to enable communities in their regions to have better places in which to live. It manages spending programmes of around £1bn (including European funds) on behalf of its sponsor Departments, overseeing budgets and contracts delegated to local and regional organisations, and carries out regulatory functions. It provides a regional perspective to inform policy and communicates Government policy throughout the region.

Functions carried out by GOWM - typically involving partners - includes roles to:

DfES
- enhance regional effectiveness of national programmes, eg, Connexions, Sure Start
- regional skills priorities
- link stakeholders in work to support improved behaviour and school attendance
- contract management, eg, Children and Young People policies

Home Office
- support, and monitor performance of Crime and Disorder Reduction Partnerships (CDRPs) and Drugs and Alcohol Action Teams (DAATs)
- support the development of the voluntary and community sector, eg, through the ChangeUp programme which is helping to develop services provided by Councils for Voluntary Service and the like

DfT
- promote the adoption of improved regional transport strategies
- assist local transport authorities develop and implement Local Transport Plans

DWP
- manage and implement European Social Funds

DTI
- influence the development and delivery of regional policies impacting on business, including the work of Advantage West Midlands and the Regional Skills Partnership
- provide regional intelligence on economy and business issues

DCMS
- sponsor the Regional Cultural Consortium which promotes the cultural sector in the region
- work with partners to improve productivity in the tourism, creative and leisure industries
- enhance access to a fuller cultural and sporting life for young people.

DH (WM Public Health Group)
- tackle poor health and health inequalities
- improve public health information

ODPM
- work with councils identified as poorly performing in their Comprehensive Performance Assessment (CPA), helping them address weaknesses and deliver improvement plans
- advise on local government and sustainable communities policies from a regional perspective

- oversee, negotiate and support the implementation of Local Area Agreements, Local Public Service Agreement and the ODPM/LGA Capacity Building Fund
- formulate the regional Housing Strategy and support housing authorities in developing a strategic approach to meeting local housing needs

Structure

Strategic leadership and direction is provided by the GOWM Board: Regional Director, seven executive directors and two non-executive directors. Most work is organised geographically:

1. Northern Division: Staffordshire and Black Country. Lead on sustainable communities, voluntary & community sector, community cohesion & race equality and community engagement.

2. South Eastern Division: Birmingham, Coventry & Warwickshire. Lead on housing, strategic partnership work, Local Government practice, community & voluntary sector engagement and race equality issues.

3. Western Division: Herefordshire, Worcestershire, Shropshire and Telford & Wrekin. Lead on environmental and rural issues, European programmes and sustainability.

Common purpose with LSPs

- Priority task to provide support for NRF LSPs, especially those with furthest to travel in relation to closing the gap between neighbourhoods and national targets
- GOs are intended to support more joined-up working at local level, positioned to take a cross-departmental approach and provide a coherent view of delivery
- GO performance is assessed in part on improved *LSP* performance

Drivers

GOWM contributes to the delivery of over 40 PSAs on behalf of its sponsor Departments, including those relating to regenerating communities, fighting crime, tackling housing needs, improving public health, raising standards in education and skills, and increasing employment rates. The GO Performance Management System (GPMS) monitors key progress quarterly on priorities set out in the Strategic Framework Agreement between GOWM and the Neighbourhood Renewal Unit (NRU).

GOWM is expected to support the development of performance improvement cultures within NRF LSPs and is required to undertake annual reviews of each on behalf of NRU. It has similar responsibilities in relation to New Deal for Communities, Neighbourhood Management Pathfinders, Community Empowerment Networks, Local Area Agreements, and Safer and Stronger Communities Fund.

Find out more

GOWM www.go-wm.gov.uk/gowm/
GOWM publications: Annual Report and Business Plan www.go-wm.gov.uk/gowm/GOWMPublications/
HM Treasury (2004) Devolving Decision Making Review
www.hm-treasury.gov.uk/budget/budget_04/associated_documents/bud_bud04_addevolved2.cfm

5.8 Jobcentre Plus

Purpose

Jobcentre Plus (JCP) is the delivery agency of the Department of Work and Pensions (DWP). Its vision is "*to work more closely with a range of partners to deliver work for those who can and support for those who cannot*". Priorities include improving the quality of services to employers and opening up more opportunities for jobless people. It helps jobseekers compete effectively for work and administers benefits.

Structure

JCP services are delivered through local offices, reporting to a District Manager. There are 62 JCP Districts in England including six in the West Midlands (Birmingham & Solihull; Coventry & Warwickshire; Dudley & Sandwell; The Marches - Herefordshire, Shropshire and Worcestershire; Staffordshire; Wolverhampton & Walsall). Their main focus is contracting provision (including ESF Co-Financing) and pursuing JCP objectives through partnership. The national tier translates Government policy and strategy into programmes and operational guidance, and a regional tier engages with bodies at a regional level, notably in the Regional Skills Partnership set up with Advantage West Midlands, the Learning and Skills Council and other regional partners.

Common purpose with LSPs

- Jobcentre Plus activities address the 'worklessness' outcomes for LSPs in NRF areas: to increase the employment rates of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards in the poorest labour market position), and to significantly reduce the difference between these rates and the national rate. They aim for parity of service outcomes for BME customers.
- There is a national commitment to supporting the development of local plans to tackle areas of high unemployment and benefit dependency.
- Cross-cutting interests in improving occupational health and helping sick and disabled people have more active lives.

Drivers

JCP targets link to Public Service Agreement (PSA) targets through a national Performance and Resource Agreement. They include targets for Job Entries, whereby performance is assessed not on the simple total of individual job placements but on a weighted total. JCP achieves between 1 and 12 points for each job entry, depending on the status of the customer. (A jobless lone parent attracts 12, an employed job changer attracts 1). Further points are awarded for job entries for residents in DWP-defined deprived wards (approx 10% all wards). While District Managers may adopt shared responsibility for local targets, their internal targets remain paramount.

Potential benefits from LSP engagement

- improved JCP performance through partnership working
- greater take-up of JCP services by public agencies and other partners
- greater partner focus on achievement of DWP PSA, including what this means for tackling numbers of people on Incapacity Benefit

- higher local profile for JCP

Constraints

- JCP is concerned with the delivery of *national* programmes: local discretion is in the form of decisions over the mix of services provided. District Managers, however, can allocate a limited part of their budget in support of innovation and locally determined strategies, working with local partners and employers. Other local discretion includes the Ethnic Minority Flexible Fund (for joint initiatives) and ESF Co-Financing (channelling EU funding for action on employability and long term unemployment and inactivity)

Other things you need to know

- Moving to joint operational planning with the Local Learning and Skills Council; also to a new basis for monitoring Job Outcomes.
- Building on New Deal (BoND) pilots in 2006 to introduce greater flexibility into existing programmes, improving services that meets the needs of individuals, local areas and local employers.
- Shift to addressing numbers of people on inactive benefits (significantly more on than those on Jobseekers Allowance), who typically require more intensive support, often in conjunction with health services
- Working Neighbourhood pilots are underway, testing an intensive approach to tackling concentrations of unemployment on a street by street, estate by estate basis (West Midlands pilot in Aston)
- JCP, DWP and the Local Government Association have signed National Accord promoting collaborative approaches, including use of Local Public Service Agreements
- DWP has developed a comprehensive database of benefit claimants (the Work and Pensions Longitudinal Study), potentially of value for neighbourhood renewal purposes. Jobcentre Plus district offices will have access to the database via a Geographical Information System, with scope to share aggregated data.

Find out more

National Skills Strategy www.dfes.gov.uk/skillsstrategy/
Jobcentre Plus www.jobcentreplus.gov.uk
Department of Work and Pensions www.dwp.org.uk
DWP PSA www.hm-treasury.gov.uk/documents/public_spending_and_services/publicservice_performance/pss_perf_table.cfm
National Partnership Accord Tool Kit www.cesi.org.uk/publications/accordtoolkit/accordtlkitindex.html
Delivering Labour Market Policies through Local and Regional Partnerships
www.dwp.gov.uk/jad/2004/208sum.pdf
Ethnic Minority Employment Task Force (DWP) www.emetaskforce.gov.uk/

5.9 Learning and Skills Council

Purpose

The Learning and Skills Council (LSC) is responsible for the funding and planning of education and training for over 16-year-olds in England, including further education and sixth form colleges, work-based training (eg, Modern Apprenticeships), and adult & community learning, though excluding universities. It is funded by the Department for Education and Skills (DfES).

The LSC's policy context is primarily the National Skills Strategy, Skills for Life (the national basic skills strategy) and 14-19 educational strategy. Its mission is *"to raise participation and attainment through high quality education and training which puts learners first"*. The vision is that by 2010, young people and adults in England will have world class knowledge and productive skills. Priorities include tackling basic skills, increasing the numbers achieving a first full Level 2 qualification, and supporting progression to higher level skills and qualifications. To achieve its goals, it seeks to transform the quality and effectiveness of learning and skills provision.

Structure

The LSC operates through 47 local Learning and Skills Councils (LLSCs) and a national office in Coventry. Each LLSC is governed by local representatives of employers, learning providers, trades unions and the voluntary sector. They work with local partners to deliver *"local solutions to local needs"*. They have a planning role, both locally and feeding into regional and national plans and policies, as well as a responsibility for delivery and contract management. There are seven LLSCs in West Midlands: Birmingham & Solihull; Coventry & Warwickshire; Hereford & Worcestershire; Shropshire; Staffordshire; and The Black Country. A Regional Director is responsible for the LSC's interface with partners at regional level, notably through the Regional Skills Partnership.

Common purpose with LSPs

- LLSCs contribute to local targets for improving educational attainment and skills and towards the 'worklessness' floor target. The LSC is expected to encourage young people from all backgrounds to gain the qualifications and aspiration for higher education.
- In any LSP area, the LSC is the largest funder of training and education for people aged over 16. It has a significant role to play in implementing 14-19 educational reforms, working with local authorities to ensure that a full range of curriculum choices are available.
- It shares LSP interests in developing and implementing adult learning strategies, including improving access to education and training, increasing social inclusion, and developing the skills and knowledge of residents, practitioners, etc, who deliver neighbourhood services.
- LLSCs have a budget for Neighbourhood Learning in Deprived Communities, to support voluntary and community organisations in developing their capacity to deliver learning for residents of disadvantaged neighbourhoods
- In funding Learning Partnerships, LLSCs meet their duty to sustain in every locality partnerships promoting provider collaboration and maximising the input of learning to regeneration.
- Cross-cutting interests include equal opportunities, inclusive learning, community cohesion, and sustainable development.

Drivers

LSC targets (set by the Secretary of State for Education) link to PSA targets through a national Performance and Resource Agreement. The LSC aims to achieve a synthesis between its national targets and the development of local and sectoral targets. It has its own performance measurement system under development.

Potential benefits from LSP engagement

- A higher profile for LSC with influence in Community and Local Neighbourhood Renewal Strategies and greater coherence in inter-agency planning.
- Facilitating attainment of LSC priorities including rolling out joint employment and skills planning arrangements with local partners, maximising linkages with regeneration opportunities, and skills development in the public sector
- Greater awareness of learning and skills programmes and provision amongst local partners, leading to greater take-up of learning opportunities by learners and employers, and improving reach amongst disengaged or excluded individuals
- Greater focus by partners on LSC targets, including possible collaboration on data issues

Constraints

- Each local LSC covers a sub-region, typically encompassing several LSPs. This can limit the time and resource that an LLSC can devote to partnership working with an individual LSP.
- Local LSCs have little discretionary funding, other than ESF co-financing. Locally, their main discretion is over the courses they fund and with which providers they contract. They are also concerned with the delivery of *national* programmes, notably Modern Apprenticeships.
- The LSC has a national initiative, 'Agenda for Change', intended to transform the delivery of vocational training and make the LSC itself a smaller, more dynamic and a more customer facing organisation. This is likely to limit further the extent to which LLSCs can engage in strategic partnerships.

Other things you need to know

- Moving to joint operational planning with Jobcentre Plus district offices
- Each LLSC has been undertaking a Strategic Area Review, consulting widely to bring about a better match between the needs of learners and potential learners and available provision.
- The LSC's new year-round business cycle started in autumn 2004. The cycle begins with a review of the priorities of employers and local communities, then discusses with colleges and providers how needs can be met within the three-year (rolling) development plans. Draft plans and budgets are produced in March, confirmed in late Spring, then agreed with providers.
- LLSCs fund Education Business Links to prepare young people for work, and to work in disadvantaged areas to encourage enterprise practice among teachers and pupils.

Find out more

Learning and Skills Council www.lsc.gov.uk/National/default.htm
DfES Learning & Skills Gateway www.dfes.gov.uk/learning&skills/
Learning Partnerships www.lifelonglearning.co.uk/llp/index.htm
National Skills Strategy www.dfes.gov.uk/skillsstrategy/

5.10 Local Authorities

Purpose

Local authorities (LAs) are democratically elected bodies responsible for the delivery of a wide range of public services. They operate within powers laid down under various Acts of Parliament, with some mandatory functions (relating, eg, to education and housing) and others discretionary (such as economic development). The Local Government Act 2000 clarified the legal framework and widened the scope for local authorities to develop their community leadership role, through a power to promote economic, social and environmental well-being of their area.

Local authority services include: education, libraries and museums; transport planning and road repairs; social services; housing; land use planning; refuse collection and waste management; trading standards; environmental health; housing; parks and open spaces. Unitary authorities are responsible for all such services, while in 'two-tier' areas, these are split between County and District Councils.

Structure

There are 38 local authorities in the West Midlands, most of which are governed by an executive with a leader and cabinet members, each responsible for a service or functional portfolio (such as 'children and young people' or 'regeneration'). In contrast, Stoke on Trent Council is led by a Mayor.

The executive is responsible for the strategic management of the authority, preparing policies and budget to propose to the full council. Councillors who are not members of the cabinet play full roles in their electoral wards and perform an overview and scrutiny function. In this, they are expected to hold the executive to account and review policies and services on behalf of the public, perhaps expressly considering the interests of deprived communities.

The main link between local authorities and central government in England is through the Office of the Deputy Prime Minister (ODPM) which distributes the large part of local authority funding through general government grants, Revenue Support Grant, and the business rate grant. Allocations (in funding blocks covering education, personal social services, police, fire, highway maintenance, capital financing, and 'other' services) are determined centrally, taking account of relative spending needs and resources that can be raised locally. The Neighbourhood Renewal Fund (NRF) is an example of additional earmarked funding for eligible areas, paid to local authorities to be spent on priorities agreed through the LSP to improve mainstream services in the most deprived areas. The new Local Authority Business Growth Initiative (LAGBI) is intended to provide an incentive for authorities to promote economic growth by allowing them to retain a proportion of any increase in business rate revenue above a certain level. Previously, income from business rates has been redistributed by central government to councils on the basis of population.

Common purpose with LSPs

- The introduction of LSPs is one element of the Government's Local Government Modernisation Agenda (LGMA) along with the duty on local authorities to produce community strategies.
- LSPs provide a necessary vehicle for LAs to perform their community leadership role in pursuit of economic, social and environmental well-being.

- LA services make a major contribution to the achievement of community and local neighbourhood renewal strategies, and to progress in closing the gap on Neighbourhood Renewal Floor Targets

- LAs act as 'accountable bodies' for funds such as the NRF, Local Enterprise Growth Initiative, Stronger and Safer Communities Fund, and Local Area Agreements (LAAs). (Funds do not go to LSPs directly, as they are not statutory bodies.)

- All LAs are being encouraged by ODPM to develop arrangements for neighbourhood governance (drawing on the experience of Neighbourhood Management Pathfinders and other neighbourhood management initiatives).

Drivers

- Every authority has a 'Best Value' duty to "make arrangements to secure continuous improvement in the way in which its functions are exercised, having regard to a combination of economy, efficiency and effectiveness". LAs must consider value for money and make sure that services meet community needs and address strategic priorities. They have to produce annual performance plans and carry out Best Value reviews focused on priority areas, which may include services and activities undertaken with or through partner organisations. Such reviews must involve challenge (why, how and by whom a service is being provided), comparison (of performance with other organisations), consultation, and fair and open competition.

- LAs operate within a national framework which embodies the Government's four principles of public sector reform: national standards, devolution (giving successful authorities greater freedom in meeting these standards), flexibility (removing bureaucratic barriers), choice and contestability (expanding choice for users of public services and taking full advantage of alternative means of provision where these can offer Best Value).

- Following publication of the Gershon report, 'Releasing Resources to the Front-line' (HM Treasury 2004), LAs have to reduce their main budget by 2.5% pa. They are expected to take a broad view of ways of improving efficiency, seeking gains in procurement and productivity, backed up by changes in working practices and organisational culture. LAs are supported in this by the West Midland Centre of Procurement Excellence.

Performance management

- LAs are subject to Comprehensive Performance Assessment (CPA) undertaken by the Audit Commission. This forms an overall view of the performance of councils and how they are seeking to improve their services to the public, and draws on service specific inspection (eg, that by Ofsted of education authorities). It is proving to be very influential and an important driver for improvement.

- Current proposals CPA are intended to 'raise the bar' for LAs, with strengthened methods for assessing value for money and service user perspectives. Corporate assessments will consider councils' achievements on priorities shared with central government, and treat partnership working more explicitly. Performance on the cross-cuttings themes (sustainable communities and transport; safer and stronger communities; healthier communities; older people; and children and young people) is also to be assessed. Inspection follows 'Key Lines of Enquiry' which incorporate criteria relating to neighbourhood renewal, partnership working and performance against Floor Targets.

Other things you need to know

- 'Local Government Vision' is a strategic ODPM initiative intended to generate a shared vision of the future of local government, where central and local government work together with other partners to deliver better outcomes for people and places. The introduction of LAAs is a strand, along with proposals for strengthening community leadership, extending neighbourhood governance and a new performance management framework.

- Local authorities can take advantage of the ODPM/LGA Capacity Building Programme in seeking to improve performance. There are national programmes (eg, on leadership and change management), specific support for councils rated 'weak' or 'poor' in their CPA, peer support, and regional projects.

- The national Local e-Government strategy is driving ICT-based improvements to local government services, many of which have partnership dimensions. Relatively few areas, however, have made a strong connection between local e-Government strategies and the work and priorities of LSPs.

Find out more

Local Government Vision
www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/divisionhomepage/029981.hcsp
Comprehensive Performance Assessment www.audit-commission.gov.uk/cpa/index.asp?page=index.asp&area=hpcpa
Local Government Association www.lga.gov.uk
West Midlands Local Government Association www.wmlga.gov.uk

5.11 Police

Purpose

The main aims of the West Midlands Police Force (the Force) are to reduce crime and disorder and to make communities feel safer.

Structure

The Force is the second largest in the country and serves a population of over 2.6 million. It is divided into 21 Operational Command Units[6] (OCUs), each headed by a Police Superintendent who is responsible for the overall street-level policing and management of the area. Many OCUs are coterminous with local authority boundaries. Each OCU is divided into sectors which are responsible for local policing in the community. The sectors are divided into beats. The Force has a range of specialist departments and operations which provide expert knowledge and resources, most of which are located within the regional headquarters in Birmingham.

There are over 900 Special Constables[7] working with the Force, providing an important link with the community. Every police area has at least one local consultative committee which brings local interests together regularly with senior officers to discuss the policing of the area.

It is a statutory, shared responsibility for the Police and local authorities to set up and support local Crime and Disorder Reduction Partnerships (CDRPs) (see profile on CDRPs).

Common Purpose with LSPs

- The Police cannot reduce crime single handed. Local partners can contribute in a wide range of ways, eg, through diversionary educational activities for young people.
- Police authorities are obliged by statute to consult the local community, and many show innovative outreach to hard to reach groups of people.
- The Police role in tackling neighbourhood crime is most relevant to LSPs. The Police are likely to be key partners with a seat on the LSP board, involved in theme groups addressing crime reduction (likely to be the CDRP), and contributing to other thematic areas.
- Police performance indicators include measures relating to community safety, crime reduction, reducing anti social behaviour, tackling drugs, and community engagement which are also targets for LSPs. Likewise, the LSP's success in meeting its wider neighbourhood renewal objectives contributes to Police performance.

Drivers

The Police in England and Wales contribute directly to the Home Office's Aim *"to build a safe, just and tolerant society"*. In particular, they contribute to Home Office PSA1: to reduce crime by 15%, and further in high crime areas, by 2007-08.

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[6] OCUs are known as Borough Command Units (BCUs) in many other parts of the country.

[7] "Specials" originated in the early 1800s. They are unpaid, trained volunteers drawn from all sections of the local community who devote some of their spare time to helping regular officers patrol the streets. They wear a uniform on duty and have the same powers as regular officers.

Each Police Force agrees its own regional targets with central government, and targets are agreed at BCU (OCU), sector and ultimately beat levels. As well as targets which directly reflect the Home Office PSA1, there are targets to increase the visibility, accessibility and accountability of officers at neighbourhood level.

Inspection and examination of police forces is carried out by HM Inspectorate of Constabulary (HMIC), taking into consideration the PSA performance targets for policing, local objectives, and other priorities identified by the Home Office or HMIC.

Constraints

Police involvement in CDRPs is a statutory requirement whereas there is an "expectation" of involvement by agencies in LSPs, rather than a statutory duty. Under pressure of time and other resources, Police work through the CDRP is likely to take precedence over their contribution to the wider work of the LSP.

Police Forces have been invited (September 2005) by the Home Secretary to review their structures, seeking to reduce the number of Forces and create a stronger, more efficient and strategic service.

Find Out More

West Midlands Police Force (with links to OCUs and Beats) www.west-midlands.police.uk/index.asp
Home Office PSA targets www.hm-treasury.gov.uk./media/E99/79/sr04_psa_ch6.pdf
CDRP website www.crimereduction.gov.uk/regions00.htm
Home Office www.homeoffice.gov.uk
HM Inspectorate of Constabulary http://inspectorates.homeoffice.gov.uk/hmic/
HMIC proposals for restructuring Police Forces
http://inspectorates.homeoffice.gov.uk/hmic/docs/docs/closinggap.pdf
Background information about Police activities and standards in the Criminal Justice and Police Act 2001 www.hmso.gov.uk/acts/acts2001/20010016.htm
The White Paper, Building Communities, Beating Crime sets out plans to fund the development of dedicated neighbourhood policing teams that will use community-based intelligence to tackle local crime. www.homeoffice.gov.uk/documents/wp04_complete.pdf

5.12   Primary Care Trusts

Purpose

Primary Care Trusts (PCTs) are local statutory organisations involving all general practitioners (GPs), dentists, pharmacists, opticians, community nurses and allied health professionals in a specific geographical area with a population of around 150,000. They are responsible for securing and providing health services to their population, including prison populations and patients who live outside the area but who registered with GPs covered by the PCT.

PCTs work in partnership with local authority social services and other agencies to plan, fund and deliver services to meet all the local community's health needs, ensuring they are accessible for all. They are also responsible for ensuring local health and social care systems work together to the benefit of patients.

PCTs are responsible for allocating around 75% of the NHS budget. They are able to fund hospital and community services in addition to providing some services themselves, eg, Community Nursing, Family Planning and Occupational Therapy. They have scope to pool resources with local authorities in order to improve services.

Structure

England is covered by 28 Strategic Health Authorities (SHAs) which were set up in 2002 with responsibility for developing plans for improving health services in their local area, making sure their local NHS organisations were performing well, increasing the capacity of local health services, and ensuring national priorities, eg, improving cancer services, are integrated into local health service plans. Within each SHA, the NHS is split into various types of Trusts that take responsibility for running the different NHS services in the local area: Acute Trusts, Ambulance Trusts, Care Trusts, Mental Health Trusts and PCTs. There are 304 PCTs in England.

The West Midlands is divided into three SHAs: Birmingham and The Black Country SHA (10 PCTs), Coventry, Warwickshire, Herefordshire and Worcestershire SHA (8 PCTs) and Shropshire and Staffordshire SHA (10 PCTs).

PCTs have non-executive Boards comprising local people appointed by the Secretary of State for Health, a chief executive, director of finance, director of public health and possibly others, eg, doctors, nurses and members of other caring professions. Many have an Executive Committee consisting of health professionals, and staff from local authority social services. They are supported by managerial and administrative teams. In some areas, these teams are shared by two or more PCTs.

Common purpose with LSPs

- PCTs are local organisations, created to work with partners to deliver improvement by being responsive to local needs as expressed by local people. However, PCTs have a more *direct* interest in service delivery than do LSPs through their statutory responsibilities for commissioning secondary care services and the majority of hospital services.
- PCTs work towards meeting the NHS targets to improve health outcomes for local populations and help people safeguard or improve their health contributes directly to wider LSP outcomes. The NHS has a long history of evidence-based working and PCTs have or can access a wide range of relevant data relating to LSP Floor Targets, neighbourhood needs and service provision.

- Government guidance on Local Area Agreements (LAAs) expects that LAAs will feature a 'co-delivery role' for LAs and PCTs in improving public health and promoting independence and well-being for older people.

Drivers

The Healthcare Commission, which promotes improvement in the quality of the NHS and independent healthcare, has a statutory duty to assess the performance of PCTs and award annual performance ratings. They look at a broad range of issues, checking PCT self-assessments by analysing information on performance and by talking to partners and observers. A particular emphasis is placed on what is being done to reduce inequalities in access to health care and in the health of the population. In some areas gaps are widening. For 2005/6, the Commission's Chief Executive has said, *"healthcare organisations will have to demonstrate to us that working with others, including local government, they have assessed the different needs and inequalities within the local population and explain how services and resources are deployed to address them"*. They are also concerned to ensure that the PCT use good data and evidence and have the capacity to deliver effective services that reflect local needs.

Constraints

- NHS requirements on PCTs that "appropriate consent is obtained … for use of any confidential patient information" and "staff treat patient information confidentially, except where authorised by legislation to the contrary", means that even within the NHS there can be problems sharing data. Some LSPs have found it difficult to obtain data from their PCT. PCTs and their LSP partners may need to work up protocols on data sharing to manage concerns.
- While local health services must be involved with PCTs as a statutory requirement, they is no more than an 'expectation' that they should be interested and involved in the work of LSPs.

Other things you need to know

- The boundaries of PCTs and LSPs do not necessarily coincide, and an LSP may need to work with more than one PCT - which may have different priorities, attitudes to data-sharing, etc. There are current proposals to reorganise PCTs and align their boundaries with those of local authorities.
- PCTs work very closely with the Fire and Rescue Service and with Ambulance Service. Increasingly they are working with Jobcentre Plus on employment and health-related initiatives, eg, in support of Incapacity Benefit claimants.

Find out more

PCTs   www.nhs.uk/England/AuthoritiesTrusts/Pct/Default.aspx
Healthcare Commission   www.healthcarecommission.org.uk/Homepage/fs/en
Information on PCT contracting and modernisation of NHS services:
www.primarycarecontracting.nhs.uk/1.php
NHS Networks: website designed to connect leaders and innovators across the NHS with each other and with others www.networks.nhs.uk/
Pooling resources across sectors: a report for local strategic partnerships
www.hda-online.org.uk/documents/poolingresources.pdf

Creating Healthier Communities - a resource pack for local partnerships
www.neighbourhood.gov.uk/publications.asp?did=1382

5.13 Registered Social Landlords

Purpose

Registered Social Landlords (RSLs) is the technical name for organisations registered with the Housing Corporation to provide social housing, ie, to provide homes for people who cannot afford suitable, local housing. Most are housing associations, but there are also trusts, co-operatives and companies. They run as businesses but do not trade for profit; any profit is ploughed back to maintain existing homes and help finance the building of new ones.

Most RSLs provide housing and manage temporary accommodation on behalf of local authorities (LAs), and may work together in other ways. For example, the Council may provide land or money to enable a Housing Association Scheme to be built, in return the housing association will take tenants nominated (or chosen) by the Council. These RSLs are eligible to receive a Social Housing Grant from the Housing Corporation.

Structure

There are over 2,000 housing associations in England, managing a total of about 1.45 million homes and housing over 3m people. Some were founded centuries ago but many originated in the 1960s. Over the past decade, more RSLs have been formed to manage and develop homes transferred to them by local authorities. Most own fewer than 250 homes. However, the largest 7% of associations (those with over 2,500 homes) own 78% of the sector's homes.

Larger housing associations, trusts and co-operatives generally have paid staff reporting to a committee or board of management made up of volunteers which has overall responsibility for the organisation's work. A board might include tenants, representatives from local authorities and community groups, business people and politicians. There are more than 30,000 voluntary board members running housing associations throughout England.

Common Purpose with LSPs

- RSLs deliver regeneration through partnerships with LAs, developers, landlords and other stakeholders and can play an important part in neighbourhood renewal.
- In some areas RSLs may be well placed to take a lead in Neighbourhood Management or Neighbourhood Warden schemes. They may also promote other initiatives relating to employment and training, anti-social behaviour and crime reduction, healthy living and improved access to public services.
- Some voluntary board members are also on the LSP board.
- RSLs contribute directly to the LSP's Decent Homes floor target (the national target being, by 2010, to bring all social housing into a decent condition with most of this improvement taking place in deprived areas)
- LAs have a duty to develop local housing strategies (overarching documents that review housing-related issues in their area, setting out their housing objectives, priorities for action and an action plan agreed with the local partners). ODPM expects these strategies to complement local Community and Neighbourhood Renewal Strategies, and fit within the framework provided by the Regional Housing Strategy.

Drivers

- The Housing Corporation (a public agency reporting to the ODPM) is responsible for the regulation and investment management of RSLs, and the Audit Commission carries out an inspection function.
- RSLs share a responsibility with local authorities for delivering housing targets for deprived areas, and in using lettings policies to create sustainable communities.
- RSLs are important agents in the delivery of the Sustainable Communities Plan and Public Service Agreement targets on tackling disadvantage through reviving the most deprived neighbourhoods, reducing social exclusion and supporting society's most vulnerable groups.

Constraints

- RSLs are not able to make any rental adjustments in order to provide extra income for those operating in regeneration areas as ODPM takes the view that this would imply poorer members of society living in deprived areas should pay higher rents in order to fund their own regeneration. Non-housing activity of RSLs is expected to be funded by other government programmes, and RSLs are actively supported and encouraged to seek such funding.
- Where RSLs contribute to preventative or regeneration activities which maintain the quality of the neighbourhood for tenants and enhance the value of the stock, it remains open to them to use some of their rental income to contribute to these.

Other things you need to know

- RSLs may also manage temporary accommodation properties on behalf of LAs.
- The Housing Association's Innovation and Good Practice (IGP) programme is designed to promote relevant government policies through innovative approaches and shared good practice. Priorities for the types of project supported under IGP include Sustainable Communities, Improving Policy & Strategy, and Community Training & Enabling (CTE).
- An RSL differs from an Arms Length Management Organisation (ALMO). An ALMO is a company set up by a local authority to manage and improve all or part of its housing stock and to separate the day-to-day housing management role from the wider strategic housing role of the LA. The LA retains ownership of the housing.

Find Out More

"Quality and Choice: A decent home for all. The way forward for housing" (2000)
www.odpm.gov.uk/stellent/groups/odpm_housing/documents/downloadable/odpm_house_601904.pdf
Housing Corporation www.housingcorp.gov.uk/
Innovation and Good Practice programme www.housingcorp.gov.uk/resources/IGP/igp.htm
Audit Commission Housing section www.audit-commission.gov.uk/housing/index.asp?CategoryID=english%5E1628&page=index.asp&area=hpsector

6 Understanding related partnerships

As with section 5, 'Understanding partners', each entry follows a similar format, setting out:

- partnership **purpose** and high-level priorities
- partnership **structure** (how it is set up to deliver its objectives in the West Midlands or more locally)
- **common purpose with the LSP**, those key areas where there is fit between the goals and activities of the partnership and those of the LSP
- **drivers** - those critical aspects of the partnership's priorities and performance management arrangements which drive its operations (and interest in partnership working)
- **constraints** - on the partnership's ability/ willingness to contribute to the work of the LSP
- **other things you need to know** - helpful points for LSP members to know about the partnership (eg, about current service developments)
- **'find out more'** - web links for key national (or regional) policy documents, partnership strategies/ plans, PSA targets, guidance

6.1 Children and Young People's Strategic Partnerships

Purpose

Children and Young People's Strategic Partnerships (CYPSPs) have been set up to drive the local agenda for services for children and young people from conception to 19 years old. They are overarching partnerships for a range of groups leading on children's and young people's issues, including Sure Start, Teenage Pregnancy, Youth Offending Teams, and Early Years Development and Childcare Partnerships. CYPSPs have their origin in the 2001 Department of Health publication, 'Coordinated Service Planning for Vulnerable Children and Young People in England', the 'Every Child Matters' Green Paper in 2003 and The Children Act 2004.

Structure

There is no *statutory* requirement for local authorities to develop a CYPSP, although the Children Act contains a statutory requirement for them to make arrangements for key agencies to cooperate to improve the well-being of children and young people. The power of service providers to pool budgets in support of this has been widened. The requirements are underpinned by reciprocal duties on providers and other agencies to participate.

There is no prescribed structure for CYPSPs. Frequently, an Executive Group consults with the wider community and shapes strategy, with three operational groups monitoring and securing the delivery of services for clients aged 0-5, 5-13 and 13-19. There are likely to be sub-groups addressing categories of support or topical issues, including panels which directly involve children and young people. CYPSPs are often chaired by Assistant Directors of Social Services or Education and located within local authorities. They are usually required to link directly to LSPs.

Common purpose with LSPs

Community Strategies typically contain actions and targets related to children and young people, with responsibilities to deliver spread across a range of agencies likely to be linked to the CYPSP. The CYPSP:

- oversees joint strategic developments and drives local preventative strategy
- contributes to the delivery of floor targets across a whole range of LSP interests: learning, training and jobs, health, community safety, diversity, and liveability
- brings to the LSP a focus on children and young people
- contributes to joining up and raising standards in the delivery of local services to children and young people, in many areas piloting new ways of working
- contributes to delivering of the LSP's agenda for children and young people from target groups of people and to narrowing the gap in outcomes
- may provide new links to excluded groups of people, and a suitable means of outreach to them

Drivers

CYPSPs contribute directly to the performance outcomes of the local authority and of partner agencies, such as Connexions. They also support the local delivery of Department for Education and Skills and Department for Health PSA targets.

Progress of CYPSPs is monitored and reviewed through an 'improvement cycle' for children's services, including an integrated inspection framework which involves joint reviews of all the services for children provided in an area. This framework is a stimulus for the partners to develop a single assessment process for children intended to improve access to services across partner organisations. Government Office West Midlands agrees specific local targets with each partnership in support of delivery of its overall targets. Local partnerships have flexibility to decide for themselves where their priorities lie, taking account of local circumstances.

Constraints

- In many areas there may be organisations working with children and young people which have no clear links to the CYPSP. It is important for the CYPSP and the LSP to attempt to reach such excluded organisations.
- Some individuals may participate in a number of related partnerships, which may encourage them to send a substitute to one or other Board meeting (who may not have appropriate authority to take decisions). Partnerships may need to improve coordination of their meetings.

Other things you need to know

- Some CYPSPs report difficulties with pressure to deliver early results against PSA targets. Success can bring further pressures, as local authorities may be "rewarded" with additional funding for service delivery when the CYPSP's long term strategy is not fully articulated.
- 'Children and Young People' is one of the main spending blocks in Local Area Agreements. The Government expects there to be a good fit between an LAA and the local Children and Young People's Plan.
- The Government proposes that local children's services authorities will have an overarching Children and Young People Plan by 1st April 2006, linked to the plans of partners with whom the authority is under a duty to cooperate. (Authorities with an 'excellent' rating under Comprehensive Performance Assessment are exempt).
- The National Service Framework for children's services, produced by DoH and DfES, sets out new standards for health services for children, driving up care standards care and leading to improved outcomes. It has set evidence-based standards for health and social care services for children, young people and pregnant women, and will cover the point at which these services connect with education.

Find out more

Every Child Matters www.everychildmatters.gov.uk/ with links to Children Act, etc
Sure Start www.surestart.gov.uk/
LGA site on Children and Young People www.lga.gov.uk/Executives.asp?ccat=978
IDeA pages for people working with children and young people www.idea-knowledge.gov.uk/idk/core/page.do?pageId=1702508
National Service Framework for Children
www.dh.gov.uk/PolicyAndGuidance/HealthAndSocialCareTopics/ChildrenServices/ChildrenServicesInformation/fs/en
Local Area Agreement Prospectus
www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_029989.hcsp

6.2 Community Legal Services Partnerships

Purpose

Community Legal Service Partnerships (CLSPs) are non-statutory groups bringing together funders, providers and users of legal advice and information to act in partnership to improve access to and the delivery of these services in their local community. They typically include the Legal Services Commission (LSC), local authorities, legal aid solicitors, Law Centres, Citizens Advice Bureaux and other advice agencies, voluntary organisations, community groups and users. Tackling social exclusion and aiding regeneration are particular aims of many CLSP partners.

Partnerships are expected to work to meet the needs of local populations, join up local services, and link advice services into mainstream local authority services. They are expected to be inclusive in developing local strategy, with funders and suppliers committed to work together to improve access to, and quality of, local legal and advice services.

The Community Legal Service (CLS) made available project funding, eg, Partnership Initiative Budget, Community Legal Service Development Fund) to explore new ways of working through joining-up and mainstreaming legal and advice service activities locally.

Structure

The Community Legal Service replaced the Legal Aid Board. It was launched in 2000 to improve access to legal and advice services in England and Wales with the overall aim of *"improving justice and access to justice and promoting people's rights … through ensuring that legal advice is readily available for those that most need it"*. The Independent Review of the CLS (2004) describes it as a "virtual organisation", noting a lack of clarity whether accountability for it rested with Department for Constitutional Affairs (DCA) or Legal Services Commission (LSC).

CLS operates through regional offices in England. Some regions focus on process and contract management whilst others have a more strategic, influencing role.

There are more than 200 CLSPs over England and Wales, generally configured with local authority boundaries. In non-unitary areas, they are expected to involve a majority of local authorities. There are 15 CLSPs in the West Midlands: in Birmingham, Coventry, Dudley, Herefordshire, North Staffordshire, Sandwell, Shropshire, Solihull, Southern Staffordshire, Stoke-on-Trent, Telford & Wrekin, Walsall, Warwickshire, Wolverhampton, and Worcestershire.

In a similar way to LSPs, CLSPs form local links to help ensure that the right organisations are involved as part of the referral networks for legal advice. This includes joint working between CLSPs and, for example, Consumer Support Networks (CSNs), Connexions and Supporting People.

Common purpose with LSPs

- As the advice needs of the public are complex and cut across a number areas, CLSPs are specifically tasked to tackle social exclusion and share a cross-cutting agenda with LSPs. They also are expected to achieve this agenda by partnership working and mainstreaming services.

- The Strategic Plans produced by CLSPs map out provision of local advice services and identifying priority areas with unmet needs. CLSP Strategic Plans are intended to feed into local community plans and the work of LSPs.
- At the national level, DCA and LSC work with the NRU "to help smooth the way for the increased involvement of CLSPs in their appropriate LSP … to ensure that advice services are incorporated into core Neighbourhood Renewal policies at a local level".

Drivers

In common with LSPs, CLSPs contribute to the delivery of a wide range of Government objectives, most directly to the Department for Constitutional Affairs (DCA) Public Service Agreement to increase the number of people receiving suitable assistance in priority areas of law involving fundamental rights or social exclusion. The Independent Review found that managing the legal assistance funding element of the CLS had distracted the DCA and LSC from the wider scope of CLSPs - improving access to advice and services and how to tackle the social exclusion agenda.

Constraints

The Independent Review found that:
- "targets for the delivery of the CLS were output-driven", and that, for many, "outcomes" related to the outcome of specific cases
- in many CLSPs providers do not recognise fully the potential impact of their services on social exclusion, suggesting that these partnerships are not yet fully established
- there has been little progress in developing social exclusion outcomes or performance indicators nationally or locally, which dilutes CLSPs' focus on social exclusion – and other partnerships' and agencies' focus on CLSPs
- there are few local drivers to encourage CLSPs to undertake preventative work

Find out more

CLSP website for West Midlands www.legalservices.gov.uk/civil/clsp/west_midlands.asp
Guidance for CLSPs www.legalservices.gov.uk/docs/cls_main/needs_assessment_guidance.pdf
CLSP Predictive Needs summary paper   www.legalservices.gov.uk/docs/cls_main/models_and_indicators.pdf
Consumer Support Networks www.csnconnect.org.uk/
Just Ask (CLS-funded website) www.clsdirect.org.uk/index.jsp
2004 "Pathways" Document: www.dca.gov.uk/pubs/reports/pathway.htm

6.3 Crime and Disorder Reduction Partnerships

Purpose

The Crime and Disorder Act 1998, as amended by the Police Reform Act 2002, sets out statutory requirements for 'responsible authorities' (police, local authorities, fire authorities, and primary care trusts) to work with local organisations to develop and implement strategies tackling crime and disorder, and misuse of drugs in their area. These partnerships are Crime and Disorder Reduction Partnerships (CDRPs), which may be known locally as Community Safety Partnerships.

The local responsible authorities are required to carry out an audit of crime and disorder and drugs misuse, and develop strategies to deal with them. They must work in co-operation with local education and probation authorities and involve a range of local private, voluntary, other public and community groups, and the wider public.

In order to simplify local working relationships, give greater recognition to common interests and provide the right framework to enable more effective delivery of their joint agenda, CDRPs have been expected to work closely with Drug and Alcohol Action Teams (DAATs) in two tier local authority areas and to integrate their work in unitary council areas. CDRPs (or LSPs themselves) are expected to oversee the work of Youth Offending Teams.

Structure

There are 34 CDRPs in the West Midlands. They comprise the statutory organisations and a range of other bodies, eg, the Council for Voluntary Service, housing associations, education and probation. Typically, they have an executive group of representatives from statutory authorities and a larger steering group whose members advise on strategy and play a variety of roles in implementation.

The Government Office Director leading on crime reduction agrees local targets with each CDRP - who have flexibility to decide where their crime reduction priorities lie, taking account of local circumstances.

Common purpose with LSPs

Especially through their work towards meeting the Home Office targets, CDRPs share objectives with LSPs. They directly support local delivery of five of the Home Office's seven PSA targets, especially PSA1 – to reduce crime by 15% by 2007/08, and to a greater extent in high crime areas.

CDRPs can offer valuable experience for LSPs, given their longer lifespan and experience in mainstreaming, joining up partner activities, sharing and analysing data, and adopting problem solving approaches to critical local issues. For example, it is a duty on local authorities to mainstream their approach to community safety and CDRP partners are required to work in partnership to tackle anti-social behaviour. They may also facilitate links with particular communities which are not well-engaged with other local partnerships.

Drivers

CDRPs are expected to contribute to the four National Outcome targets for the Safer and Stronger Communities Fund (SSCF), which are linked to the ODPM PSA targets concerned with neighbourhood renewal, and to Home Office targets for crime reduction. These are to:

- reduce crime, to reassure the public by reducing the fear of crime and anti-social behaviour and to reduce the harm caused by illegal drugs.
- have cleaner, safer and greener public spaces.
- increase the capacity of local communities so that people are empowered to participate in local decision-making and are able to influence service delivery.
- improve the quality of life for people in the most disadvantaged neighbourhoods and ensure service providers are more responsive to neighbourhood needs and improve their delivery.

CDRPs have been expected to undertake their own performance assessments, and to contribute to LSP PMFs. With the introduction of LAAs and SSCF, partnerships are free to devise their own performance management requirements, provided that these meet GO requirements (such that they are robust and enable review of performance against relevant targets, indicators and high level outcomes).

Constraints

- Although CDRPs and LSPs share a common agenda in relation to neighbourhood renewal, sometimes officers within statutory agencies may consider that neighbourhood renewal, and thus the work of their LSP, does not concern them. It is important to challenge such views, highlighting the common ground and advertising the mutual benefits of working together.
- Some of the same individuals are involved in both the CDRP and LSP, which can lead to "partnership fatigue" and may encourage them to send a substitute to one or other Board meeting (who may not have appropriate authority to take necessary decisions).

Other things you need to know

- The basis for funding for CDRPs is affected by the introduction of Local Area Agreements and SSCF. These developments are intended to rationalise funding streams in ways which help key services and partnerships join together to tackle crime and anti-social behaviour, improve public space and liveability.
- The Government is conducting a formal review of the partnership provisions of the Crime and Disorder Act 1998, to ensure that the framework for partnership working is 'fit for purpose'.
- As part of the Home Office's Street Crime Initiative, CDRPs have been encouraged to improve community safety on public transport in problem areas. This will contribute to the LSP targets for Liveability as well as Crime.

Find out more

Crime and Disorder Reduction Partnership website www.crimereduction.gov.uk/regions00.htm
ODPM PSA1 www.odpm.gov.uk/stellent/groups/odpm_about/documents/page/odpm_about_032975-01.hcsp#P12_130
Home Office PSA targets www.hm-treasury.gov.uk./media/E99/79/sr04_psa_ch6.pdf
West Midlands Arson Task Force www.wmfs.net/arson/
Safer and Stronger Communities Fund - guidance www.neighbourhood.gov.uk/page.asp?id=1304

6.4 Housing Market Renewal Pathfinders

Purpose

Housing Market Renewal Pathfinders (HMRPs) cover nine sub-regional areas in England, of which two are in the West Midlands. These are areas where problems of low-demand housing and abandonment are most acute. Each straddles two or more local authority areas, so that problems are less likely to be displaced within the sub-region. The pathfinder fund of £500m was announced in 2003 as part of the ODPM's plan *Sustainable Communities: Building for the Future* to kick-start 10 - 15 year programmes designed to tackle weak housing markets, eg, by replacing obsolete housing with modern accommodation through demolition, refurbishment and new building. The pathfinders are also required to address other essential requirements of sustainable communities, eg, by ensuring good quality, customer-focused services, good design, and a clean, safe, healthy and attractive environment.

Urban Living, the Birmingham Sandwell HMR area, will receive £50m market renewal funding to 2006, in addition to £4m allocated for 'early actions' in 2003, with an extra £70.5m provided by key partners. Renew North Staffordshire received £4m in 2003 and will receive £30m market renewal funding, to be complemented by an extra £37.5m from other key partners. Negotiations for grants to 2008 are now (August 2005) under way.

Structure

HMRPs are partnerships of local authorities (one of which is usually the accountable body) and other key regional and local stakeholders including the Regional Development Agency (RDA), police, education and health interests, the Housing Corporation, housing associations, English Partnerships and representatives from the private sector. HMRP boards comprise senior representatives from the partner bodies and also, usually, one or two community representatives. The board is supported by staff responsible for consulting with local communities, developing detailed plans in support of the strategy and delivering the HMR programme.

Drivers

Outcome targets for the HMRPs relate to vacancy levels, relative house price sales value, and changes in the number of dwellings within the intervention area. *Output indicators* relate to numbers of new homes or conversions occupied for the first time, number of homes refurbished or repaired to the Decent Homes Standard, numbers of homes refurbished and not included under the Standard, number of properties demolished, and land made available. In addition, the pathfinders have their own targets agreed sub-regionally and/ or regionally. They are expected to compare their achievements with a forecast of what their area's position would be if the programme did not exist, and to assess any displacement (the extent to which the effects of the programme impact negatively on surrounding areas) which might have occurred.

Constraints

- There may be instances in which HMRP redevelopment of a neighbourhood brings a short-term decline in population, which will have an impact on local service providers such as schools, PCTs and public transport. It will be important for LSPs to work with their HMRP to manage these transitional periods, and also help address a weakness in initial strategies where there was insufficient consideration of the impact of HMRP activities on adjacent areas.

- The Audit Commission, in its roles as a 'critical friend' and monitor of performance, has found that some HMRPs are driven too much by the specific agendas of the local authorities and recommended that they act more as sub-regional partnerships on housing issues.
- The Audit Commission found that the pathfinders are not all making the most of their potential to influence policy and strategy.
- The Commission also found that HMRPs have yet to understand what drives their housing market, and to identify what encourages people to move into, stay in or leave an area, and to understand why previous attempts to regenerate the area failed. They still need to promote conditions that will reduce the need for continued public investment as the programme progresses.

Common purpose with LSPs

- Government funding for HMRPs, like NRF, should not displace existing financing but must be *additional*, and serve to maximise the impact of mainstream funding.
- LSPs work with HMRPs to link high-quality housing to jobs and a high-quality environment, etc, in their areas. They might lobby their HMRPs to weight investment towards LSP priority neighbourhoods.
- LSPs can provide strategic leadership by supporting housing renewal areas through education, planning, transport, community engagement and environmental regeneration strategies and activities.
- In common with some LSPs, HMRPs can struggle to get private sector representation (at board level, on theme or advisory groups, through secondments, etc) which is necessary to encourage a more commercial culture among the board and staff and to bring in a different perspective.

Other things you need to know

- HMRP are funded essentially for *capital* expenditure. The government expects that any revenue expenditure financed from this funding stream will be kept to a minimum.
- Pathfinders have the facility to use capital receipts from the disposal of assets purchased or improved with grant from the Fund towards the implementation of their schemes.
- Although HMRPs have funding agreements 10-15 years, these agreements do not commit the government to particular levels of funding beyond 2008, although they are intended to demonstrate the Government's confidence in and commitment to the programme.

Find out more:

Housing Market Renewal (ODPM)
www.odpm.gov.uk/stellent/groups/odpm_control/documents/contentservertemplate/odpm_index.hcst?n=4308&l=1
Audit Commission best practice report www.audit-commission.gov.uk/Products/NATIONAL-REPORT/184E49B1-6B96-4efc-9D85-A004C6E9E9B0/Market%20Renewal.pdf and 2004 Scrutiny Report for RENEW www.audit-commission.gov.uk/reports/NATIONAL-REPORT.asp?CategoryID=ENGLISH^1628^SUBJECT^1200^REPORTS-AND-DATA^AC-REPORTS&ProdID=184E49B1-6B96-4efc-9D85-A004C6E9E9B0 and for Birmingham & Sandwell www.audit-commission.gov.uk/Products/BVIR/4366B8F3-5CD6-408f-9D9D-42E3CF1C9641/BirminghamSandwellPathfinder24Aug04rep.pdf
HMRP conference report www.bridgingng.org.uk/publications/odpm_comm_027421.pdf

6.5 Learning Partnerships

Purpose

Learning Partnerships (LPs) are non-statutory, voluntary groupings of local learning providers (ranging from voluntary sector to FE/HE institutions) and others such as local government, Connexions, trade unions, employers and faith groups. They were set up across the country in 1999 to promote a culture of provider collaboration across sectors (schools, FE, work-based learning, and adult and community learning) and rationalise the number of local partnership arrangements covering post-16 learning. The core roles for Learning Partnerships are to promote provider such collaboration and maximise the contribution of learning to local regeneration. Some LPs have adopted a "cradle to grave" remit which is broader than that of the LSC (post-16).

LPs are involved in a wide range of learning-related matters across their area. This includes, for example, proposals for 14-19 year old young people, and a range of initiatives around Basic Skills, workforce development, ICT and progression into HE. In some areas, LPs have prepared the ground for local interventions such as Area Inspections[8] and Strategic Area Reviews[9] (StARs).

There is an overarching expectation on the part of the DfES that local LSCs will seek to sustain viable partnerships to deliver the core LP roles. However, there is no centrally recommended minimum or maximum level for LP funding agreements and some LLSCs have ceased to fund their LP.

LPs are required to agree their 3-year development plan and an annual business plan with the local LSC. These plans should provide an appropriate fit with the local LSC's own plans. Where a local LSC is not satisfied with the performance of a particular LP, it is expected that a performance improvement strategy would precede any consideration of withdrawal of support and funding for the LP.

Since 1999, policy changes such as the introduction of the LSC and, later, LSPs have meant that LP's initial strategic role in the planning of post-16 learning has become less distinct. Many Learning Partnerships have now developed such that their role and purpose is more one of supporting the local LSC and/ or LSP, rather than leading local strategic thinking on learning.

Structure

At present, there is a network of around 100 LPs across England, and many of these partnerships are serviced by their local authority's Education Department. There are 11 in the West Midlands, in Birmingham, Solihull, Shropshire, Telford and Wrekin, Herefordshire, Worcester, Dudley, Sandwell, Walsall, Wolverhampton, and Coventry. There is no longer an LP for Staffordshire.

The National Learning Partnerships Network (NLPN) aims to promote at a national level the local and regional role of learning partnership a key strategic partnership for lifelong learning. The NLPN also promotes collaboration at regional level through the nine regional networks.

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[8] An area inspection is an assessment of the quality of provision for education and training for 14-19 year olds in an area, normally within the boundaries of a single local LSC area.

[9] StARs provide a comprehensive snapshot of the pattern of post-16 provision (excluding higher education) across England.

Common purpose with LSPs

- Many LPs are active components in implementing local strategies for renewal and regeneration. While there is no directly relevant Floor Target in relation to post-16 learning, LPs do contribute, eg, to achievement of other targets such as Worklessness and Health.
- It is likely that most LPs will share partner organisations in common with the LSP across public, private and voluntary sectors.

Learning Partnerships can:
- act as the 'learning arm' or Learning Theme Group of the LSP, helping partners improve their targeting to engage hard-to-reach groups of people in learning and other activities
- bring together parties who can promote learning and skills to support community development and those involved in joining up delivery of services, including developing local learning opportunities in neighbourhood renewal
- promote the aims of the LSP within their own partner organisations, thus helping to achieve more and better joining up of learning-related delivery in target areas
- provide an additional source of intelligence about learning-related issues in the local area and how the locality links to the wider sub-region and region

Drivers

The national evaluation of Learning Partnerships (York Consulting, 2003) found clear evidence of their impact through better information and sharing of information, understanding and awareness among LP partners. Provider collaboration in the delivery of development projects, joint strategies to address key learning issues (often Basic Skills or ICT), and partner capacity building were also significant and had begun to benefit outputs. However, provider collaboration on provision had seen little progress overall, with under half of the case study partnerships having undertaken any activities and only a few LPs beginning to address gaps and overlaps in local provision.

Constraints

- LPs have often found bringing about service change through collaboration a big challenge. However, in some areas there has been progress towards achieving added value outcomes by improving the coherence of local learning provision and support.
- The national evaluation found that partnerships generally felt that as voluntary organisations they were not properly equipped with the authority to deal with the strategic role they were given.

Find out more

Learning Partnerships website, with links to local LPs and to LP Operational Guidance to March 2005 www.lifelonglearning.co.uk/llp/ The website also links to a toolkit providing practical guidance and examples for LPs designed to be used by Managers/Coordinators and partner organisations and may interest other types of partnership, eg, LSPs, and local/regional stakeholders.
www.lifelonglearning.co.uk/llp/lpog04.pdf
National Evaluation of Learning Partnerships www.dfes.gov.uk/research/data/uploadfiles/RR391.pdf

6.6 Local Compacts

Purpose

Local compacts are written agreements between the public and voluntary sectors (occasionally including the private sector), that set a framework for partnership working, drawing their authority from the commitment of their signatories[10].

Local compacts cover such things as funding for voluntary groups, consultation about policy, involving community groups, volunteering, and transparency, setting out core principles and values shared by the local partners, and their basic standards of conduct. They are not legally binding documents, but provide a clear and dynamic framework for good practice in partnership working for mutual advantage, involving socially excluded groups and resolving disagreements. Compacts guide partners on what they can expect from each other, recognising the complementary roles played by different sectors in the development of policy and services. They may also explicitly cover working with black and minority ethnic (BME) groups, reflecting a national Code of Practice.

The Government set a target for all areas to start on a Local Compact by April 2004 and to be covered by a published one by April 2005. Some district authorities may sign a countywide Compact rather than having both county- and district-level ones. As at 25th April 2005 the majority of local authority areas in England were covered by a published Compact with at least 97% of local authority areas[11] 'Compact-active' (either covered by a published Local Compact or developing one).

Common Purpose with LSPs

- There is an expectation on the part of the government that where compact partners are also involved in the LSP, the LSP will adopt compact standards to guide the conduct of its partnership.
- The trend is towards Compacts linked to the Local Strategic Partnership signing up all local public bodies and for county-wide Compacts with full district level involvement.
- The existence of a Local Compact promoted by the LSP provides evidence to help meet LSP Performance Management requirements (on the 'Inclusive' criterion: *"does the LSP include all key sectors?"*)

Drivers

- Working out compact agreements can help partners to understand each other's priorities and constraints, eg, help voluntary organisations to understand the statutory requirements of public agencies, and the agencies to appreciate the contribution, independence and diversity of the voluntary and community sector.
- The Active Community Unit in the Home Office is responsible for the Government's Compact strategy, and senior officials have been appointed by all departments to champion the Compact. This work directly contributes to the Home Office's PSA 8, 'increase voluntary and community sector activity, including increasing community participation by 5% by 2006'.

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10 Typically signatories include local authorities, Primary Care Trusts, service providers like Learning and Skills Councils, the Police and Fire Services, Job Centre Plus, Colleges, Chambers of Commerce, Councils for Voluntary Service, BME and other thematic networks.

11 In the West Midlands, latest data show that North Shropshire, Bromsgrove, and Oswestry have no known plans to make a start on developing a Local Compact despite the April 2005 publication deadline set by Ministers.

- For local authorities and other public agencies, having a Compact can help to demonstrate commitment to partnership working – evidence for Comprehensive Performance Assessment (CPA) and related inspections.

Constraints

- Compacts will not achieve their goals if, once agreed, they sit on a shelf. Their continuing value is in their implementation, in how the partners bring them to life in pursuing mutually beneficial objectives.
- A key local issue may be how to monitor for compliance with compact standards, and how to deal with cases where there has been a failure to reach compact standards.
- Across the country, many BME groups feel marginalised from the compact process and local decision making.

Other things you need to know

- The Compact initiative has influenced subsequent changes in government strategy, recognising that pressures from increasing involvement in local partnerships and service delivery require increased resources for the voluntary and community sectors. The main changes include ChangeUp[12] (funding for the sector's infrastructure and capacity), Futurebuilders (boosting the sector's public service delivery capacity), Making Partnership Work (how the NHS works with the sector), and Think Smart - think voluntary sector (procuring services from the sector).
- The Government has also recognised that awareness and implementation of Compact principles needs to be improved in Government departments. Each Government department now has a designated Champion, charged with establishing a baseline on awareness and implementation in their department.
- In 2005, the Home Office has consulted on proposals for a strengthened 'Compact Plus'. This 'opt-in' scheme is more streamlined and involves, inter alia, a kitemark or quality assurance scheme for voluntary and community sector organisations and changes to public procurement procedures.
- The Compacts in Warwickshire and Dudley were commended at the national Compact Annual Meeting (April 2005) by the Compact Working Group, Government Ministers and the Local Government Association) for their Implementation and Review processes.

Find Out More

Compact site for England: www.thecompact.org.uk/
Links to Local Compacts: www.thecompact.org.uk/C2B/document_tree/ViewACategory.asp?CategoryID=151
An overview of local Compacts in the region: www.rawm.net
Home Office Active Communities http://communities.homeoffice.gov.uk/activecomms/
Compact research www.homeoffice.gov.uk/rds/pdfs05/rdsolr0205.pdf.
ChangeUp http://communities.homeoffice.gov.uk/activecomms/sup-vcs/changeup/
Think Smart – Think Voluntary Sector www.homeoffice.gov.uk/comrace/active/funding/
Compact Plus: www.homeoffice.gov.uk/comrace/active/temp/bright_future.html

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12 ChangeUp describes the basic architecture of support – skills, knowledge, structures, resources - which frontline voluntary and community organisations need to realise their full potential by 2014.

6.7 Neighbourhood Management Pathfinders

Purpose

Neighbourhood Management Partnerships (NMPs) are 'pathfinder' initiatives supported by the Neighbourhood Renewal Unit (NRU). Each covers one of the poorest communities in England, typically with 10,000-15,000 residents. NMPs are funded to test new ways of delivering joined-up local services and improve how these services respond to the needs of local communities. Their aims are to tackle quality of life ('liveability') issues through better management of the local environment, increasing community safety, improving housing stock, working with young people, and encouraging employment opportunities.

There are 35 NMPs, established in two rounds (in 2002 and 2003), with combined funding of around £82m. Round 1 Pathfinders receive c£200,000 pa for seven years, initially designated to cover management and administration costs, and up to £2.1m for interventions designed to improve their neighbourhoods' public services and quality of life. Round 2 Pathfinders received up to £200,000 start-up funding and about £350,000 pa thereafter over seven years. In 2004, they were given freedom to allocate funds between management/ administration and 'leverage', ie, pump-priming activities with service providers to change their mainstream spending and service delivery.

There are 4 NMPs in the West Midlands: Heart of Burton (Burton on Trent - R1), Knutton Cross Heath, (Newcastle under Lyme - R1), Fordbridge (Solihull - R2) and Oldington & Foley Park (Kidderminster - R2).

Structure

NMP partners include local authorities, police, health services, fire service, housing associations, regeneration companies and community groups. Each NMP has a board including residents and service providers, and a full-time neighbourhood manager who is the single point of contact, responsible for negotiating with providers how services are provided to meet residents' needs, and ensuring difficult issues are addressed. The local authority is usually the accountable body (ie, the legal entity nominated to act on behalf of the NMP, which takes responsibility for the receipt and use of the public monies from the NRU).

Common purpose with LSPs

- LSPs can use the experience and local knowledge of NMPs in tackling problems on the ground in deprived neighbourhoods in order that successful approaches may be developed more extensively and time isn't wasted taking forward actions that are unlikely to work. NMP areas can be used to test out new activities and approaches that might be rolled out more widely.
- LSPs can help NMPs tackle barriers to delivery by challenging providers who are LSP members - and vice versa.
- NMPs can help build capacity within the local community to become more involved in neighbourhood renewal.

Drivers

NMP partners agree a delivery plan, setting out what they intend to achieve, when, and with what resources. This is reviewed in the second quarter of each financial year as part of a self-assessment,

validated by the Government Office and followed by a mid-year review meeting in November. As NM is more about negotiation to achieve mainstreaming than direct delivery, achieving changes in service providers' ways of working are an important driver. This could include reshaping services, improving access to services, or reallocation of resources, etc. The other major driver typically is the need to build confidence amongst local residents, who may have seen little benefit from previous regeneration initiatives and question the ability of public agencies to make significant service improvements.

Constraints

- The national NMP Evaluation in 2003/4 found that Pathfinders were not yet collating and using local data or evidence in their decision-making processes.
- The evaluation also found a general lack of capacity and inclination amongst some service providers to manage change in innovative ways which involve local communities.
- Many of the changes to date secured have been relatively modest, and their sustainability is as yet unproven.
- The evaluation found that greater flexibilities and incentives were probably required to encourage 'more reluctant' service providers to work more closely with NMPs and other providers.

Other things you need to know

- From 1 April 2006, ODPM funding for community empowerment, neighbourhood management and neighbourhood wardens (previously separately funded) is to be merged into a single funding stream. Under this new Neighbourhood Element of the Safer and Stronger Communities Fund (SSCF), further funding will be made available in the West Midlands in 2006-08 for areas in Birmingham, Coventry, Sandwell, Stoke-on-Trent, Walsall, and Wolverhampton. In other areas neighbourhood management is being implemented by local authorities and partners in line with Government policy (see 'Citizen Engagement and Public Services: Why Neighbourhoods Matter').
- The key to neighbourhood management is that the concerns of residents should be more important in determining what services are delivered and what is done in a neighbourhood than assumptions made by agencies and companies which deliver the services.
- The national evaluation found that those NMPs which had identified and agreed clear local priorities early had delivered change more effectively than those seeking to make progress on lots of services simultaneously.
- Overall, the service providers most interested in working with NMPs have been the police, PCTs and environment departments in local authorities.
- The LSP and NMPs need to have good channels of communication so they can exchange ideas and experience about new ways of working, delivering change and addressing local barriers.

Find out more

NRU home page for NMPs www.neighbourhood.gov.uk/page.asp?id=561
NMP Evaluation www.sqw.co.uk/nme/index.htm
NM Network www.renewal.net/NNMN/default.asp
ODPM 'Citizen Engagement and Public Services: Why Neighbourhoods Matter'
www.odpm.gov.uk/stellent/groups/odpm_localgov/documents/page/odpm_locgov_034880.pdf
NRU (2005) "Strengthening links between LSPs, NDCs, and Neighbourhood Management"
www.neighbourhood.gov.uk/document.asp?id=1365

6.8 New Deal for Communities

Purpose

New Deal for Communities (NDC) is a key programme in the National Strategy for Neighbourhood Renewal (NSNR). It resources some of the poorest communities (in neighbourhoods comprising between 1,000-4,000 households) to tackle their problems in an intensive and co-ordinated way with an overall aim to narrow the gap between these neighbourhoods and the rest of England. All NDC partnerships tackle five key themes: poor job prospects, high levels of crime, educational under-achievement, poor health; and problems with housing and the physical environment. The key characteristics of NDCs are:

- long-term commitment to deliver real change
- direct community involvement and ownership, in partnership with key agencies
- joined-up and evidence-based working

There are 39 NDC partnerships in England: 17 pathfinder partnerships announced in 1998, and 22 second round partnerships announced in 1999. Over £2bn has been committed to the programme over a 10-year period. There are five NDCs in the West Midlands: Greets Green, Sandwell (Round 1, £56.2m grant), Kings Norton, Birmingham (R1, £50m), Aston, Birmingham (R2, £54m), Wood End, Henley Green & Manor Farm, Coventry (R2, £54m), Bloxwich East & Leamore, Walsall (R2, £52m) and All Saints & Blakenhall, Wolverhampton (R2, £53.5m).

Structure

NDC Partnerships include key local bodies and organisations, including public agencies, local businesses, voluntary bodies and the communities. Partnership boards representative of these key constituents are charged with setting strategic, long term objectives. A variety of methods have been used to select board members: places have been filled by representatives elected by particular resident or community groups, or by appointment or nomination by an organisation or agency. The number of community representatives on the Board varies, but in many NCD Partnerships resident members now comprise at least 50% of the Board.

An executive staff team employed by, or on behalf of the Board by an Accountable Body, is responsible for developing, delivering and managing the programme, to implement the Board's strategy on a day to day basis, providing professional advice and support to the Board on relevant matters, producing reports and information about programme performance, etc.

Common purpose with LSPs

- The role and remit of NDCs, in common with those of Neighbourhood Management Initiatives, link directly to the work of LSPs.
- LSPs can use the experience and local knowledge of NDC areas in drawing on what works in tackling problems on the ground locally in deprived neighbourhoods in order that successful approaches may be developed more extensively and time isn't wasted taking forward actions that are unlikely to work.
- NDC areas can be used by the LSP to test new activities and approaches that might be rolled out more widely.

- LSPs can help NDCs tackle barriers to delivery by challenging service providers who are LSP members.
- NDCs can help build up the capacity of communities to become more involved in neighbourhood renewal through the LSP.

Drivers

In the first quarter of the financial year each NDC Partnership, with the Government Office, undertakes an assessment of its performance. This is followed in October or November by a review of progress made against its improvement plan made at the annual assessment. In years 3 and 6, partnerships undergo a more thorough review of progress by re-examining their baseline data and targets.

Constraints

- Community representatives on NDC boards may feel caught between responding to the short term demands of those who elected them and the need for longer term strategic vision.
- There may be ambiguity about the role of public agency board members. Some see themselves on the Board as individuals whilst others see themselves as representatives of their organisations. They may struggle balancing their responsibility to their employer agency and their duty as NDC board members.
- Short term urgent matters and pressure on NDC Boards and executives to deliver outputs or spend their grant frequently override longer term, strategic issues.
- National research has highlighted weak linkages between NDCs, LSPs, and sub-regional and regional agencies and partnerships.

Other things you need to know

- In some LSPs, neighbourhood partnerships may be represented at Board level, however others have found that NDC participation in a sub-group or thematic group is more productive. Similarly LSP representation on the NDC may be at Board or sub-group level.
- It is important to ensure that NDC delivery plans align with the LNRS as it is reviewed and updated, especially with regard to 'narrowing the gap', and to ensure that NDC delivery plans are feasible, contributing to LSP floor targets and backed up by sound delivery arrangements.
- The LSP and NDC need to have good channels of communication so they can exchange ideas and experience about new ways of working, delivering change and addressing local barriers.

Find out more

NDC Evaluation http://ndcevaluation.adc.shu.ac.uk/ndcevaluation/Reports.asp
ODPM Home page for NDCs www.neighbourhood.gov.uk/page.asp?id=617
NDC Programme Note 25 'Transformation and Sustainability'
www.neighbourhood.gov.uk/publications.asp?did=218
NRU (2005) "Strengthening links between LSPs, NDCs, and Neighbourhood Management"
www.neighbourhood.gov.uk/document.asp?id=1365

6.9 Regeneration Zones

Purpose

Regeneration Zones (RZs) were established by the regional development agency, Advantage West Midlands, as a 'key delivery mechanism' for delivering the Regional Economic Strategy. Their aims are to raise employment levels, increase business activity and improve the quality of life in the most deprived parts of the region by strengthening links between areas of need and areas of opportunity – especially where opportunities exist to make a sizeable difference. RZs are expected to take a long term approach of 10 to 15 years, supporting by 2010 the creation of 19,000 jobs, 55,000 learning opportunities, and the remediation of 600 hectares of brownfield land.

There are six RZs in the region, each of which crosses local authority boundaries (and therefore LSP boundaries). The RZs are Coventry and Nuneaton; East Birmingham and North Solihull; Black Country South and West Birmingham ('Arc of Opportunity'), Black Country North and South Staffordshire ('Future Foundations'); and North Staffordshire. The population covered is 1.9m.

While their main role is in programme development relating to AWM funding, RZs are expected to influence and align partner spending plans relating to regeneration/ neighbourhood renewal, and bring greater coherence to the use of EU funds.

Structure

Each of the urban Regeneration Zones has a partnership-based board, with representatives of public, private and voluntary/ community sectors and each with a private sector chair. Zone boards are responsible for identifying priorities, developing activities and encouraging involvement of a variety of organisations in pursuit of Zone aims. Each board is supported by a secretariat which develops RZ programmes and projects, working with partner agencies. (In the case of Coventry and Nuneaton RZ, the secretariat is provided by the sub-regional partnership, Coventry, Solihull and Warwickshire Partnership.)

Common purpose with LSPs

RZs have related goals to LSPs, but with a more dedicated economic regeneration emphasis crossing LSP boundaries. RZs include the 10% most deprived wards in the region, and most of the next 10%.

RZs have a status in the West Midlands Regional Spatial Strategy as areas favoured for development. This strategy provides the statutory context for local development frameworks prepared by local authorities in conjunction with LSPs. Together, they are expected to develop 'visions for local urban renaissance', intended to integrate and co-ordinate land use and investment decisions with the development of major services and facilities in the fields of education, health and leisure, community safety, environment and housing.

Drivers

Performance of RZs is assessed by AWM according to delivery of outputs contained in Zone Delivery Plans and expenditure to profile. Outputs and outcomes will be reconsidered in the light of the new RDA Tasking Framework introduced by the Department of Trade and Industry in 2005.

Current high level measures for RZs are reducing numbers of unemployed people and numbers of adults lacking qualifications (neither of which is a Floor Target for LSPs).

Constraints

- Financial constraints on AWM have significantly reduced revenue funding available to RZs. RZs find it much easier to support capital projects, and look to partners to provide staffing and other ongoing delivery costs.

Other things you need to know

- RZs prepare three year Zone Implementation Plans (ZIPs), setting out a planning framework and the projects and initiatives to be delivered in their area.
- Each Zone is expected to develop a programme of 'bridges to success' projects (eg, Wolverhampton Learning Quarter), intended to raise aspirations and create strong links for local people to growth opportunities. Such programmes may cover, eg, training, business start-up support, transport and childcare provision.
- RZs are intended to link with other regeneration initiatives, eg, Housing Market Renewal pathfinders in South Black Country West Birmingham RZ and North Staffordshire RZ. The Sandwell and Walsall Urban Regeneration Companies lie within the respective Zones.

Find out more

Advantage West Midlands www.advantagewm.co.uk
Regional Economic Strategy www.advantagewm.co.uk/wmes
Regional Spatial Strategy www.wmra.gov.uk/regional_planning.htm
West Midlands Regional Assembly Strategic Review of Regeneration Zones
www.wmra.gov.uk/Strategic_Review_Activity_2003-4.htm

7   Jargon Buster

A

- **Academy for Sustainable Communities (ASC)** - national centre working to ensure that there are sufficient skilled and experienced people working effectively together to create and renew communities www.ascskills.org.uk

- **Accountable body -** the legal entity (often a local authority) nominated to act on behalf of partners or an unconstituted partnership, taking responsibility for the receipt and use of the public monies

- **Active Community Unit (ACU)** - a unit in the Home Office which aims to promote the development of the voluntary and community sector and encourage people to become actively involved in their communities, particularly in deprived areas.
  http://communities.homeoffice.gov.uk/activecomms/

- **Additionality** - a way of measuring the benefits of a project which highlights the changes brought about which wouldn't have occurred if the project hadn't taken place. Aims and objectives: the result a project is intended to achieve, eg to create additional jobs for local people.

- **Advantage West Midlands (AWM)** - regional development agency for the West Midlands

- **Affordable Housing -** includes *social housing* where rent levels are set in line with the Government's policies to influence rent levels, and *intermediate housing,* involving a mix of forms of low cost home ownership (eg, shared ownership) or reduced rent arrangements.

- **Arms Length Management Organisation - (ALMO)** is a company set up by a local authority to manage and improve all or part of its housing stock and to separate the day-to-day housing management role from the wider strategic housing role of the LA.

B

- **Baseline** - A measurement of the starting conditions, for example numbers unemployed, before a programme is undertaken. The benefits of a programme can be assessed over time by comparing the baseline with more up-to-date figures.

- **Bending main programmes** - Tackling deprivation by focusing local agency and government department spending more specifically on the most deprived areas - see 'Mainstreaming'.

- **Best Value** - A framework, based on a set of nationally determined indicators to help local authorities measure, manage and improve their performance. www.local-regions.odpm.gov.uk/bestvalue/bvindex.htm

- **Business Improvement Districts** - A part of an urban area where local businesses pay additional rates to create improvements in services such as street cleaning, landscaping or crime reduction.

- **Business Links** - organisations providing government support for small and medium sized businesses

C

- **Capacity building** - Shorthand for a wide range of support, techniques and initiatives which aim build the capacity of individuals or organisations within communities to contribute effectively to regeneration and neighbourhood renewal.
- **ChangeUp** - the Home Office programme to support the modernisation of infrastructure organisations (eg, Councils for Voluntary Service) supporting voluntary organisations and community groups
- **Civil Renewal Unit** - a unit of the Home Office responsible for promoting community engagement across central and local government, to the voluntary and community sector and the public http://communities.homeoffice.gov.uk/civil/
- **Community Chest** - Neighbourhood Renewal Community Chests was administered by voluntary sector 'lead organisations' and offer small grants of up to £5,000 to community groups for projects to help them renew their own neighbourhoods. It is now part of the Single Community Programme.
- **Community cohesion** - Term relating to communities where there is (a) a common vision and a sense of belonging for all communities; (b) the diversity of people's different backgrounds and circumstances is appreciated and positively valued; (c) those from different backgrounds have similar life opportunities; and (d) strong and positive relationships are being developed between people from different backgrounds in the workplace, in schools and within neighbourhoods.
- **Community Empowerment Fund (CEF) -** Fund aimed to support community and voluntary sector participation in LSPs and neighbourhood renewal (now superseded)
- **Community of interest** - Groups of people whose members have common needs or characteristics (such as ethnic origin, disability, gender, sexual orientation or interest) as opposed to communities defined geographically
- **Community of place** - People living (or working) in specific localities who share common needs relating to this location.
- **Community Legal Service Partnerships** - Local networks of providers of legal services, supported by co-ordinated funding and delivering services to local communities based on identified priority need.
- **Community Strategies** - The plans which local authorities are now required to prepare for improving the economic, environmental and social well being of local areas and by which the councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.
- **Council for Voluntary Service (CVS)** - a voluntary organisation set up, owned and run by local groups to support, promote and develop local voluntary and community action.
- **Crime Reduction Partnerships** - Statutory partnerships formed as a consequence of the Crime and Disorder Act 1998 which required the Police and local authorities and others to work together to tackle crime and disorder within a local authority area. www.crimereduction.gov.uk/

D

- **DAT -** Drugs Action Team (also **DAAT -** Drugs and Alcohol Action Team)
- **DCA (DCA)** - Department for Constitutional Affairs (DCA) www.dca.gov.uk/
- **DCMS (DCMS)** - Department for Culture, Media and Sport (DCMS) www.culture.gov.uk/

- **Deadweight** - A way of measuring the benefits of a programme which identifies the things that would have occurred anyway without the intervention of the programme (see additionality)
- **Decent Homes Standard -** the level to which the Government aims to improve the quality of public sector housing
- **DEFRA (DEFRA)** - Department for Environment, Food and Rural Affairs (DEFRA) www.defra.gov.uk/
- **DfES (DfES)** - Department for Education and Skills (DfES) www.dfes.gov.uk/
- **DfT (DfT)** - Department for Transport (DfT) www.dft.gov.uk/
- **DH (DH)** - Department of Health (DH) www.dh.gov.uk/
- **DTI (DTI)** - Department of Trade and Industry (DTI) www.dti.gov.uk/
- **DWP (DWP)** - Department for Work and Pensions (DWP) www.dwp.gov.uk/

E

- **Empowerment -** a process and a state (ie, 'to be empowered'). It can refer to the individual and within the context of community empowerment, a body of people To give power / authority to someone, or to reveal to someone the power they already have.
- **English Partnerships** - The national regeneration agency, helping to support high quality sustainable growth in England. www.englishpartnerships.co.uk/
- **European Objective 2 funding** - Objective 2 targets European Union (EU) structural funds on areas that have suffered through the decline of a major industry. europa.eu.int/comm/regional_policy/objective2/index_en.htm
- **European Objective 3 funding** - Objective 3 targets EU structural funds towards developing lifelong learning, supporting those at risk from exclusion in the workplace, promoting the role of women in the workforce and promoting adaptability and entrepreneurship.
- **European Regional Development Fund (ERDF)** - An EC structural fund which aims to reduce inequalities in socio-economic development between the regions in the Community, by supporting infrastructure projects, job-creation investments, local development and aid for SMEs. europa.eu.int/comm/regional_policy/funds/prord/prord_en.htm
- **European Social Fund (ESF)** - Supports activities that develop employability and skills in key areas of: active labour market policies; equal opportunities; improving training and education and promoting lifelong learning; adaptability and entrepreneurship; and improving the participation of women in the labour market. europa.eu.int/comm/employment_social/esf2000/index-en.htm
- **evidence-based -** the conscientious, explicit and judicious use of current best evidence in making decisions in policy making or practice
- **Excellence in Cities** - A programme to drive up standards in schools in 47 areas of England. www.standards.dfes.gov.uk/excellence

F

- **Floor targets** - Deprivation will be tackled through the bending of main Departmental programmes such as the police and health services, to focus more specifically on the most deprived areas. Departments now have minimum targets to meet, which means that, for the first time, they will be judged on the areas where they are doing worst, and not just on averages. www.neighbourhood.gov.uk/page.asp?id=585

G

- **Government Offices for the West Midlands** - One of nine regional Government Offices, each working with regional partners and local people to help deliver the governments key aims at regional level. www.gowm.gov.uk/

H

- **Housing Corporation** - The Government body that regulates and funds housing associations in England. Housing Management Renewal Areas bring together local authorities and other agencies in areas where the housing market is thought to be failing. www.housingcorp.gov.uk/
- **Housing Market Renewal Pathfinders (HMRPs)** - funded by ODPM to kick-start 10 - 15 year programmes designed to tackle weak housing markets, eg, by replacing obsolete housing with modern accommodation through demolition, refurbishment and new building. There are pathfinders in the West Midlands in Birmingham/ Sandwell and North Staffordshire.

L

- **Learning and Skills Council** - The Government agency now responsible for adult training in England. www.lsc.gov.uk/
- **Leverage** - The additional money that a programme causes others to contribute.
- **Liveability** - defined by ODPM in policy terms as cleaner, safer and greener public spaces and the quality of the built environment
- **Local Agenda 21** - Strategies prepared by local authorities to promote sustainable development (largely superseded by Community Strategies)
- **Local Area Agreements (LAAs)** - agreements between local partnerships and central government intended to build on and rationalise existing funding streams and generate greater efficiencies in delivery of local strategies and services. These cover themes of Children and Young People, Safer and Stronger Communities, and Healthier Communities and Older People.
- **Local Authority Business Growth Initiative (LAGBI)** - provides an incentive for local authorities to promote economic growth by allowing them to retain a proportion of any increase in business rate revenue, above a certain level.
- **Local Enterprise Growth Initiative (LEGI) -** funded available to NRF areas in support of interventions to effect long term economic change through investment and new entrepreneurial activity
- **Local Public Service Agreement (LPSA)** - Agreements between individual local authorities and the Government setting out the authority's commitment to deliver specific improvements in performance, and the Government's commitment to reward these improvements. The agreement also records what the Government will do to help the authority achieve the improved performance. www.local-regions.odpm.gov.uk/lpsa/index.htm (In future, LPSAs will be subsumed within LAAs.)
- **Locality Budgeting** - The process of developing and co-ordinating budgets between all government organisations relevant to community and neighbourhood needs in a particular area.

M

- **Mainstreaming** - Reshaping and realigning mainstream policies and resources - such as the police and health services - to target better the most deprived areas. The concept also includes improved joining up of agency activities and spreading good practice. www.neighbourhood.gov.uk/page.asp?id=11
- **Milestones** - Key events with dates, marking stages in the progress of a project or programme.
- **Monitoring** - Regular collection and analysis of input, output and outcome data, along with information concerning the problems being tackled.

N

- **Neighbourhood Management** - Ways of encouraging stakeholders to work with service providers to help improve the quality of services delivered in deprived neighbourhoods. The NRU has supported pathfinder initiatives - see www.neighbourhood.gov.uk/page.asp?id=577
- **Neighbourhood Renewal Fund (NRF)** - Provides public services and communities in the 88 poorest local authority districts with extra funds to tackle deprivation. The original £900 million pot has been extended for a further 3 years and has been increased by a further £975 million. www.neighbourhood.gov.uk/page.asp?id=611
- **Neighbourhood Renewal Unit (NRU)** - part of the ODPM responsible for implementing the National Strategy on Neighbourhood renewal
- **Neighbourhood Wardens** - A Neighbourhood Warden provides a uniformed, semi-official presence in residential areas with the aim of improving quality of life. Wardens can promote community safety, assist with environmental improvements and housing management, and also contribute to community development. They may patrol, provide concierge duties or act as super caretakers and support vulnerable residents. www.neighbourhood.gov.uk/page.asp?id=567
- **New Deal for Communities** - A Government programme to regenerate 39 very deprived areas across England over a ten-year period. www.neighbourhood.gov.uk/page.asp?id=617

O

- **Office of the Deputy Prime Minister (ODPM)** - The Government department responsible for neighbourhood renewal, housing and urban policy. The ODPM includes the Neighbourhood Renewal Unit, the Regional Coordination Unit and the Social Exclusion. www.odpm.gov.uk/
- **Option appraisal** - The process of narrowing down a range of options to identify the particular projects to be undertaken.
- **Outputs and Outcomes** - Outputs measure what was directly produced by a regeneration programme, such as additional training places or more houses. Outcomes measure the longer term changes in an area that were brought about by the regeneration programme.

P

- **Performance management** - Systematic process of monitoring the results of activities; collecting and analysing performance information to track progress toward planning results; using performance information to inform decision-making and resource allocation; and communicating results achieved, or not attained, to advance organisational learning and promote accountability

- **Performance Management Framework (PMF)** - Assessment framework to enable reviews of how well neighbourhood renewal partnerships are succeeding, in relation to achieving targets and outcomes and putting processes into practice which will enable continuous improvement.
- **Primary Care Trusts (PCTs)** - part of the National Health Service, responsible for planning, commissioning and providing local health services
- **Project appraisal** - The assessment of particular projects to make sure that they provide value for money and that they will tackle the problem to be addressed.
- **Public Service Agreements (PSA)** - The policy mechanism to tackle deprivation through the bending of main departmental programmes such as police and health services, to focus more specifically on the poorest areas. Government departments have minimum PSA targets to meet, which means that, for the first time, they will be judged on the areas where they are doing worst, and not just on averages.

R

- **Regeneration** - The holistic process of reversing economic, social and physical decay in areas where it has reached a stage when market forces alone will not suffice
- **RegenWM** - the regional centre of excellence for sustainable community skills www.regenwm.org
- **Regional Action West Midlands (RAWM)** - regional voluntary sector body www.rawm.org.uk
- **Regional Development Agencies (RDAs)** - These are the nine Government agencies set up in 1999 to co-ordinate regional economic development and regeneration, enable the English regions to improve their relative competitiveness and reduce the imbalances that exists within and between regions.
- **Registered Social Landlords (RSLs)** - Landlords of social housing that are registered with the Housing Corporation. Most are housing associations but they also include trusts, co-operatives and companies.
- **Renewal** - Improvement in the situation of the most disadvantaged places and their communities, including the level and quality of the services they receive. Renewal objectives may be wide ranging but will seek to deliver improved work and business opportunities, improved residential attractiveness and improved public services.

S

- **Safer and Stronger Communities Fund (SSCF)** - integrated Home Office and ODPM funding for local partnerships, designed to reduce crime, tackle anti-social behaviour, improve public spaces and ensure that services are more responsive to local needs in deprived neighbourhoods
- **SELD (Supporting Evidence for Local Delivery)** - a pilot service, funded by the NRU, promoting better use of evidence in neighbourhood renewal strategies and delivery www.regenwm.org/seld/
- **Single Pot** - The regeneration funds available for distribution by the Regional Development Agencies.

- **Single Regeneration Budget (SRB)** - The Single Regeneration Budget programme aims to enhance the employment prospects, education and skills of local people and to tackle the needs of communities in the most deprived areas.
- **Small Business Service** - the DTI's executive agency on small business policy
- **SME** - Short for small and medium sized enterprises ie companies employing fewer than 250 employees.
- **SMART** - Criteria for defining objectives - Specific, Measurable, Achievable, Relevant and Time Bound
- **Social capital** - The institutions, the relationships and values that govern interaction between people and contribute to economic and social development
- **Social exclusion** - A shorthand term for what can happen when individuals or areas suffer from a combination of linked problems such as unemployment, poor skills, low incomes, poor housing, high crime environments, bad health and family breakdown. It can also have a wider meaning which encompasses the exclusion of people from the normal exchanges, practices and rights of society.
- **SPAR (Strategic Performance Analysis for Results)** - project supported by GOWM to assist LSPs strengthen their use of data and evidence in strategies and performance management
- **Sport Action Zones** - A series of areas in which sport is used to reduce social exclusion and promote community development and regeneration. www.sportengland.org/
- **Strategic Health Authorities (SHAs) -** part of the National Health Service, responsible for
- **Street Warden Scheme** - Scheme to provide highly visible uniformed patrols in town and village centres, public areas and neighbourhoods. Street Wardens are similar to Neighbourhood Wardens, but their emphasis will be on caring for the physical appearance of the area, tackling environmental problems such as litter, graffiti and dog fouling and helping to deter anti-social behaviour; reduce the fear of crime; and foster social inclusion.
- **Substitution** - This happens where a firm substitutes one activity for a similar activity, eg recruiting a different job applicant, in order to take advantage of public sector assistance.
- **Sure Start** - A government scheme which aims to improve the health and well-being of families and children before and from birth, so children are ready to flourish when they go to school by setting up local Sure Start programmes to improve services for families with children under four and spreading good practice learned from local programmes to everyone involved in providing services for young children. www.surestart.gov.uk/
- **Sustainable Development** - Activity which achieves mutually reinforcing economic, social and environmental benefits without compromising the needs of future generations.
- **Synergy** - Added value arising from the working together of two or more organisations.

T

- **Town Centre Managers** - Manage the public realm of town centres so that they are attractive, safe and accessible to all. They work towards improving the competitiveness and image of towns and cities and organise partnerships between businesses, local authorities and the community.

U

- **Urban Regeneration Companies** - Not-for-profit companies being set up by local authorities, Regional Development Agencies, English Partnerships and other partners to promote development in less prosperous area of English cities by engaging businesses in agreed physical and economic regeneration strategies www.urcs-online.co.uk West Midlands URCs : Sandwell, Walsall

V

- **Value for Money (VFM)** - Relationship between the resources consumed and the outcomes achieved. In procurement terms it is the optimum combination of whole-life cost and quality (or fitness for purpose to meet user requirements).
- **VCO** - voluntary and community organisation
- **VCS** - voluntary and community sector

W

- **West Midlands Regional Assembly (WMRA)** - lobbying body dedicated to improving the region's social and economic interests, and work to ensure that all our regional strategies are consistent in achieving common objectives www.wmra.gov.uk
- **West Midlands Local Government Association (WMLGA)** - lobbying and networking body also offering consultancy, information dissemination and training services www.wmlga.gov.uk