

# The Regeneration Maze Revisited

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# **The Regeneration Maze Revisited**

Teresa Edmans

Grisel Tarifa

*King's* Fund

Published by  
King's Fund Publishing  
11-13 Cavendish Square  
London W1G 0AN

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First published 2001

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ISBN 1 85717 457 7

A CIP catalogue record for this book is available from the British Library

Available from:  
King's Fund Bookshop  
11-13 Cavendish Square  
LONDON  
W1G 0AN

Tel: 020 7307 2591  
Fax: 020 7307 2801

Printed and bound in Great Britain



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## HOW TO USE THE REVIEW

This publication has been produced as a reference guide. As such, it is not meant to be read from cover to cover; rather, we expect the reader to dip into it as and when needed. A good place to start to discover what area-based regeneration initiatives exist in your area is the 'Borough by borough summary of area-based initiatives' that follows the Introduction. The rest of the publication gives an overview as follows:

- Section One – key agencies responsible for regeneration-related policy across London
- Section Two – summaries of area-based regeneration initiatives
- Section Three – summaries of non-area-based initiatives of relevance to regeneration

For each of the initiatives described in sections two and three, information given includes:

- the objective(s) of the initiative
- its key features
- a timescale for implementation
- London examples
- key contacts

Key contacts are meant to be used to gain an update on the initiative and where it is operating in London, rather than detailed operational queries. Given a rapidly changing environment readers should confirm details directly with the appropriate agency. Addresses of relevant web sites are given, where available, which are usually updated on a regular basis and should be used as another primary source of information.

Due to the rapidly changing nature of regeneration policy and programmes, responsibility cannot be taken for any errors or omissions in the text. The text was updated during August 2001 and researched by Kamila Zahno and Kate Jarman of Zahno Rao Associates (kamila.zahno@which.net).

### **Where To Get Further Copies**

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11-13 Cavendish Square  
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W1G 0AN

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## INTRODUCTION

Over the last year there have been enormous changes in the regeneration policy environment with the establishment of agencies such as the Greater London Authority and Assembly, the London Development Agency and the London Health Commission. The roles of these key agencies are detailed in Section One.

At the national level the National Strategy for Neighbourhood Renewal has been published and is being implemented by the newly established Neighbourhood Renewal Unit, based at the Department for Transport, Local Government and the Regions. Along with a focus at the neighbourhood level, the Government is also keen for better co-ordination of national programmes implemented at the local level, and local area-based initiatives. Local Strategic Partnerships operating at the local level are tasked with drawing together existing partnerships and producing a strategic framework that lays out how the different initiatives and partnerships will dovetail together. These partnerships will also be responsible for developing community strategies that will develop a community vision for the future well-being of an area.

The Government is also committed to better collection and use of information at a local level – *Neighbourhood Statistics*, and being able to measure progress towards equality between deprived areas and those that are better off. The first stage towards achieving this was a new Index of Multiple Deprivation (IMD), developed in 2000. This used up-to-date information from 33 indicators to describe deprivation at ward level. This includes information from previously untapped data sources, such as Department of Social Security benefits data and University and College Admissions Service data. Most of the indicators can be updated regularly and so form the basis for a dynamic index. The six domains, or topic areas, cover income; employment; health deprivation and disability; education, skills and training; housing; and geographical access to services. Each of the domains consists of a number of indicators, for example the access to services domain covers access to a post office, food shops, a GP and a primary school. A useful summary report explaining the background, methodology and interpretation of the indices is available at [www.regeneration.dtlr.gov.uk/research/id2000/index.htm](http://www.regeneration.dtlr.gov.uk/research/id2000/index.htm). Alternatively, contact [darren\\_bultitud@dtlr.gov.uk](mailto:darren_bultitud@dtlr.gov.uk) or fax the Housing Support Unit on 020 7944 4527. The second stage will be the availability of information at a neighbourhood level.

Section Two gives a summary and up-to-date contact details for area-based initiatives across London. As well as the on-going area-based initiatives summarised in the last edition of *The Regeneration Maze*, this edition includes Sport Action Zones, Neighbourhood Management Pathfinders and the Neighbourhood Warden Programme, all of which have been announced this year.

Section Three summarises 16 other initiatives that operate on a national basis but which have implications at the local level, for example New Deal Welfare to Work Partnerships, Local Learning and Skills Councils and so on.

## BOROUGH BY BOROUGH SUMMARY OF AREA-BASED INITIATIVES

Borough	NDC	EAZ	EZ	ATJ	HAZ	SAZ	Obj 2	URBAN II	N'hood Mgmt P'finder	N'hood Warden	Sure Start	Sure Start +
Barking & Dagenham							•				•••	
Barnet										•		
Bexley							•				•	
Brent	•		•	•	•		•				•••	
Bromley												
Camden		•			•				•		••••	
City of London					•							
Croydon		•									•	
Ealing							•				••	
Enfield							•				•	
Greenwich		•		•			•		•		••••	
Hackney	•	•		•	•		•			•	••••••	•
Hammersmith & Fulham	•	•					•				••	
Haringey	•		•	•			•				•••••	
Harrow												
Havering							•			•	•	
Hillingdon										•		
Hounslow										•	•	
Islington	•	•			•					•	•••••	

Borough	NDC	EAZ	EZ	ATJ	HAZ	SAZ	Obj 2	URBAN II	N'hood Mgmt P'finder	N'hood Warden	Sure Start	Sure Start +
Kensington & Chelsea											••	
Kingston												
Lambeth	•	•		•	•	•		•			•••••	•
Lewisham	•	••		•	•					•	••••	•
Merton										•	•	•
Newham	•	••	•	•	•		•				•••••••	•
Redbridge											•	
Richmond												
Southwark	•	•	•	•	•	•				•	•••••	
Sutton										•		
Tower Hamlets	•	•	•	•	•		•			•	•••••	•
Wandsworth		•									•	
Waltham Forest		•		•			•				•••	
Westminster		•									••	

This chart is a quick guide to area-based initiatives in each borough. The number of dots relates to the number of those particular initiatives in the borough. For more details and contacts, refer to the text.

#### Key

NDC – New Deal for Communities

EAZ – Education Action Zones

EZ – Employment Zones

ATJ – Action Team for Jobs

HAZ – Health Action Zones

SAZ – Sport Action Zones

## SECTION ONE: KEY AGENCIES

### THE NEIGHBOURHOOD RENEWAL UNIT

The document *A New Commitment to Neighbourhood Renewal: National Strategy Action Plan* was launched in January 2001, following consultation on the National Strategy for Neighbourhood Renewal Framework. The Framework itself was the culmination of extensive research on the issues by the Social Exclusion Unit. The Action Plan set out, amongst other things, the Government's plans for a Neighbourhood Renewal Unit (NRU) to provide leadership and oversight of the National Strategy. Its main responsibilities are to:

- oversee and support the central government contribution of the National Strategy
- oversee the development of Local Neighbourhood Renewal Strategies by Local Strategic Partnerships
- run the key central funding streams for the National Strategy, including the New Deal for Communities, the Neighbourhood Renewal Fund as well as Neighbourhood Management, the Community Empowerment Fund, Neighbourhood Wardens and Community Chests
- lead and mobilise key sectors
- drive the skills and knowledge strand of the National Strategy
- monitor the success of the Strategy and commission an independent evaluation of its implementation and impact
- advise Ministers on developing the National Strategy.

#### Contact

*The Action Plan can be obtained by contacting:*

Tel 020 7944 8383

e-mail [neighbourhoodrenewal@dtlr.gsi.gov.uk](mailto:neighbourhoodrenewal@dtlr.gsi.gov.uk)

[www.cabinet-office.gov.uk/seu/index/national\\_strategy.htm](http://www.cabinet-office.gov.uk/seu/index/national_strategy.htm)

*The Neighbourhood Renewal Unit is based at the DTLR and headed up by:*

Joe Montgomery

Tel 020 7944 8311

e-mail [joe.montgomery@dtlr.gsi.gov.uk](mailto:joe.montgomery@dtlr.gsi.gov.uk)

[www.regeneration.dtlr.gov.uk/neighbourhood/](http://www.regeneration.dtlr.gov.uk/neighbourhood/)

## THE ACTIVE COMMUNITY UNIT

The Active Community Unit (ACU) is located in the Home Office. Its objectives are to create a step change in voluntary and community involvement by creating increased opportunities, making it easier for people to get involved, and raising the awareness of the importance and potential of voluntary and community involvement. It also supports the development of active communities and community organisations by strengthening partnership with the Government. It has the following responsibilities:

- Corporate services: providing central services.
- Raising awareness: media publicity; award schemes; Active Community Demonstration Projects; Timebank; Community Channel; CSV media.
- The Phillip Lawrence Awards: the National Youth Agency runs this award scheme funded by the ACU. These awards recognise outstanding achievements in active citizenship by young people aged 11 to 20, in particular for achievements in combating lawlessness and violence, and in promoting community safety and racial harmony.
- Community development: implementation of the Social Exclusion Unit's Policy Action Team on Community Self Help; resourcing and support for community groups; learning and development strategy for neighbourhood renewal; infrastructure support for community development; code of practice on community groups.
- Opportunities to volunteer: mentoring; twinning generalist and minority ethnic organisations; promoting diversity; National Opportunities Database.
- Experience Corps: project to increase volunteering amongst the over-50s.
- Employee volunteering: public sector volunteering; Home Office and cross-departmental volunteering strategies.
- Developing the capacity of the voluntary and community sector: local compacts; voluntary and community sector infrastructure; quality standards.
- Strategic relations: strategic relations with the voluntary and community sector; the Compact Codes of Practice on consultation and policy appraisal; black and minority ethnic organisations; monitoring and research.
- Grants and policy on government funding: overall responsibility for ACU grants programme; single application form; Better Regulation Taskforce report on funding.
- Income for and regulation of the voluntary and community sector: income for the sector; charity law; regulation of house-to-house and street collections; tax relief; Charity Tax Review; policy issues on funding of the sector.



## **Contact**

*More information can be obtained from:*

The Active Community Unit

Home Office

Horseferry House

Dean Ryle Street

London SW1P 2AW

Tel 020 7217 8400

e-mail [public\\_enquiry.acu@homeoffice.gsi.gov.uk](mailto:public_enquiry.acu@homeoffice.gsi.gov.uk)

[www.homeoffice.gov.uk.cpg/acu](http://www.homeoffice.gov.uk.cpg/acu)

## THE GREATER LONDON AUTHORITY

The Greater London Authority (GLA), which was set up in April 2000, is made up of a directly elected Mayor, Ken Livingstone, and a separately elected Assembly. The Mayor prepares plans on issues from transport to the environment, and from culture to land use; directs the GLA; and sets budgets for the GLA, Transport for London, the London Development Agency, the Metropolitan Police and London's Fire Services. The Assembly scrutinises the Mayor's activities, questioning the Mayor about his decisions. There is a clear separation of powers within the Authority between the Mayor – who has an executive role, making decisions on behalf of the GLA – and the Assembly – which has a scrutiny role and is responsible for appointing GLA staff. The GLA also absorbed three existing bodies: the London Planning Advisory Committee (LPAC), the London Research Centre (LRC) and the London Ecology Unit (LEU).

The GLA has already published a number of important policy documents and strategies, including ones on crime and community safety, domestic violence, economic development, environment and sustainability, ethnic diversity, housing capacity, rough sleepers, and transport.

### Contact

*There is a visitor centre open from 9.30 a.m.–5.00 p.m., Monday to Friday, at:*

Romney House  
43 Marsham Street  
London SW1P 3PY

*Other contact details are:*

Tel 020 7983 4000  
e-mail [mayor@london.gov.uk](mailto:mayor@london.gov.uk)  
[www.london.gov.uk](http://www.london.gov.uk)

## THE GOVERNMENT OFFICE FOR LONDON

The Government Office for London (GOL) manages programmes on behalf of national governmental departments and informs the development of departments' policies from a regional perspective. It supports and facilitates effective linkages between partners and programmes. Its mission is to work with partners and local people to maximise competitiveness and prosperity across London and to support integrated policies for an inclusive society.

Main services include:

- neighbourhood renewal
- local and regional government
- European Structural Funds
- help for businesses
- education and skills
- planning
- sustainable development
- crime reduction
- health.

Specific teams act as a point of liaison between central government departments and initiatives on the ground in London.

### Contact

*The Government Office for London is located at:*

Riverwalk House

157–161 Millbank

London SW1P 4RR

Tel 020 7217 3222

[www.go-london.gov.uk](http://www.go-london.gov.uk)

*For a directory of services:*

[www.go-london.gov.uk/directoryservices/dirindex.htm](http://www.go-london.gov.uk/directoryservices/dirindex.htm)

## THE LONDON DEVELOPMENT AGENCY

The London Development Agency (LDA) was established in July 2000 and is responsible for formulating and delivering the Mayor's economic development and regeneration strategy for London. It is part of the network of eight other regional development agencies in England. The LDA's statutory purposes are to:

- further the economic development and regeneration of London
- promote business efficiency, investment and competitiveness in London
- promote employment in London
- enhance and develop the skills of local people
- contribute to sustainable development.

The LDA launched its Economic Development Strategy for London on 17 July 2001. The agency is already managing various funding programmes related to its purposes (for example the Single Regeneration Budget), and carrying out regeneration projects where it owns land, for example in the Royal Docks and the Woolwich Arsenal site.

The Chair of the LDA is George Barlow and there are 14 other members, all appointed by the Mayor. The Chief Executive is Michael Ward.

### Contact

*The LDA is located at:*

Romney House  
Marsham Street  
London SW1P 3PY  
Tel 020 7983 4829

*and at:*

Devon House  
58-60 St Katherine's Way  
London E1W 1JX  
Tel 020 7680 2000  
e-mail [info@lda.gov.uk](mailto:info@lda.gov.uk)  
[www.lda.gov.uk](http://www.lda.gov.uk)

## THE LONDON HEALTH COMMISSION

The London Health Commission was set up by Mayor Ken Livingstone in October 2000. Founded on a strong ethos of partnership, the Commission is an independent body sponsored by six pan-London agencies: the Greater London Authority, the NHS London, the King's Fund, the Government Office for London, the Association of London Government and the Social Services Inspectorate. It has a membership of more than 40 individuals representing a wide range of interests across London. It has a dual role: contributing to London-wide policies and strategies to ensure that they benefit the health and well-being of Londoners; and developing and implementing the London Health Strategy. The development of the nine strategies prioritised by the Mayor is providing an immediate focus for the Commission in the first of its roles, using Health Impact Assessment to identify both positive and negative effects on people's health of particular policies and projects. The second role, developing the London Health Strategy, is being carried out within four priority groups, which are Health and Regeneration, Inequalities, Black and Minority Ethnic Health and Transport. These are underpinned by a further three priority areas, which are Health Impact Assessment, Community Development and the London Health Observatory. A rolling programme of updates will ensure that the full Commission is kept abreast of progress in each area and that it will receive an overall update on the implementation of the Strategy every six months.

### Contact

*The Commission is chaired by Ansel Wong, appointed by the Mayor.*

It is co-ordinated by Liza Cragg

Tel 020 7983 4120

e-mail [liza.cragg@london.gov.uk](mailto:liza.cragg@london.gov.uk)

[www.londonhealth.gov.uk](http://www.londonhealth.gov.uk)

## THE KING'S FUND

The King's Fund is an independent health care charity. Its main focus is working to improve the health of Londoners by making change happen in health and social care. It acts as an independent voice in health. Its key goals are:

- to reduce inequalities in health
- to promote cultural diversity
- to encourage joint working between professionals and organisations responsible for health and social care
- to involve the public in making decisions about health.

In particular it gives a voice to groups of people who experience social exclusion, such as older people, minority ethnic groups, people with mental health problems, carers and refugees.

The King's Fund works across a broad spectrum of health issues to achieve its key goals, working at all levels to influence policy and practice in health and social care. As well as a wide-ranging programme of research, analysis and public debate on health and social care issues, the King's Fund also gives over £2 million annually in grants to initiatives that take new approaches to improving health and health care in London.

In late 2000, the King's Fund established a new Health and Regeneration Programme, funded by a Millennium Grant. The Programme, managed by Teresa Edmans, has four broad themes of work. These are:

- supporting the local economy through employment and the purchasing of goods and services in the NHS and local authorities
- reducing inequalities in health through regeneration
- informing and influencing on health and regeneration issues
- training, education and support.

## **Contact**

Teresa Edmans, Programme Manager, Health and Regeneration

Tel 020 7307 2612

e-mail [t.edmans@kingsfund.org.uk](mailto:t.edmans@kingsfund.org.uk)

Sue Lloyd-Evelyn, Programme Administrator

Tel 020 7307 2675

e-mail [s.lloyd-evelyn@kingsfund.org.uk](mailto:s.lloyd-evelyn@kingsfund.org.uk)

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11–13 Cavendish Square

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Tel 020 7307 2400

[www.kingsfund.org.uk](http://www.kingsfund.org.uk)

## THE LONDON HEALTH OBSERVATORY

The London Health Observatory (LHO) forms one of eight regional health observatories established by the Minister for Public Health as part of the implementation of the White Paper *Saving Lives: Our Healthier Nation*. It brings together the information and know-how needed to analyse and research health in London. It will also make sure that the findings of this work are made widely available and are used to improve health in the capital. The aims of the LHO are four-fold:

- to provide, where possible, quick answers to questions on information and data available about health in London
- to work in partnership with the London Health Commission and others to monitor and interpret information on health and health inequalities in London in support of the London Health Strategy
- to support and develop the ability of London's academics and practitioners to use Health Impact Assessment as a tool for embedding health into local and pan-London policy and practice
- to act as the lead observatory for co-ordinating national input on health inequalities, regeneration and social exclusion.

The LHO has a small co-ordinating unit that is being established at the King's Fund. To maximise the effectiveness of the outputs, a key task for the LHO will be to create a live, but virtual network of partnerships across London, each of which contributes distinctively to the health information needed and used across London.

### Contact

Bobbie Jacobson, London Health Observatory, King's Fund

Tel 020 7307 2833

e-mail [bobbie.jacobson@lho.org.uk](mailto:bobbie.jacobson@lho.org.uk)

[www.lho.org.uk](http://www.lho.org.uk)



## THE LONDON REGENERATION NETWORK

The London Regeneration Network (LRN) was launched in 1996 with the purpose of forming a regional network of urban regeneration-focused grassroots organisations as it was felt that these organisations, although having a major role to play in regeneration, were being overlooked by funders, policy-makers and other key players.

Since then, LRN has grown to a membership of 470 organisations, most of which are grassroots based, present in each London borough. Approximately one-third of the membership are black-led groups, and membership organisations work in all aspects of regeneration.

LRN provides a number of services, predominantly to its membership, with the aim of increasing their knowledge, confidence and expertise to play a full role in London's regeneration game.

This is done by providing:

- a focal point for voluntary- and community-led regeneration
- a means to further influence national and regional regeneration policy
- networking opportunities for its members and between the membership, other grassroots organisations and other sectors
- a structure to share good and bad practice
- regular, easy-to-understand information on issues affecting London regeneration
- capacity-building initiatives to its members.

### Contact

Michelle Curtis

020 7700 8119

e-mail [lm@lvsc.org.uk](mailto:lm@lvsc.org.uk)

[www.lvsc.org.uk/lrn](http://www.lvsc.org.uk/lrn)

## **SECTION TWO: AREA-BASED INITIATIVES**

### **1. SINGLE REGENERATION BUDGET**

#### **Objective**

The aim of the Single Regeneration Budget (SRB) programme is to enhance the quality of life of local people in areas of need. It was created in 1995 and provided funding through a competitive bidding process each year. There have been six rounds.

#### **Key Features**

Central to SRB is regeneration through partnership. There is also an acknowledgement that the benefit of involving local people in the regeneration of their neighbourhood will guarantee a match between actual needs and the projects funded.

Although there will be no future bidding under the SRB programme, partnerships funded for the six previous rounds will be continuing their programmes as most of them were funded for five to seven years. Substantial funding is therefore still attached to the programme, although the majority is committed to on-going projects. In London, the SRB programme is managed by the London Development Agency.

The Government has strengthened the role of the regional development agencies and given the agencies more flexibility in how to spend their funding. Funding for previously separate programmes, such as the Single Regeneration Budget, the Land and Property Budget and Inward Investment will be merged into a single funding pot from April 2002. This will allow the RDAs greater flexibility in deciding how best to allocate their resources to meet regional priorities and become better engaged in local regeneration partnerships.

#### **London Examples**

There are now many separate SRB partnerships operating in London, in most boroughs. A list of successful bids for Rounds 5 and 6 are contained in Appendix 3.

## **Contact**

*For the London Development Partnership's SRB hotline:*

Tel 020 7983 4906

*Use the LDA web site to obtain a summary of a particular scheme in a particular area:*

[www.lda.gov.uk/regeneration.asp](http://www.lda.gov.uk/regeneration.asp)

*The LDA has officers specialising in the following areas for all previous rounds:*

Katherine Woods, South Central

Linda Highton, Thames Gateway

Carmel Searle, North West

## 2. NEW DEAL FOR COMMUNITIES

### Objective

New Deal for Communities aims to bridge the gap between the poorest members of society and the rest of society by focusing resources on small, deprived areas.

### Key Features

The programme will address four key themes:

- tackling worklessness
- improving health
- tackling crime
- raising educational achievement.

Partnership areas may also address the following issues:

- better physical environment
- better neighbourhood management
- better local services
- better facilities for access to arts, sports and leisure
- building the capacity of the local community
- tackling racial disadvantage
- encouraging enterprise.

Other requirements are:

- Partnerships should demonstrate a true 'bottom-up' approach and be neighbourhood based.
- Programmes will be delivered through partnerships of local people, the community, local authorities, other public agencies, voluntary organisations and businesses.
- Partnerships are expected to look for opportunities to lever in private investment and European funding.
- The programme should relate to other initiatives in the area – Single Regeneration Budget, Employment Zones, Health Zones, etc.
- The partnership should be able to demonstrate that the momentum of the partnership will continue beyond the life of the programme.

## **Timescale**

Both Pathfinder and Round 2 areas are funded for ten years. Funding ranges from £20–50 million for up to ten years, from a total of £800 million.

## **London Examples**

There are four Pathfinder areas in London:

- Shoreditch (Hackney)
- West Ham and Plaistow (Newham)
- Aylesbury Estate (Southwark)
- Ocean Estate (Tower Hamlets).

Twenty-two further Round 2 Partnerships have been given approval to move initial plans into the delivery stage, including six London Partnerships:

- South Kilburn (Brent)
- North Fulham (Hammersmith and Fulham)
- Seven Sisters (Haringey)
- Finsbury (Islington)
- Clapham Park (Lambeth)
- New Cross Gate (Lewisham).

## Contact

### *For policy information:*

DLTR New Deal for Communities Team

Tel 020 7944 3778

[www.regeneration.dtlr.gov.uk/ndc](http://www.regeneration.dtlr.gov.uk/ndc)

### *For more detailed information on the overall programme in London:*

Liz Walton, Government Office for London

Tel 020 7217 3086

[www.go-london.gov.uk/nrandregeneration/new\\_deal\\_for\\_communities\\_in\\_gol.htm](http://www.go-london.gov.uk/nrandregeneration/new_deal_for_communities_in_gol.htm)

### *Pathfinder Partnerships:*

Patricia Ajayi, Aylesbury (Southwark)

Tel 020 7525 1292

Tracey Boscott, West Ham and Plaistow (Newham)

Tel 020 8586 9493

Helen Fisher, Ocean Estate (Tower Hamlets)

Tel 020 7791 9880

Michael Pyner, Shoreditch (Hackney)

Tel 020 7613 2027

### *Round 2 Partnerships:*

Phil Newby, South Kilburn (Brent)

Tel 020 8937 1032

Ian Lindsay, North Fulham (Hammersmith and Fulham)

Tel 020 8576 5059

Andrea Boothman, Seven Sisters (Haringey)

Tel 020 8489 2979

Stephen Mason, Finsbury (Islington)

Tel 020 7527 3123

Mike Hayes, Clapham Park (Lambeth)

Tel 020 7926 3388

Andy Clarke, New Cross Gate (Lewisham)

Tel 020 8684 3373

### 3. EDUCATION ACTION ZONES

#### **Objective**

Education Action Zones (EAZs) allow local partnerships to develop new and imaginative approaches to raising standards in education in disadvantaged urban and rural areas.

#### **Key Features**

Each EAZ includes two or three secondary schools in a geographical area together with local primary feeder schools working in partnership with local education authorities, parents, business and community groups. Zones are typically made up of 15–25 schools in total.

EAZs set their own priorities and targets under four main themes:

- improving the quality of teaching and learning
- social inclusion
- family and pupil support
- working with business and other organisations.

EAZs are run by Action Forums, which are independent of the local authority and managed by a project director. Zones do not have to involve the local education authority.

Criteria for EAZs are based upon poverty and deprivation indices such as the Indices of Deprivation and the number of free school meals. Educational under-achievement is also taken into account. Innovation is encouraged and EAZs have certain legislative freedoms: for example, schools can set levels of pay and conditions for teachers and can have flexibility with the national curriculum.

EAZs receive up to £750,000 funding per year from the Department for Education and Skills and are required to raise £250,000 from the private sector annually.

There are currently 73 EAZs in England and Wales, and it is hoped that by September 2001 some 10 per cent of schools in England will be in an EAZ after the introduction of 'small' EAZs. Small EAZs consist of up to eight schools including one secondary, within Excellence for Cities areas only, and can receive up to £350,000 per year from the DfES.

## **Timescale**

Round 1 – 25 EAZs commenced 1998–9

Round 2 – 48 EAZs commenced 1999–2000

Small Zones – 82 commencing 2001

Zones initially run for three years with the possibility of extension for a further two years.

## **London Examples**

### ***Education Action Zones***

- Croydon – New Addington
- Hackney
- Lewisham – Downham and Bellingham
- Lambeth
- Newham
- Southwark – North Southwark
- Westminster.

### ***Small Education Action Zones***

- Camden – Lincos
- Greenwich – Plumstead, Woolwich
- Hammersmith and Fulham – Fulham
- Islington – King's Cross
- Lewisham – Creating Success
- Newham – North East Newham
- Tower Hamlets – Globetown
- Waltham Forest – Excellence Plus, REAP
- Wandsworth – Battersea.



## **Contact**

*For overall policy:*

Matthew Harris, DfES EAZ Team

Tel 020 7925 5782

e-mail [matthew.harris@dfes.gsi.gov.uk](mailto:matthew.harris@dfes.gsi.gov.uk)

*For more information and a full list of contacts for the above Zones, visit:*

[www.standards.dfes.gov.uk/eaz](http://www.standards.dfes.gov.uk/eaz)

## 4. EMPLOYMENT ZONES

### Objective

Employment Zones (EZs) aim to provide new and innovative solutions for areas experiencing high levels of long-term unemployment. Long-term unemployed people in the EZ area are targeted to improve employability with a view to gaining sustainable employment.

### Key Features

EZs have been set up to help those aged 25 or over who have been unemployed for a year or more to secure and retain work. Funded by existing training funds and benefits, unemployed people are given a choice about what they want to do to find work. Participation is compulsory and allowances are paid equivalent to benefits plus £15. Beneficiaries are assigned a personal adviser and will complete a Personal Action Plan.

A key feature of Employment Zones is the operation of Personal Job Accounts. These accounts consist of benefit money, as well as training and job search funds in a combined budget. This creates a flexible programme that can be drawn upon by participants and their advisers more effectively and innovatively to help them get and keep work. Participants and personal advisers work together to establish a Personal Job Account and plan how best these funds can be used to help the participant back into sustainable work.

Employment Zones are led by a partnership involving the Employment Service and delivered by the private sector, which will only make a profit if they can improve on existing performance. Outcomes, such as putting people on training courses, will not be directly rewarded and there is a built-in incentive in the funding system to get people into sustained employment.

### Timescale

Following a pilot phase, 15 EZs were established in April 2000 and will run until March 2003.

### London Examples

There are five Zones in London: Brent, Southwark, Tower Hamlets, Haringey and Newham.

## **Contact**

### *For overall policy:*

Department for Work and Pensions, Employment Zone Team

Tel 0114 259 4194

[www.dfee.gov.uk/employmentzones](http://www.dfee.gov.uk/employmentzones)

### *For specific Zones:*

Brent, Working Links

Tel 020 8963 2614

Haringey, Reed in Partnership

Tel 020 8885 5596

Newham, Reed in Partnership

Tel 020 8555 2556

Southwark, Working Links

Tel 020 7277 0918

Tower Hamlets, Working Links

Tel 020 7791 2736

## 5. ACTION TEAMS FOR JOBS

### Objective

Action Teams for Jobs (ATJs) aim to tackle long-term unemployment and promote equality of opportunity in the most disadvantaged areas, particularly targeting areas of high unemployment with large numbers of residents from black and minority ethnic communities.

### Key Features

ATJs are based in all of the 15 Employment Zones, where they are run by Employment Zone providers, with a further 23 areas that are not in Employment Zones and are run by the Employment Service. All areas have been chosen due to their low employment rate, high claimant count, mobility factors and large proportion of black and minority ethnic residents.

The emphasis is on flexible, innovative, cross-sectoral work to tackle specific local problems and obstacles to job matching. They aim to help employers with hard-to-fill vacancies and link vacancies to people who are not working but who are able or want to work. They are responsive to the local situation and they devise local solutions. As the programme is voluntary they need to seek ways to gain genuine engagement of clients, particularly those furthest from the labour market. The private and voluntary sectors have a key role to play and are part of the Action Team.

ATJs are measured by three criteria:

- a rise in the proportion of working age people in work
- a clear and measurable improvement in the labour market prospects of the groups identified as disadvantaged by the Team
- an increase in the number of people found sustainable employment through the direct work of the Team.

Action Teams have received £1.5 million each (£500,000 in the Employment Zones) for the period 2000–01. The programme is flexible, aimed at helping jobless people to claim a range of different benefits, regardless of whether they are covered by the New Deal or any other programme. Extra money will also be available to benefit locations or people with specific problems in the Action Team areas, for instance estates with many workless households.

## Timescale

All ATJs commenced work in October 2000 and are funded to run until September 2001.

## London Examples

The five Employment Zones in London listed previously all have ATJs. Five further areas have ATJs led by the Employment Service: Greenwich, Hackney, Lambeth, Lewisham and Waltham Forest.

### Contact

#### *For a policy update:*

Sujit Ray, London and South East Region Employment Service

Tel 020 7211 4812

e-mail [sujit.ray@employment.gov.uk](mailto:sujit.ray@employment.gov.uk)

[www.dfee.gov.uk/actionteams](http://www.dfee.gov.uk/actionteams)

#### *Employment Service-led ATJs:*

Ann Connell, Greenwich ATJ

Tel 01322 484673

Paul Goldsmith, Hackney ATJ

Tel 020 7613 5397

Fiona Mairs, Lambeth ATJ

Tel 020 7301 8507

Claire Groom, Lewisham ATJ

Tel 020 8918 5056

Diane Constable, Waltham Forest ATJ

Tel 020 8539 5533

#### *Employment Zone-led Action Teams:*

Liz Ponder, Reed in Partnership

Tel 020 8885 5596

Andy Milton, Working Links

Tel 020 8212 8278

## 6. HEALTH ACTION ZONES

### Objectives

Health Action Zones (HAZs) are partnerships between the NHS, local authorities, community groups, the voluntary sector and business. The objective is to develop and implement a health strategy to improve public health and the quality of treatment and care. They are particularly targeted at areas with particularly high levels of ill health and therefore aim to reduce inequalities in standards of health.

HAZs have three strategic objectives:

- to identify and address public health needs in the local area
- to increase the effectiveness, efficiency and responsiveness of services
- to develop partnership for improving health and services, adding value through creating synergy between the work of different agencies.

### Key Features

Examples of problems addressed by HAZs are basic health needs, but HAZs can cover wider contributors to poor health such as domestic violence, drug misuse and homelessness.

### London Examples

There were two HAZs in London in the first wave:

- City and East London
- Lambeth, Southwark and Lewisham.

There were two in the second wave:

- Camden and Islington
- Brent.

Ministers have announced that there will be no third round.

## **Contact**

*For general information, contact:*

[www.haznet.org.uk](http://www.haznet.org.uk)

Michael Swaffield, NHS Executive

Tel 0113 2545002

*The London Zones are:*

Devina Baptiste, Brent HAZ

Tel 020 8966 1060

Deb James, Camden and Islington HAZ

Tel 020 7853 5542

Simon Dear, East London and the City HAZ

Tel 020 7655 6600

Dr Kathryn MacDermott, Lambeth, Southwark and Lewisham HAZ

Tel 020 7716 7000 x7661

## 7. SPORT ACTION ZONES

### Objective

Sports Action Zones are a new initiative from Sport England in direct response to the need to address sporting deprivation in some of the most socially and economically deprived areas of the country.

### Key Features

Sports Action Zones will help bring the benefits of sport to deprived communities via networks of schools, sports clubs, and other voluntary and community groups all working together. The Zones will be testing new ways of working and new partnerships that will benefit all of English sport in the future. The Zones are funded through the Sport England Lottery Fund, which is helping to provide the resources to make partnerships with local agencies. Sport England itself is providing support and dedicated staff to start things moving.

The Sport England Lottery Fund will not be able to cover every disadvantaged area, but in a few years up to 30 Zones will be funded, based on the Index of Deprivation, but also taking into account special local circumstances.

So far, 12 Zones have been named, representing an even spread across the country and a variety of circumstances. The Zones vary in size, from whole counties to just a couple of wards. They include areas of rural deprivation as well as some of the most deprived inner urban areas and estates.

Each of the Zones has decided on its own organisational structure. Some will be managed by local authorities, some by existing partnership structures, and some by local groups, for example the Peabody Housing Trust in South London Central.

They are about people not buildings. The funding is therefore focused around sports and community development officers, coaches, sports leaders and other outreach workers. Each of the Zones will be doing different things, but some of the early ideas include:

- working with young people involved in anti-social behaviour
- working with community health services to support people in poor health
- providing education, training and support for community sports workers



- setting up local clubs where none exists
- making local sports centres more accessible.

### **Timescale**

Sport England is developing the process for identifying the next 18 Sports Action Zones. The bidding process is to be launched in the autumn of 2001 and the 18 new Zones will be announced in July 2002.

### **London Examples**

The London South Central Sports Action Zone includes the wards of Chaucer, Browning, Newington, Cathedral and Faraday in Southwark, and Princes, Bishops, Oval and part of Vassalls wards in Lambeth. It is managed by the Peabody Housing Trust.

#### **Contact**

*For information on the bidding process:*

Sport England

Tel 020 7273 1500

[www.sportengland.org/whatwedo/active\\_commune.zones.htm](http://www.sportengland.org/whatwedo/active_commune.zones.htm)

*For information on the Sport England's local initiatives in London:*

John Hadley, Crystal Palace National Sports Centre

Tel 020 8768 7801

*For information on the London South Central Zone:*

Dave Gibbs, Peabody Trust

Tel 020 7922 5781

e-mail [davidg@peabody.org.uk](mailto:davidg@peabody.org.uk)

## 8. EUROPEAN STRUCTURAL FUNDS: OBJECTIVE 2

### Objective

Objective 2 is a European funding programme that aims to support the regeneration of areas affected by industrial decline and urban deprivation.

### Key Features

The programme uses both the European Regional Development Fund (ERDF) and the European Social Fund (ESF) to part-fund activities that:

- contribute to community economic development
- support small- and medium-sized enterprises' (SMEs') growth, competitiveness, innovation and adoption of new technology
- develop and improve sites and premises in designated areas.

For 2000–06, the main funding will be from ERDF, which contributes up to 50 per cent of the total project costs. There will also be a small amount of ESF, contributing up to 45 per cent of project costs, for projects clearly linked to ERDF activities.

The *Single Programming Document (SPD)* for Objective 2 in London sets out the vision for London:

*to redress the imbalance in London's economy by tackling barriers to economic opportunity in key areas suffering industrial decline, urban deprivation, low economic activity and social exclusion so that new, sustainable opportunities are open to all people living and working in the Objective 2 area.*

It also sets out the key aims and strategies. These include four priorities:

- Priority 1: Community Economic Development
- Priority 2: Business Development and Competitiveness
- Priority 3: Infrastructure, Premises and Environment
- Priority 4: Technical Assistance.

The SPD is a detailed review of current conditions in the programme area, and sets out a strategic framework and outlines management and implementation arrangements.

The *Programme Complement* is the implementing document, which should be read in conjunction with the SPD. These, and all other relevant documents, are available on the Government Office for London's web site (see below).

## **Timescale**

The programme was formally launched on 21 March 2001 and the first formal bidding round on 2 April 2001. Decisions on applications for Priorities 2 and 3 should be ratified at the London European Programmes Committee (LEPC) on 24 July and those for Priority 1 by 27 September. There may be further bidding rounds in 2002 and 2003.

## **London Examples**

The Objective 2 programme is delivered through four Area Partnerships:

- Outer Thames Gateway – wards in Barking and Dagenham, Bexley, Greenwich and Havering
- West London – wards in Brent, Ealing, and Hammersmith and Fulham
- Upper Lee Valley – wards in Enfield and Haringey
- Inner East – wards in Hackney, Newham, Tower Hamlets and Waltham Forest.

All bids must go through the Area Partnerships (see contacts below), and these Partnerships agree an area strategy, support and develop quality bids, evaluate them and submit them to the Support and Advisory Groups delegated by the London European Programmes Committee.

### **Contact**

*The London Voluntary Sector Training Consortium offers support including workshops, telephone advice, one-to-one surgeries and up-to-date information on its web site:*

Barbara Deason

Tel 020 7249 4441

e-mail [objective2@lvstc.org.uk](mailto:objective2@lvstc.org.uk)

[www.lvstc.org.uk](http://www.lvstc.org.uk)

*The Government Office for London also offers advice and support:*

Paul Morrissey

Tel 020 7217 3214

e-mail [enquiries-europe.gol@go-regions.gsi.gov.uk](mailto:enquiries-europe.gol@go-regions.gsi.gov.uk)

[www.go-london.gov.uk/europeanprogramme/](http://www.go-london.gov.uk/europeanprogramme/)

*The four Area Partnership contacts are:*

Pat Muotto, West London Area Partnership

Tel 020 8937 1027

e-mail [patricia.muotto@brent.gov.uk](mailto:patricia.muotto@brent.gov.uk)

Objective 2 Manager, Upper Lee Valley Partnership

Tel 020 8880 4666

e-mail [mail@ulvp.co.uk](mailto:mail@ulvp.co.uk)

Tom Travers, Outer Thames Gateway Partnership

Tel 020 8921 5875

e-mail [tom.travers@greenwich.gov.uk](mailto:tom.travers@greenwich.gov.uk)

Andy Johnson, Inner East Area Partnership

Tel 020 8430 2955

e-mail [andy.johnson@newham.gov.uk](mailto:andy.johnson@newham.gov.uk)

## 9. EUROPEAN COMMUNITY INITIATIVE: URBAN II

### Objective

The new URBAN initiative (2000–06) aims to promote the design and implementation of innovative development models for the economic and social regeneration of urban areas in crisis. It will also strengthen exchanges of information and experience on sustainable urban development in the European Union.

### Key Features

The second phase URBAN projects aim to combat a wide range of urban problems, from traffic congestion and waste management problems to urban dereliction and economic decline. Many adopt a highly integrated approach, and combine hard infrastructure works with environmental, social, cultural and economic measures, in an attempt to promote sustainable development and employment and improve the quality of life.

Around 50 towns with 10,000 inhabitants or more may be eligible for the URBAN initiative.

The urban areas included must fulfil at least three of the following conditions:

- high long-term unemployment
- low rate of economic activity
- high level of poverty and exclusion
- the need for structural adjustment due to economic and social difficulties
- high proportion of immigrants, ethnic minorities or refugees
- low level of education, major gaps in terms of qualifications and a high rate of pupil failure
- high level of criminality and delinquency
- unstable demographic development
- particularly poor environmental conditions.

The priorities are:

- renovating buildings in the context of creating employment, integrating the local population, respecting the environment and generally improving urban life
- local employment initiatives leading to jobs linked to the environment, culture and services
- targeting equality between men and women

- improving education and training systems for those excluded
- developing more environmentally-friendly public transport systems
- encouraging the introduction of more efficient energy management systems and the use of renewable energy
- developing the potential created by information society technologies in the economic, social and environmental sectors.

Each URBAN programme must include measures for strengthening information exchanges and sharing experience on the regeneration of urban areas in crisis.

### **Timescale**

The UK package of bids has formally been submitted to the European Commission and the programme has been agreed. Details of the programme are being negotiated at the moment and are expected to be implemented at the end of 2001.

### **London Example**

The URBAN II partnership in London is in the Stockwell area of Lambeth.

#### **Contact**

*For general information about the initiative, contact the European web site on:*

[www.inforegio.org](http://www.inforegio.org)

*The London contacts are:*

Paul Morrissey, Government Office for London

Tel 020 7217 3214

e-mail [pmorrissey.gol@go-regions.gsi.gov.uk](mailto:pmorrissey.gol@go-regions.gsi.gov.uk)

*The Lambeth contact is:*

Ian Parker, London Borough of Lambeth

Tel 020 7926 2870

e-mail [iparker@lambeth.gov.uk](mailto:iparker@lambeth.gov.uk)

*The Chair of the Stockwell Partnership is:*

George Wright

Tel 020 7793 7730

e-mail [george@lptg88.freeserve.co.uk](mailto:george@lptg88.freeserve.co.uk)

## 10. NEIGHBOURHOOD MANAGEMENT PATHFINDERS

### Objective

Neighbourhood Management pilot schemes, working in conjunction with Local Strategic Partnerships, will help join up policy at the local level; make it responsive to the needs of the community; and help monitor the delivery of neighbourhood renewal strategies on the ground.

### Key Features

Neighbourhood Management was the subject of one of the Policy Action Team Reports that informed the Government's National Strategy for Neighbourhood Renewal Action Plan, published in January 2001. The research makes a key point that deprived neighbourhoods are often characterised by poor co-ordination of existing resources. The Government is now seeking to increase the number of neighbourhoods operating Neighbourhood Management schemes, with the aim of improving the everyday life of local people through better co-ordination and use of resources.

Eighty-three local authority areas were eligible to participate in the Neighbourhood Management pilots. These areas are those which contain more than one ward featuring amongst the 10 per cent most deprived in England, but excluding the 39 New Deal for Communities areas.

Key selection criteria include:

- demonstrating a real need for change
- large enough to co-ordinate service delivery and small enough to respond to the needs and priorities of the community (about 2000–5000 households)
- support of a strategic co-ordinating body, for example a Local Strategic Partnership
- commitment in principle from key service providers to work in partnership
- potential for established, representative community groups to be engaged in the partnership quickly
- demonstrating the ability to take on the responsibility of management and accountability from the start.

## **Timescale**

*Stage 1* – Seventy-two potential Neighbourhood Management partnerships submitted an expression of interest to the Government Offices in April 2001. Ministers have invited 20 partnerships to develop a Neighbourhood Management Strategy.

*Stage 2* – The 20 selected partnerships have been given up to £200,000 to cover the management and administration costs to build community involvement and develop a strategy. The strategies will be submitted by November 2001.

*Stage 3* – Ministers will offer further funding to those areas viewed as having the potential for real change. Up to £200,000 will be offered to meet start up costs from December 2001 and further funding to cover project and leverage funding will also be made available. Funding will not exceed £300,000 in the first implementation year and £600,000 in the second and third years. Core Neighbourhood Management funding will be available for a maximum of seven years and will only continue where partnerships can demonstrate that they are delivering a strategy that will be sustainable after the central funding ends.

There will be a further round of potential Neighbourhood Management schemes. The timing and format for these will depend on lessons learned from the pathfinder round.

## **London Examples**

There are two Pathfinders in London: Go Gospel Oak in Camden and Woolwich Common Neighbourhood Management Initiative in Greenwich.

### **Contact**

*For background information about the programme:*

[www.regeneration.dtlr.gov.uk/nminvite/](http://www.regeneration.dtlr.gov.uk/nminvite/)

*For details of the London pilots:*

Heather White, Government Office for London

Tel 020 7217 3049

e-mail [hwhite.gol@go-regions.gsi.gov.uk](mailto:hwhite.gol@go-regions.gsi.gov.uk)



*For the two Pathfinders:*

Bonnie Stevens, Neighbourhood Manager, Gospel Oak DHO

Tel 020 7974 6172

Ada Burns, Director of Neighbourhood Management, London Borough of Greenwich

Tel 020 8921 6211

## 11. NEIGHBOURHOOD WARDEN PROGRAMME

### Objective

The aim of the Neighbourhood Warden Programme is to encourage the setting up of new or expanded neighbourhood wardens in deprived residential districts, to evaluate the impact of a range of schemes, and to add to the stock of knowledge about what works under which circumstances. The main aim is to promote schemes whose main objective is crime prevention, although they may have other subsidiary aims, for example housing management, community development or improving local environmental quality.

### Key Features

The role of the wardens will depend on the needs of the neighbourhood, but their overall purpose is to build community confidence by:

- reducing crime and fear of crime
- deterring anti-social behaviour, caring for the physical appearance and management of the neighbourhood
- fostering social inclusion.

The Government funds up to half the cost of new schemes, or half the cost of improvements to, or expansions of, existing schemes. Grants are paid under the powers in section 126 of the Housing Grants, Construction and Regeneration Act 1996 and may be used to cover capital or revenue expenditure.

Schemes cover residential neighbourhoods with a demonstrably high level of deprivation and take account of the general principles contained within the Social Exclusion Unit's Policy Action Team on Neighbourhood Wardens. Criteria for funding included evidence of:

- real need from a crime or similar audit
- support by the local residents, local authority and police
- whether racial harassment is an issue, and if so, the bid must demonstrate effective ways of tackling it that comply with equality objectives
- approved training for scheme managers and wardens.

## Timetable

The funding programme totals £13.5 million over the next three years, starting in 2000–01, and schemes may bid for up to three years. The first successful bids were allocated in September 2000 to cover the three-year period from 2000–01 to 2002–03.

A further round of bids may be announced later in 2001.

## London Examples

There were 11 successful bids in London.

### Contacts

*For more information on the programme:*

[www.regeneration.dtlr.gov.uk/nwprog/](http://www.regeneration.dtlr.gov.uk/nwprog/)

*For the Policy Action Team Report:*

[www.cabinet-office.gov.uk/seu/2000/pat4](http://www.cabinet-office.gov.uk/seu/2000/pat4)

*The Neighbourhood Wardens Unit, which manages and gives advice on the programme, is located within the Neighbourhood Renewal Unit:*

Susan King

Tel 020 7944 2532

e-mail [susan\\_king@detr.gsi.gov.uk](mailto:susan_king@detr.gsi.gov.uk)

*The successful bids in London were:*

Barnet, LB Barnet

Tel 020 8359 2730

Hackney, Southern Homes

Tel 020 8880 5250

Havering, LB Havering

Tel 01708 432062

Hillingdon, LB Hillingdon

Tel 01895 250147

Hounslow, LB Hounslow

Tel 020 8583 4009

Islington, Hyde Northside

Tel 020 7527 6828

Lewisham, LB Lewisham

Tel 020 8314 6026

Merton, LB Merton

Tel 020 8545 3240

Southwark, LB Southwark

Tel 020 7232 7018

Sutton, LB Sutton

Tel 020 8770 5124

Tower Hamlets, LB Tower Hamlets

Tel 020 7364 6193

## **SECTION THREE: NON-AREA-BASED INITIATIVES**

### **12. MODERNISING LOCAL GOVERNMENT**

The Government's vision for modernised local government is based on engaging local communities. Through consultation with their communities and the promotion of public participation, local government will become more accountable leading, to democratic renewal. Local government should therefore play a key role in:

- developing a vision for their locality, working with other interests, agencies and groups to build community support
- providing a focus for partnership between public agencies, private companies, community groups and voluntary organisations
- guaranteeing quality services for all.

The Local Government Acts of 1999 (Part 1) and 2000 (Part 2) make specific requirements of local authorities to engage local communities.

#### **BEST VALUE**

As well as providing the highest standards of performance, local authorities must provide a balance between cost and quality of provision in order to deliver Best Value.

##### **Objective**

All local authorities, and other public agencies such as the police and fire services, are required to provide the highest standards of performance and balance cost with quality of provision.

##### **Key Features**

The Government considers that neither the public nor the private sector can deliver best quality and cost-effective local services on their own, and therefore wishes to bring the existing skills of the public, private and voluntary sectors together. A Best Value authority

must make arrangements to secure continuous improvement in the way in which its functions are exercised, combining the three key elements of economy, efficiency and effectiveness. Under the Local Government Act 1999, local authorities are required to undertake a Best Value review of all their functions.

### **London Examples**

All London Boroughs, the Metropolitan Police Force, the London Fire Brigade, the London Development Agency and Transport for London are Best Value authorities.

#### **Contact**

*For policy information:*

The DTLR Best Value Team

[www.local-regions.dtlr.gov.uk/bestvalue](http://www.local-regions.dtlr.gov.uk/bestvalue)

The Improvement and Development Agency

[www.idea.gov.uk/bestvalue](http://www.idea.gov.uk/bestvalue)

## **COMMUNITY STRATEGIES**

#### **Objective**

The Local Government Act 2000 places a duty on local authorities to produce a community strategy to promote the social, economic and environmental well-being of their area to achieve sustainable development.

#### **Key Features**

Community strategies will have to meet four main objectives:

- to provide for local communities' aspirations, needs and priorities
- to co-ordinate the actions of public, private and voluntary organisations
- to shape and focus existing and future activities of these organisations to meet community needs
- to contribute to the achievement of sustainable development.

A community strategy must have four key components:

- a long-term vision for the area focusing on outcomes
- an action plan identifying shorter-term priorities and activities
- a shared commitment to implement the action plan
- arrangements for monitoring, reviewing and reporting progress to local communities.

Guidance emphasises that the process by which community strategies are established is as important as the strategy itself. Local authorities must ensure wide local ownership of the community planning process through a bottom-up approach. Community strategies must give local people a powerful voice through successful partnership working and community involvement throughout the process.

## **PUBLIC SERVICE AGREEMENTS**

### **Objective**

Local Public Service Agreements (PSAs) are a partnership agreement between individual local authorities and the Government, which build on the foundations of Best Value and aim to encourage innovation and a commitment to provide better services.

### **Key Features**

Local PSAs will provide local authorities with the opportunity to sign up to targets to deliver key national and local priorities in return for operational flexibilities and incentives. Pump-priming funding is available, as well as financial rewards for authorities that achieve their targets.

PSAs will focus on key national and regional objectives including education, social services, transport and cost-effectiveness. Local authorities will also be able to identify local priorities focusing on cross-cutting initiatives such as social inclusion.

### **Timescale**

The scheme will be piloted by up to 20 local authorities in 2001–02, ahead of a planned wider roll-out in 2002–03.

## London Examples

Pilot London PSAs are in Camden, Lewisham and Richmond.

### Contact

*For further information and guidance:*

[www.local-regions.dtlr.gov.uk](http://www.local-regions.dtlr.gov.uk)

Tony Blake, Local Government Association

Tel 020 7664 3348

*Local borough contacts are:*

Ben Lee, London Borough of Camden

Tel 020 7974 2715

Radhika Jerath, London Borough of Richmond

Tel 020 8831 6289

Mark Baptist, London Borough of Lewisham

Tel 020 8314 6829



### **13. LOCAL STRATEGIC PARTNERSHIPS AND THE NEIGHBOURHOOD RENEWAL FUND**

#### **Objectives**

A Local Strategic Partnership (LSP) is a single, non-statutory, non-executive body aligned with local authority boundaries that:

- brings together, at a local level, the different parts of the public sector as well as the private, business, community and voluntary sectors so that different initiatives and services support each other and work together
- operates at a level that enables strategic decisions to be taken and yet is close enough to individual neighbourhoods to all actions to be determined at community level.

#### **Key Features**

Local partners will decide the full range of work of their LSP, but core tasks will be to:

- prepare and implement a community strategy (see page 40) for the area
- develop and deliver a local neighbourhood renewal strategy to close the gap between deprived neighbourhoods and the rest
- bring together local plans, partnerships and initiatives to improve mainstream public service providers by working effectively together to meet local needs and priorities
- work with local authorities that are developing a local Public Service Agreement (see page 41) to help devise and then meet suitable targets.

LSPs will have a key role in Neighbourhood Management Pathfinders (see page 33), where these exist.

The membership and size of an LSP should reflect its aims and the issues with which it is dealing. Membership should be determined locally, but the core membership should include public sector organisations that serve the partnership area; community organisations and local people; voluntary organisations; and businesses. The Government also strongly encourages the involvement of local authority elected members.

While local authorities are well placed to undertake the initial work on getting partners together, they do not necessarily have to lead the partnership – that decision is for the partnership to take.

Early links with other existing partnerships should be established and indeed opportunities to rationalise membership and activities should be identified as LSPs are meant to reduce, not add to, the time commitment of partners.

The Neighbourhood Renewal Fund (NRF) provides additional funding to support neighbourhood renewal for 88 local authority areas with the highest concentrations of deprivation, as identified by the DTLR Indices of Deprivation. The aim of the Fund is to narrow the gap between deprived areas and the rest of the country, and should be spent on improving key services for local people, particularly, but not exclusively, in relation to the Government's 'floor targets' (targets for lower unemployment, crime, better health, skills, housing and physical environment). Decisions about where and how the NRF will be spent will be taken locally, but LSPs will need to agree how the NRF funding will be spent. An effective LSP is a condition for the receipt of NRF from 2002–03.

In the same areas, the Community Empowerment Fund (see page 46) will support community and voluntary sector activity and involvement in LSPs.

The Government Office will provide a direct channel of communication to government by acting as:

- facilitators to support the development of LSPs
- mediators to resolve difficulties that may arise over the participation of government agencies in LSPs and in the negotiation of any rationalisation proposals
- accreditors to assess whether NRF grant conditions have been met and that LSPs are effective and involve genuine community participation.

### **Timescale**

In summer 2001, the Government will publish more information on accreditation for LSPs.

By April 2002, LSPs in the 88 NRF areas will be up and running and have agreed their local neighbourhood renewal strategies.

## London Examples

Eligible boroughs are:

Barking and Dagenham	Greenwich	Lambeth
Brent	Hackney	Lewisham
Camden	Hammersmith and Fulham	Southwark
Croydon	Haringey	Tower Hamlets
Ealing	Islington	Waltham Forest
Enfield	Kensington and Chelsea	Wandsworth
		Westminster

## Contact

*For the guidance, which also contains an extremely useful bibliography:*

[www.local-regions.dtlr.gov.uk/lsp/guidance/index.htm](http://www.local-regions.dtlr.gov.uk/lsp/guidance/index.htm)

A useful guide to getting involved for voluntary and community groups *The LSP Guide* is published by the Community Development Foundation and the Urban Forum (ISBN 1 901 974 30 8).

*The Government's LSP Development Team is located within the NRU:*

Fil Stocker

Tel 020 7944 2119

e-mail [fil.stocker@dtlr.gsi.gov.uk](mailto:fil.stocker@dtlr.gsi.gov.uk)

*The Government Office for London contact is:*

David Collins

Tel 020 7217 3076

e-mail [dcollins.gol@go-regions.gsi.gov.uk](mailto:dcollins.gol@go-regions.gsi.gov.uk)

[www.go-london.gov.uk](http://www.go-london.gov.uk)

## 14. THE COMMUNITY EMPOWERMENT FUND AND THE COMMUNITY CHEST

### Objective

The Community Empowerment Fund (CEF) will support voluntary and community sector groups, and the wider community, to participate in Local Strategic Partnerships so that all community interests are able to engage on an equal basis with other sectors in the local neighbourhood renewal and LSP decision-making process.

The Community Chest is a fund that will go directly to community groups to enable them to get involved in neighbourhood renewal.

### Key Features

#### *The Community Empowerment Fund*

The CEF totals £36 million over the three years 2001–04, and will go directly to voluntary and community organisations and to the wider community to support them to engage effectively with LSPs. It is intended to add value to any support already being provided for community involvement, and should not substitute existing support. Examples of activities that the CEF might fund are:

- outreach work to ensure that people (residents, groups and organisations) are aware of the opportunities for participation and to encourage such participation
- facilitation to pull together the community's views and to set up procedures for choosing community members of the LSP
- on-going training and support for these individuals, including mechanisms for them to report back to the community
- two-way dissemination of information about the LSP process and specific issues
- communications (forums, newsletters, web sites, etc.)
- opportunities for the development of ideas, initiatives and contributions to the strategic planning process coming from the community itself.

The Government guidance suggests that one way of harnessing all community interests may be to establish a partnership-wide network of both formal and informal community groups and voluntary organisations. The purpose of such a network would be to facilitate and support community involvement and participation in neighbourhood renewal, and to act as a

forum through which the community could express its needs, concerns and aspirations. In order to ensure that such a network is inclusive, a sum of up to £50,000 will be made available, where required, to undertake the development work necessary for setting up the network.

The CEF will be disbursed via the Government Office, which will contract with a body that could bring together an effective network. This could be a single, second-tier organisation, or a consortium of organisations each with specialist skills or access to particular communities of interest.

### ***The Neighbourhood Renewal Community Chest***

The Neighbourhood Renewal Community Chest is distributed via the Government Office for London. It consists of one-off grants to community groups to stimulate interest and to help them take the first step towards getting involved in neighbourhood renewal on their own terms. It will be available in areas in receipt of the Neighbourhood Renewal Fund.

### **Timescale**

Both the CEF and the Community Chest come onstream in the year 2001–02.

### **Contact**

*The Neighbourhood Renewal Unit's Community Participation Team contact is:*

Philip Graham

Tel 020 7944 2119

e-mail [philip.graham@dtlr.gsi.gov.uk](mailto:philip.graham@dtlr.gsi.gov.uk)

*The Government Office for London contact is:*

Helen Barry

Tel 020 7217 3302

e-mail [hbarry.gol@go-regions.gsi.gov.uk](mailto:hbarry.gol@go-regions.gsi.gov.uk)

[www.go-london.gov.uk](http://www.go-london.gov.uk)

## 15. SUSTAINABLE DEVELOPMENT

### *A Better Quality of Life: A Strategy for Sustainable Development*

In May 1999, the Government published its strategy *A Better Quality of Life*, which sets out the following key issues and priorities:

- social progress that recognises the needs of everyone
- effective protection of the environment
- prudent use of natural resources
- maintenance of high and stable levels of economic growth and employment.

The strategy was followed by a report, *Quality of Life Counts*, in December 1999, which details some 150 indicators of sustainable development that are to be used to monitor and report on nationally.

### *Local Agenda 21 and Community Strategies*

Since the Rio Earth Summit in 1992, most UK local authorities have developed Local Agenda 21 strategies. These strategies comprise the following priorities:

- managing and improving the local authority's sustainability performance
- integrating sustainability issues into the local authority's policies and activities
- awareness raising and education
- consulting and involving the wider community and the general public
- working in partnership with others – central government agencies, business, community groups and the general public
- measuring, monitoring and reporting.

Since the new duty for local authorities to produce community strategies (see page 40) was introduced in the Local Government Act 2000, the Government expects synergy between the two and the integration of LA21 strategies into the community strategy process.

### **Contact**

*For general policy information, contact:*

Sustainable Development Unit 020 7944 6485

[www.sustainable-development.gov.uk](http://www.sustainable-development.gov.uk)

*For local information, contact the local authority's Local Agenda 21 Officer.*

### ***National Grid Community 21 Award Scheme***

This annual scheme offers awards to local authorities which have started or developed projects or processes that address sustainability such as efficient use of resources, the promotion of good health, access to education and employment, and caring for nature. The initiatives must also be partnership projects involving local community groups such as schools, youth groups, residents' associations, local businesses, charities and voluntary organisations, and must be part of an on-going strategy for Local Agenda 21. Awards of up to £5000 are available and the deadline for applications is September this year.

### **Contact**

National Grid Community 21 Awards Office

Tel 01727 850761

[www.la21-uk.org.uk](http://www.la21-uk.org.uk)

## 16. EMPLOYMENT

### *Towards Full Employment*

The Government detailed its plans for tackling unemployment in the Green Paper *Towards Full Employment*, published in March 2001. The proposals for the future build on the existing employment and regeneration programmes such as the New Deals, Employment Zones and Action Teams for Jobs.

Proposals targeting those facing greater disadvantage in the labour market include:

- a £40 million mentoring and training programme to help people get off drugs and into work
- a new community outreach programme targeting black and minority ethnic communities through voluntary and community organisations
- a commitment to pilot and extend transitional employment programmes, for instance Intermediate Labour Markets and New Deal Environmental Task Force experiences.

A new agency for people of working age, the Jobcentre Plus Agency, is being established, bringing together the Employment Service and parts of the Benefits Agency, with a network of 50 Pathfinder Offices delivering a single point of access to be a benefit system for those of working age.

### **Contact**

*The Green Paper is available at:*

[www.dfee.gov.uk/fullemployment](http://www.dfee.gov.uk/fullemployment)

*or from the Department for Work and Pensions general enquiries*

Tel 020 7712 2171



## ONE AND JOBCENTRE PLUS

### Objective

To provide a single point of access for new or repeat benefit claimants.

### Key Features

ONE and Jobcentre Plus bring together the Employment Service and the Benefits Agency to deliver an integrated benefit service to provide clients with a single point of entry to the benefit system. New and repeat benefit claimants are allocated a personal adviser, with the aim of offering clients a work-focused benefit service tailored to meet the needs of the individual. Twelve pilot areas for the ONE programme were introduced in 1999, delivering one of three models of delivery: a basic model, a call centre model, and a private/voluntary sector model. Since April 2001, all new and repeat claimants in the pilot areas are required to participate in the service.

In March 2000, the Government announced its intentions to build on the ONE initiative and re-model all existing Jobcentre services to provide a single point of access known as 'Jobcentre Plus'. Fifty-six Pathfinder Offices will be operational from October 2001. Jobcentre Plus Pathfinders aim to provide high-quality access to job advice and information, and provide a single gateway to the welfare system for all working age clients, based around personal advisers.

In April 2002, the Employment Service and Benefits Agency at a national level will be combined into a new 'Jobcentre Plus Agency', with national roll-out at a local level combining Jobcentres with local Benefit Offices being phased in over the next three to five years.

### Timescale

- ONE pilots will continue until June 2002.
- Jobcentre Plus Pathfinders will be established in October 2001.
- April 2002 – national Employment Service and Benefit Agency HQs merge into new 'Jobcentre Plus Agency'.
- After evaluation of the Pathfinders, Ministers plan to roll-out Jobcentre Plus at a local level over the next three to five years.

### **London Example**

There is a ONE pilot area in operation in London, in the Lea Roding Employment Service District. The pilot is operating a basic model of delivery and covers the Boroughs of Redbridge and Waltham Forest, including parts of Epping Forest.

Jobcentre Plus Pathfinder Offices are planned for Willesden, Wembley, Kilburn, Harlesden and Streatham.

#### **Contact**

*For information on the progress of the pathfinder areas:*

[www.dss.gov.uk/es/jobcentreplus](http://www.dss.gov.uk/es/jobcentreplus)

*For the ONE pilot area:*

Lea Roding Employment Service District

ONE Team

Seven Kings Jobcentre

020 8210 2700

## **NEW DEAL WELFARE TO WORK**

### **Objective**

The New Deal Welfare to Work programme is administered by the Employment Service (ES) and its overall objective is to help unemployed people into work by closing the gap between the skills employers want and the skills people can offer. There are several different target groups; details are given below.

### **Key Features**

Local partnerships are the main vehicle for delivery of the New Deal. This takes one of three forms: ES as lead partner, contracting specific elements to consortia; a consortium of partners to deliver the New Deal under contract to the ES (Joint Venture Partnership); or private sector-led delivery, such as Reed in Partnership in Hackney.

Innovation funds have been allocated to the New Deal programmes to provide venture capital for the programme: in 1999, £10 million was made available to the New Deal for 18–24 year olds and 25+, with approximately £5 million used to fund intermediary bodies such as voluntary organisations placing job seekers into work. Ministers are considering whether there will be further rounds of Innovation funds made available.

### **Timescale**

This is an on-going national programme with no set timescale.

### **Contact**

*To obtain contacts for local New Deal Partnerships for all the following programmes:*

Employment Service London and South East Region (LASER)

Rilesh Jadeja

Tel 020 7211 4748

*Or consult the national web site*

[www.newdeal.gov.uk](http://www.newdeal.gov.uk)

## **NEW DEAL FOR 18–24 YEAR OLDS**

### **Objective**

The main objective is to prepare unemployed young people for employment by offering a package that includes job preparation skills, key skills and a range of options designed to increase employability.

### **Key Features**

This programme, the first to be set up within the New Deal 'family', is for young people aged 18–24 who have been claiming Job Seekers Allowance for over six months. Young people initially enter a Gateway provision for up to four months to help them plan their future direction.

Young people entering the programme have a choice of:

- a subsidised job (employer option)
- full-time education and training (FTET)

- voluntary sector employment (VSO)
- a place on an Environmental Task Force (ETF).

Self-employment is also an option. The no-tolerance notion of 'no fifth option' means that any young person refusing to join the programme, or to take up one of the options, will find their right to benefit cut for a period of time.

Apart from offering the young person a route from benefits to work, the New Deal emphasises training within realistic work environments. The ETF and VSO Options are particularly intended to involve people in the local community, benefit the environment and community and equip them with transferable work skills, which will all go towards ensuring their long-term employability.

### **Timescale**

The New Deal for 18–24 year olds is an on-going national programme with no set timescale.

## **NEW DEAL FOR DISABLED PEOPLE**

### **Objective**

The New Deal for Disabled People (NDDP) aims to help disabled people and those with long-term illness into work and training. Initially delivered through pilots, the programme is set for extension nationally.

### **Key Features**

The New Deal for Disabled People (NDDP) is open to people who are claiming benefits, including Incapacity Benefit, Severe Disablement Allowance and Income Support, and is voluntary.

The programme involves the following key elements:

- a personal adviser service to help participants overcome barriers to work
- innovative schemes to explore how best to help people move into or stay in work
- an information campaign to improve knowledge of existing help available to help people into work and change attitudes of benefit recipients, employers and the public
- a programme of research and evaluation.

NDDP was initially a pilot programme featuring 24 Innovative Schemes and 12 Personal Adviser Service pilots. It was announced in the 2000 Spending Review that NDDP will be extended nationally. From July 2001, a network of job brokers, to help incapacity benefit recipients find employment, will be introduced.

National objectives include:

- a voluntary gateway to engage those moving onto incapacity benefits
- client choice in selecting a job broker
- encouragement for increased innovation by job brokers
- focus on outcomes to achieve lasting paid employment for disabled people
- an emphasis on matching employer need to individual ability by working with both employers and disabled people.

### Timescale

NDDP was established nationally in July 2001 and is an on-going initiative with no set timescale.

### Contact

*For policy information:*

[www.dfes.gov.uk/nddp](http://www.dfes.gov.uk/nddp)

## NEW DEAL FOR LONE PARENTS

### Objective

This programme is designed to encourage lone parents with at least one school-aged child into work.

### Key Features

The initiative targets lone parents in receipt of Income Support, Job Seekers Allowance (JSA) and offers personal counselling along with advice on affordable child care. From autumn 2001, it will be available to lone parents receiving other benefits.

NDLP offers access to information on job vacancies, child care and training opportunities through personal advisers. The scheme is not compulsory and every lone parent is invited to attend an interview with a personal adviser once their youngest child starts school.

### **Timescale**

NDLP was implemented nationally from October 1998 and is an on-going programme with no set timescale.

## **NEW DEAL LONG-TERM UNEMPLOYED PEOPLE AGED 25+**

### **Objective**

To help long-term unemployed people back into work.

### **Key Features**

Personal advisers offer an individually tailored service to encourage and support the long-term unemployed to move from welfare dependency to active participation in society, and wherever possible, paid employment. The programme includes a gateway period of help in job search, including vocational guidance, and, where appropriate, training needs assessment and the opportunity to undertake training. The initial advisory interview process lasts between three and six months, with an average of seven interviews. After this process three options are open to individuals:

- subsidised employment for six months of up to £75 per week for employers
- full-time education/training for up to 12 months whilst remaining on JSA
- help with starting their own business.

The programme is now compulsory, and since April 2001 benefit sanctions exist for those who refuse to take.

Twenty-nine New Deal 25+ pilots were initially established, and accepted their last entrants at the end of March 2001. They aim to test a range of new approaches to getting their participants back to work, including:

- offering a 'flexible framework' to encourage partnerships to try a range of innovative, locally generated approaches that meet local needs
- looking at how effective it is to let people join after 12 or 18 months of unemployment, as compared with two years in the national New Deal 25+ prior to April 2001
- examining ways to help older workers and other groups who encounter barriers to work through provision tailored to their particular needs
- offering early access to people with particular disadvantages.

### **Timescale**

This is now an on-going national programme with no set timescale.

## **NEW DEAL 50+**

### **Objective**

To help older people back into work.

### **Key Features**

In order to qualify for support, individuals should be aged 50 or over, have been unemployed or inactive and claiming benefits for six months or are dependent partners of eligible clients.

Support offered to individuals includes:

- personal advice
- help with job search
- employment credit of £60 per week for full-time employed and self-employed, £40 for part-time work paid to individuals
- training support.

### **Timescale**

New Deal 50+ was launched nationally at the end of March 2000 and is an on-going initiative with no set timescale.

## NEW DEAL FOR PARTNERS

### Objective

The New Deal for Partners of Unemployed People (NDPU) is a voluntary programme available to partners of job seekers who have been claiming certain benefits for six months or more and are claiming for their partner.

### Key Features

This is for the partner of anyone claiming JSA, and more recently Income Support and disability benefits, for themselves and their partner, and is an entirely voluntary programme. It offers help with job search or interview skills, a short, refresher skills course before starting to look for a job, or a chance to train for something new. When they join New Deal for Partners, all participants meet their New Deal personal adviser and begin a series of advisory interviews. The personal adviser will help them find a suitable job if they are ready for work, or they will help them choose help from existing ES programmes such as Jobclub, Work Trial, Jobfinder's Grant. The New Deal personal adviser will also work out what other benefits to which the person may be entitled, for example there are a range of in-work benefits that aim to ensure the household gets more money in work than on benefit.

### Timescale

New Deal for Partners became operational nationally in April 1999 and is an on-going initiative with no set timescale.

### Contact

*For details about all the New Deal Programmes see the national New Deal web site:*

[www.newdeal.gov.uk](http://www.newdeal.gov.uk)



## 17. THE LEARNING AGE

### LEARNING PARTNERSHIPS

#### Objective

Learning Partnerships bring together all existing local partnership arrangements covering post-16 education and lifelong learning into single strategic bodies.

#### Key Features

Learning Partnerships play a key role in taking forward the Government's social inclusion and regeneration agendas. Their broad objectives are to widen participation in learning, increase attainment, improve standards and meet the skills challenge. Learning Partnerships bring together a range of local partners, including further education colleges, careers services, local authorities and schools, and the community and voluntary sectors. They have a key role to play, through working with the new local Learning and Skills Councils in ensuring that provision is responsive to local needs.

Learning Partnerships will develop local targets linked to the National Learning Targets that have been set for achievement by 2002. All Learning Partnerships have Learning Plans setting out the learning context for their area and strategic objectives for attainment and participation levels.

#### Timescale

The 101 Learning Partnerships are now well established throughout England. The Partnership Fund from the Department for Education and Skills of £10 million per annum will be available in 2001-02 and 2002-03 to support the further development of Learning Partnerships.

#### London Examples

There are eight Learning Partnerships in London:

- Central London: Camden, Kensington and Chelsea, Islington, Lambeth, Southwark, Wandsworth, Westminster
- North London: Barnet, Enfield, Haringey, Waltham Forest

- South London: Bromley, Croydon, Kingston, Merton, Richmond, Sutton
- North West London: Brent, Harrow
- West London: Ealing, Hammersmith and Fulham, Hillingdon, Hounslow
- Cross-River Learning: Bexley, Greenwich, Lewisham, Newham
- East Thames: Barking and Dagenham, Havering, Redbridge
- Partners in Learning: City, Hackney, Tower Hamlets.

### Contact

*For information on policy:*

Marina McClean, Government Office for London

Tel 020 7217 3256

[www.go-london.gov.uk/educationskill/learning-partnerships](http://www.go-london.gov.uk/educationskill/learning-partnerships)

*Local contacts:*

Katie Epstein, Central London

Tel 020 7911 1676

Rachel Higden, Cross-River Learning

Tel 020 8314 6000

Susan Syson, East Thames

Tel 01708 463750

Lee Thomas, North London

Tel 020 8447 6495

Margaret Harris, North West London

Tel 020 8208 5000

Ian Ashman, Partners in Learning

Tel 020 7613 9224

Janice Pigott, South London

Tel 020 8315 1547

Lorraine Collins, West London

Tel 020 8758 5201

## UNIVERSITY FOR INDUSTRY AND LEARNDIRECT

### Objectives

Created by the University for Industry (Ufi), Learndirect is a joint public-private partnership dedicated to creating a culture of lifelong learning throughout the working community. Its objectives are:

- to stimulate demand for lifelong learning amongst businesses and individuals
- to promote the availability of, and improve access to, relevant, high-quality and innovative learning, in particular through the use of information and communication technologies.

### Key Features

To achieve the objectives the Ufi will:

- analyse the needs of the market and potential consumers
- drive demand for learning through marketing and promotion
- provide information, advice and guidance to match learning resources to individual need
- ensure availability of learning programmes
- commission new content to meet gaps between supply and demand
- ensure the quality of products.

The Ufi is focusing on four key priorities:

- information and communication technologies in the workplace
- literacy and numeracy
- skill needs of small- and medium-sized enterprises
- the following sectors – automotive components, multimedia, environmental technology and services, and distributive and retail trades.

Ufi is being delivered through a series of 'Learndirect' Learning Development Centres that will offer a public access point to Ufi services, provide local learning facilities, and be the focus for delivering Ufi learning support services.

Learning Centres are supported by Learning Centre Hubs, which will help establish the Learning Centres, provide support and networking services to Centres, and provide a concentration of key UfI-related skills and services across its area.

### **Timescale**

Learndirect is a national programme with no set timescale.

### **London Examples**

There are currently 112 Learning Centres in London (see web site contact below for up-to-date details).

#### **Contact**

*UfI Inquiries*

Tel 0114 224 2999

[www.ufiltld.co.uk](http://www.ufiltld.co.uk)

## **INDIVIDUAL LEARNING ACCOUNTS**

### **Objectives**

Individual Learning Accounts (ILAs) are designed as a means whereby individuals can manage, plan and invest in their own learning and take charge of their careers and futures.

The four key objectives are to:

- contribute to creating a better-equipped workforce
- enable people to have a personal stake in society, with greater control over their personal development
- increase the levels of investment and participation in learning activities
- raise individual expectations of the benefits that learning can create.

### **Key Features**

ILAs are aimed at individuals in employment and offer a series of incentives to set up an account:

- the first million starter accounts opened can receive an initial £150 contribution subject to a £15 contribution from the individual

- 20% discount off the cost of eligible courses (only in second or subsequent years for individuals with a starter account)
- 80% discount off certain courses (including computer literacy)
- employees not subject to tax or NI contributions on employer's contributions
- employer's contributions are deductible for tax purposes
- ILAs can be spent on training, guidance and child care.

### **Eligibility**

These are available to individuals aged 18–65 in employment or returning to work.

### **Contact**

*For information about ILAs:*

Individual Learning Account Centre

Tel 0800 072 5678

[www.my-ila.com](http://www.my-ila.com)

*For individual Learning and Skills Councils see below.*

## **THE LEARNING AND SKILLS COUNCIL**

### **Objective**

The remit of the LSC is to raise participation and achievement by young people; increase demand for learning by adults; raise skills levels for national competitiveness; improve the quality of education and training delivery; equalise opportunities through better access to learning; and improve effectiveness and efficiency.

### **Key Features**

The Learning and Skills Council (LSC) was established under the Learning and Skills Act 2000. It is a national, unitary body with 47 local arms, and replaces the Further Education Funding Council (FEFC) and Training and Enterprise Councils (TECs). The LSC is responsible for the funding of all post-16 education and training (excluding Higher Education and New Deal/Work-Based Learning for Adults), including:

- FE colleges
- school sixth forms
- work-based training for young people
- workforce development
- adult and community learning
- information, advice and guidance for adults
- education business links.

### **Timescale**

The LSC has completed the consultation on its first national corporate plan. Local LSCs will now be preparing their own local skills, participation and learning strategies, and during the autumn will consult with local and regional partners on their outline strategic plans for 2002–05. Consultation will be key to ensuring each LSC's plan really reflects local needs and priorities, and has the buy-in of partners and stakeholders. It is intended that these will be finalised by March 2002, and each local LSC will be able to confirm the timetable for consulting on its strategic plan.

### **London Examples**

London has five local LSCs:

- London Central (Camden, Islington, Kensington and Chelsea, Lambeth, Southwark, Wandsworth, Westminster)
- London East (Barking, Bexley, City, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge, Tower Hamlets)
- London North (Barnet, Enfield, Haringey, Waltham Forest)
- London South (Bromley, Croydon, Kingston, Merton, Richmond, Sutton)
- London West (Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow).

## Contact

*For background information on the Learning and Skills Council:*

[www.lsc.gov.uk](http://www.lsc.gov.uk)

*The key contact for the voluntary sector in each London LSC is:*

Ian Perkins, Strategic Partnerships Manager, London Central LSC

Tel 020 7896 8425

e-mail [ian.perkins@lsc.gov.uk](mailto:ian.perkins@lsc.gov.uk)

Pam Dean, Head of Strategic Partnerships, London East LSC

Tel 020 8432 0025

e-mail [pamela.dean@lsc.gov.uk](mailto:pamela.dean@lsc.gov.uk)

Ayfer Orhan, Social Inclusion Co-ordinator, London North LSC

Tel 020 8447 6421

e-mail [ayfer.orhan@lsc.gov.uk](mailto:ayfer.orhan@lsc.gov.uk)

Marcela Delpino, Development Manager, London South LSC

Tel 020 8929 4729

e-mail [marcela.delpino@lsc.gov.uk](mailto:marcela.delpino@lsc.gov.uk)

Edwin Addis, Acting Developing Diversity Manager, London West LSC

Tel 020 8814 3474

e-mail [edwin.addis@lsc.gov.uk](mailto:edwin.addis@lsc.gov.uk)

## 18. THE SMALL BUSINESS SERVICE

### Objective

The Small Business Service (SBS) is a government agency that champions the interests of small businesses. Its vision is to help make the UK the best place in the world to start and grow a business. Its purpose is to help build an enterprise society in which small businesses can thrive and achieve their potential.

### Key Features

The SBS implements its objectives by:

- being a strong voice for small business at the heart of government – ensuring that government is aware of the needs of its customers
- developing and maintaining a world-class business support service to enhance their competitiveness and profitability
- championing entrepreneurship across society and particularly in under-represented and disadvantaged groups
- minimising the burden of regulation.

The SBS manages a network of Business Link services throughout England that are run by local providers. Business Link for London offers the following services:

- business advice: one-to-one independent advice on such aspects as business planning, marketing, export, IT and human resources
- business information: such as company information, market intelligence and customised mailing lists
- events: up-to-date list of events of interest to small businesses
- export advice
- starting a business.



## **Contact**

*The SBS operates a national helpline for businesses on:*

Tel 0845 600 9006 (open 8 a.m. to 8 p.m., Monday to Saturday)

*For general enquiries:*

Tel 0114 259 7788

[www.businesslink.org](http://www.businesslink.org)

*For enquiries relating to the Business Link for London:*

Tel 0845 600 0787

e-mail [info@londonbl.com](mailto:info@londonbl.com)

[www.businesslink4london.com](http://www.businesslink4london.com)

## 19. THE COMMUNITY FUND

### Objective

Formerly known as the National Lotteries Charities Board, the Community Fund awards grants to groups that help meet the needs of those at greatest disadvantage in society and improve the quality of life in the community. The Fund distributes money raised by the National Lottery.

### Key Features

The Community Fund operates a grants programme for benevolent/philanthropic organisations under a series of priorities. National priorities are set although the Fund is administered on a regional basis, where local priorities are also devised.

### National Priorities

- projects that help people or communities overcome problems that stop them from playing a full part in economic, social and community activities
- projects that help people who face disadvantage that is severe, long term, difficult to tackle, or who face a combination of needs, and projects that try to prevent or reduce, as far as possible, future disadvantage
- projects that support and develop voluntary and community organisations and facilities
- organisations that give support and advice to other voluntary and community groups
- projects that help organisations develop themselves
- projects that introduce new ways of working in the voluntary and community sector.

### London Region Priorities

Applications are encouraged from projects focusing on:

- isolated older people
- refugee communities and asylum seekers
- capacity building within small groups
- infrastructure development within the black and minority ethnic voluntary sector.

At the present time, certain London boroughs are being targeted to help develop more and better applications to the Fund. Currently the Fund is working with the Councils for Voluntary Service and the local authorities in Barking and Dagenham and Greenwich.

### **Grants for Projects Costing up to £60,000**

This programme was opened in April 2001, in Scotland, south-west England and London.

Priorities are projects:

- that will mainly benefit people or organisations in a country or region where this programme is running
- that cost no more than £60,000 in total and a minimum of £500
- where the total cost of any building construction or refurbishment work is no more than £30,000 excluding VAT.

### **Research Grants Programme**

This new programme began on 11 June 2001, and the priority for the first year is promoting social inclusion. There will be no closing date for applications and decisions on grants will be made twice a year. The aim is to fund high-quality medical and social research in the areas of health and social well-being. Medical research into a wide range of diseases and conditions and social research into current issues related to health and social well-being will be considered. Projects working with the following groups are priorities:

- young people
- older people
- black and minority ethnic people
- people with learning difficulties.

Eligible groups must have a track record in research, or can show evidence of research ability. Charities and voluntary groups working in partnership with universities and research centres, where the charity or voluntary group is the lead partner and the applicant are also eligible.

### **Awards for All**

Awards for All is a grants programme for small groups involved in arts, sports, heritage and voluntary and community activities who want grants of between £500 and £5000. The scheme is funded by National Lottery distributors in England, Scotland and Northern Ireland.

In England and Northern Ireland, the programme gives priority to groups with an income of less than £15,000 a year. Groups must spend the money and complete any activities within one year of receiving the grant.

### **Contact**

*Community Fund London Region:*

Tel 020 7587 6600

Minicom 020 7587 6620

e-mail [enquiries.lon@community-fund.org.uk](mailto:enquiries.lon@community-fund.org.uk)

[www.community-fund.org.uk](http://www.community-fund.org.uk)

## 20. THE NEW OPPORTUNITIES FUND

### Objective

The New Opportunities Fund is a distributor of National Lottery funds, created to award grants to health, education and environment projects throughout the UK. Many grant programmes focus particularly on those in society who are most disadvantaged.

### Key Features

The New Opportunities Fund (NOF) has three main priority areas:

- health
- education
- environment

To date there have been two funding rounds with the following priorities:

#### Round 1:

- to create a network of healthy living centres, accessible to 20 per cent of the population, by 2002
- funding for out-of-school hours activities, including £205 million for learning activities, £200 million for child care and £20 million for combined child care and learning projects
- to provide information and communications technology (ICT) training for teachers and librarians who need it, and £50 million to digitise content with a learning focus, to be made available to users of the People's Network and the National Grid for Learning.

#### Round 2:

- to support the development of community access to lifelong learning through a network of on-line centres and community grids for learning. The programme also supports the development of the People's Network, which will create on-line learning centres in all UK public libraries
- to fund the Living with Cancer Programme for promotional and educational activities, the provision of extra equipment, and the establishment and development of collaborative partnerships to provide effective palliative care

- to promote green spaces and sustainable communities by improving community access to green spaces of educational, recreational or environmental value, and supporting small community-based projects that encourage local people to improve and care for their environment, including, in Scotland, the Scottish Land Fund.

### **Future Funding Programmes**

NOF is currently consulting on the following proposals for future funding programmes:

- £750.75 million – for physical education and sport in schools to bring about a step-change in the provision of sporting facilities for young people and for the community in general
- £213.5 million – for reducing the burden of coronary heart disease, stroke and cancer by providing access to high-quality services, facilities and prevention programmes
- £84 million – to projects that provide effective palliative care and support, and information services for children and adults suffering from cancer and other life-threatening conditions
- £159 million – for projects that transform communities, including £99 million for projects that enhance the quality of life of local communities or expand community sector waste reuse, recycling and composting, and £50 million for renewable electricity generation projects
- £44.25 million – for opportunities and activities for young people, based around adventure and other challenging activities
- £198.5 million – for child care projects, including supporting capital projects predominantly benefiting pre-school children, and long-term sustainability of projects, particularly in disadvantaged areas
- £60 million – for small-scale grants schemes, operated through the existing Awards for All schemes in England, Scotland and Northern Ireland, and a similar scheme being developed in Wales.

The consultation ends in September 2001 and the new funding priorities will be announced in late 2001.

### **London Examples**

In London, 12 Healthy Living Centres have been funded through NOF:

- Age Concern Newham
- Bromley by Bow Healthy Living Centre
- Croydon Healthy Living Network
- Healthy Harlesden
- Healthy Living in Battersea
- New Heart for Bow
- Newham Healthy Living Network
- Riverpoint Healthy Living Centre
- Redbridge and Waltham Forest
- Shepherd's Bush Housing Association
- Social Action for Health
- Tooting Healthy Living Centre

### **Contact**

*For general enquiries:*

Tel 0845 000 0121

e-mail [general.enquiries@nof.org.uk](mailto:general.enquiries@nof.org.uk)

[www.nof.org.uk](http://www.nof.org.uk)

## 21. THE EUROPEAN SOCIAL FUND: OBJECTIVE 3

### Objective

The new Objective 3 provides financial support to training, workforce development and vocational activities for unemployed and employed people.

### Key Features

ESF is structured by five policy fields and within each of these there are a number of measures as set out below.

#### *Active Labour Market Policies*

- Measure 1: to provide advice, guidance and support to help people to develop active and on-going job search plans, and prevent them from moving into long-term unemployment.
- Measure 2: to improve the chances of work of unemployed people, returners and young people of working age through targeted involvement to improve vocational and other key skills, and remove external barriers to the labour market.

#### *Equal Opportunities for All and Promoting Social Inclusion*

- Measure 1: to widen access to basic skills through developing new, creative and effective ways of promoting and providing basic skills, directed at those groups disadvantaged, excluded from, or under-represented in the workplace.
- Measure 2: to help improve the employability and remove barriers to labour market entry for those groups disadvantaged in the labour market.
- Measure 3: to fight discrimination in the labour market, in particular to combat race, disability and age discrimination, and improve the chances of employment for these groups.

#### *Lifelong Learning*

- Measure 1: to promote lifelong learning and encouraging groups who lack basic and key skills to take part, and to support the main policy developments in lifelong learning to improve numbers taking part.
- Measure 2: to improve employment skills through directing and supporting lifelong learning so that it reflects the changing needs of employers, such as in the fields of IT, management and the environment.



### ***Adaptability and Entrepreneurship***

- Measure 1: to update and upgrade employees' vocational skills, including basic and key skills.
- Measure 2: to identify and meet developing skills shortages, including those at higher levels.
- Measure 3: to encourage entrepreneurship and make businesses more competitive, particularly SMEs.

### ***Improving the Participation of Women in the Labour Market***

- Measure 1: to improve access to learning and remove barriers to employment.
- Measure 2: to put money into issues related to gender discrimination in employment, such as recruitment, pay, isolation and progression.

There is also an additional overarching theme of *capacity building*, which is for enhancing the capacity for community development to improve the effectiveness of Objective 3 provision for excluded groups.

### ***Co-financing***

From September 2001, co-financing will be in operation. This is a system whereby ESF and the required match funding are channelled to providers in a single funding stream. The intention is to reduce bureaucracy and administration for providers and help promote greater co-ordination, coherence and targeting of provision. Approved Community Finance Organisations (CFO) are the five Learning and Skills Councils, Association of London Government and Business Link for London. CFO applications from the Employment Service, London Development Agency and Connexions are expected in the autumn.

The latest proposals from the Department for Work and Pensions have indicated the following percentage allocations reserved for co-financing organisations:

2001 – 4%

2002 – 60%\*

2003 – 80%\*

\*The percentage breakdown is a recommendation only and is subject to approval by regional committees across England. Thus, potential Objective 3 applicants must keep abreast of developments, although it will still be possible to bid directly.

### **Timescale**

The Government Office for London is still uncertain whether there will be another bidding round for direct bidders. However, there is a commitment to have a bidding round in February 2002, with bids due in late March.

### **Contact**

*The London Voluntary Sector Training Consortium offers support, including training, surgeries and up-to-date information on its web site:*

Ingrid Zuck

Tel 020 7249 4441

e-mail [ingridzuck@lvstc.org.uk](mailto:ingridzuck@lvstc.org.uk)

[www.lvstc.org.uk](http://www.lvstc.org.uk)

*The Government Office for London will also provide support:*

David Hampson

Tel 020 7217 3244

e-mail [enquiries-europe.gol@go-regions.gsi.gov.uk](mailto:enquiries-europe.gol@go-regions.gsi.gov.uk)

*Objective 3 Bidding Guidance, application form, the Regional Development Plan and previous bidding results are all available on the GOL web site:*

[www.go-london.gov.uk](http://www.go-london.gov.uk)

## 22. EUROPEAN COMMUNITY INITIATIVE: EQUAL

### **Objective**

EQUAL is a new programme funded through the European Social Fund (ESF) that will test and promote new ways of combating all forms of discrimination and inequalities faced by those groups most disadvantaged in the labour market, both those in work and those seeking work. Such groups include women, ethnic minorities, people with disabilities, older workers, refugees, ex-offenders, drug and alcohol misusers, and asylum seekers.

### **Key Features**

EQUAL encourages participation and transnational co-operation through partnership building across five key themes:

#### ***Employability***

- facilitating access/return to labour market for disadvantaged people
- combating racism and xenophobia.

#### ***Entrepreneurship***

- opening up business creation to all
- strengthening the social economy (3rd sector).

#### ***Adaptability***

- promoting lifelong learning and inclusive work practices for those suffering discrimination and inequality
- supporting adaptability of firms and employees to structural economic change and the use of IT and other new technologies.

#### ***Equal Opportunities***

- reducing the gender gap and supporting job desegregation.

#### ***Asylum Seekers***

- action to help the social and vocational integration of asylum seekers.

The programme in Great Britain has been developed to have a strong policy focus so that projects can impact on policy development. EQUAL will be implemented via the establishment of Development Partnerships and Thematic Networking Groups. Development Partnerships may be organised on a geographical, economic sector or industrial sector basis, and be operated at a national, regional or local level. It is anticipated that 20 per cent will be national/sectoral, 20 per cent regional, and the remaining 60 per cent will have a local/regional focus, although this balance may change. It is expected that between 75 and 100 Development Partnerships will be approved at the first stage of the programme. Thematic Network Groups will have a strategic focus and develop a dissemination strategy.

### Timescale

The timetable is as follows:

- EQUAL launched: 13 March 2001
- Guidance issued: 8 May 2001
- Launch of bidding round: 8 June 2001
- Development Partnerships to start work in November 2001, followed by a six-month period in which to firm-up partnerships and transnational links.

### Contact

*For general progress on the Development Partnerships:*

e-mail [enquiries-europe.gol@go-regions.gsi.gov.uk](mailto:enquiries-europe.gol@go-regions.gsi.gov.uk)

*LVSTC also provides advice:*

Ray Phillips

Tel 020 7249 4441

e-mail [ray@lvstc.org.uk](mailto:ray@lvstc.org.uk)

*A national EQUAL GB Gateway web site and database have been created to keep people up to date. This contains details on the programme itself, potential participation and evolving EQUAL dialogue in the form of editorial, FAQs, and potential participants' interest and expertise.*

[www.equal.ecotec.co.uk](http://www.equal.ecotec.co.uk)

## 23. CHILDREN AND YOUNG PEOPLE

### SURE START

#### Objective

Sure Start's aim is to work with parents and children under five to promote the physical, intellectual, social and emotional development of children – particularly those who are disadvantaged – to make sure they are ready to thrive when they get to school.

#### Key Features

Sure Start programmes work towards the following national objectives:

- improving social and emotional development
- improving health
- improving children's ability to learn
- strengthening families and communities.

In each Sure Start area, locally based programmes ensure the following core services are delivered in an integrated and coherent way:

- outreach services and home visiting, building on existing services
- support for families and parents, including befriending and social support such as mentoring and parenting information
- services to support good-quality play, learning and child care for children
- primary and community health care and advice about child health and development and parental health
- support for those with special needs, including support in getting access to specialised services.

Additional services may also be provided to meet other local needs, especially for parents. These may vary widely and cover, for example, practical support and advice in response to particular issues (such as debt counselling), skills training, personal development courses, question-and-answer sessions with service providers, and other services in a local centre.

### **Timescale**

- Trailblazer Sure Start areas were announced in January 1999 and are now up and running.
- Round 2: programmes beginning to implement delivery plans in 2001.
- Round 3: programmes at approval stage.
- Round 4: programmes submitted outline plans to the Sure Start Unit in April 2001.
- Round 5: fifth wave bid will be implemented in three phases. Phase one bids will be approved in April 2002; phase two bids in June 2002; and phase three bids in August 2002.

### **London Examples**

London has 44 Sure Start programmes, including:

- Trailblazer areas: Brent, Camden, Enfield, Greenwich, Hackney, Haringey, Lambeth, Newham, Southwark, Tower Hamlets and Waltham Forest.
- Round 2 programmes in: Barking and Dagenham, Croydon, Ealing, Hammersmith and Fulham, Hounslow, Islington, Kensington and Chelsea, Lewisham, Redbridge, Wandsworth and Westminster.
- Round 3 programmes in: Brent, Camden, Hackney, Haringey, Havering, Lambeth and Newham.
- Round 4 programmes in: Barking and Dagenham, Bexley, Ealing, Greenwich, Hackney, Islington, Lewisham, Newham, Southwark, Tower Hamlets and Waltham Forest.
- Round 5 programmes in: Barking and Dagenham, Brent, Camden, Greenwich, Hackney, Hammersmith and Fulham, Haringey, Islington, Kensington and Chelsea, Lambeth, Lewisham, Merton, Newham, Southwark, Tower Hamlets, Waltham Forest and Westminster.

## **SURE START PLUS**

### **Objective**

Sure Start Plus aims to reduce the risk of long-term social exclusion and poverty from teenage pregnancy. Parents aged under 17 will be supported back into education and employment and receive help with child care.

There are two main elements to what Sure Start Plus pilots offer:

- personal support and advice for teenagers who discover that they are pregnant, so that they can make responsible and well-informed decisions according to their individual circumstances
- co-ordination of a new support package for young parents, both mothers and fathers, tailored to individual needs, to help them with such matters as health care, parenting skills, education, child care and housing.

The main components of Sure Start Plus will be:

- Sure Start Plus advisers
- a co-ordinated support package for teenagers who become parents
- help with reshaping existing services to make them more user-friendly and sensitive to the needs of teenagers
- identification of gaps in services, especially child care places, and prioritised proposals for filling these.

Sure Start Plus will be delivered by a partnership that involves local Sure Start partnerships, local teenage pregnancy co-ordinators, the Health Action Zone, plus other agencies and voluntary organisations. Partnerships should also consider the scope for community or parental involvement, and involvement of teenage mothers and fathers.

### **Timescale**

Twenty Sure Start Plus pilots were announced in 2000 and are commencing in 2001, initially for a three-year period, although there may be scope for extension to a five-year period. The pilots are based in areas of the country with the highest rates of teenage parenthood. Pilots will receive approximately £100,000 per annum from the Sure Start budget.

### **London Examples**

There are two Sure Start Plus pilots in London, based on existing Health Action Zone Areas:

- Lambeth, Southwark and Lewisham
- Hackney, Tower Hamlets and Newham

### **Contact**

*For general information:*

DfES Sure Start Unit

Tel 020 7273 4830

e-mail [sure.start@dfes.gov.uk](mailto:sure.start@dfes.gov.uk)

*For individual contact details for the London Sure Start programmes:*

[www.surestart.gov.uk](http://www.surestart.gov.uk)

*For further information on Sure Start in London see GOL's web site:*

[www.go-london.gov.uk/educationskill/sure\\_start.htm](http://www.go-london.gov.uk/educationskill/sure_start.htm)

## **THE CHILDREN'S FUND**

### **Objective**

The Children's Fund has been established as part of the Government's strategy to tackle child poverty and social exclusion. Its aim is to prevent children falling into drug abuse, truancy, exclusion, unemployment and crime.

### **Key Features**

The Children's Fund bridges the gap in preventative services between Sure Start for pre-school age children and the Connexions Service for young people in the 13+ age group. It will support services to identify children and young people who are showing early signs of disturbance, and provide them and their families with the support they need to get back on track. The Fund will be worth £450 million over three years and will support two programmes.

### **Local Authority Partnerships**

£380 million is available over three years to fund preventative services. A proportion of this will be made available to 40 areas across England in the first year (including Camden, Greenwich, Hackney, Haringey, Islington, Newham, Southwark and Tower Hamlets in London). By 2004, the Fund will be available across the whole of England.



The first wave local authorities have already been sent guidance. Each area must identify a strategic partnership that can plan and develop preventative services for children, young people and their families. The partnerships will be required to listen to the needs of the local community, and involve children and young people in the planning of services. The types of services that partnerships will be asked to develop may include:

- mentoring
- support for parents
- projects to provide out-of-school activities
- befriending, counselling or advice services.

### **The Local Networks**

£70 million of the Fund will go to the Children's Fund Local Network, which will support local community groups across 17 areas in England in tackling poverty and disadvantage. It is envisaged that, by April 2004, about 50 local funds will give out small grants of between £250 and £7000. Recognising the fact that existing voluntary and community groups may be supporting a range of ages, the local network covers a broader range of support and ages than the preventative stream, and will target children aged 0–19. Grants can be made under four themes:

- aspirations and experiences: bridging the gap between the childhood experiences of children in poverty and those children who are better off
- economic disadvantage: imaginative schemes to enable families to improve their living standards
- isolation and access: projects that help children who are isolated or alone, or are having trouble accessing services
- children's voices: giving children a chance to articulate their own needs.

The Local Network is administered by the Community Foundation Network, working in partnership with the Rural Community Councils and grant-making trusts, to provide a Fund Administrator in each local network area.

### **Timescale**

The grant is available now on a rolling basis for the 17 local areas, and it is envisaged that the network will roll out to cover the whole of England within three years.

## London Examples

London is one of the 17 local areas. Funding has already been agreed for projects in Tower Hamlets, Kensington and Chelsea, Brent and Lewisham.

### Contact

*For background information about the Children's Fund:*

[www.dfes.gov.uk/cypu/home\\_cf](http://www.dfes.gov.uk/cypu/home_cf)

*You can get the grant guidelines from this web site:*

[www.dfes.gov.uk/cypu/publications.guidelines.pdf](http://www.dfes.gov.uk/cypu/publications.guidelines.pdf)

*If you want to apply, then call the Local Network Call Centre:*

Tel 0845 113 0161 (option 5)

## CONNEXIONS

### Objective

The Connexions Service brings together help, advice and guidance services for young people aged 13–19 into a unified service. Connexions helps young people make the most of their educational and vocational choices, and development opportunities, to prepare them for the transition into work and adult life.

### Key Features

The Connexions Service integrates careers, health and youth services, as well as other support services, into a single access point for guidance and advice. It is part of the Government's wider Connexions Strategy aimed at increasing the participation and achievement of all young people.

The Service is delivered via a variety of means, including a network of personal advisers who provide a universal information, advice and guidance service for young people whether they are at school, in further education, employed or unemployed. Personal advisers also broker access to specialised support and in some instances provide personal development guidance and support. The advisers can also be placed in community or education settings.

There are 13 pilots in place across the country, with at least one in each Government Office region. Connexions is funded by an additional £177 million on top of the former Careers Service budget, to a total of £420 million per annum.

### **Timescale**

- pilots – commenced January 2001
- phase 1 – commenced April 2001
- phase 2 – commencing 2002, currently drawing up business and delivery plans
- national roll-out is planned for 2003.

### **London Examples**

Two Phase 1 Partnerships began delivery from April 2001:

- North London – Barnet, Enfield, Haringey, Waltham Forest
- South London – Bromley, Croydon, Kingston, Merton, Richmond, Sutton.

Three Phase 2 Partnerships are working towards commencing in 2002 and have been awarded development funding for 2001–02:

- London West – Brent, Ealing, Hammersmith and Fulham, Harrow, Hillingdon, Hounslow
- London Central – Camden, Islington, Kensington and Chelsea, Lambeth, Wandsworth, Westminster
- London East – Barking and Dagenham, Bexley, City of London, Greenwich, Hackney, Havering, Lewisham, Newham, Redbridge, Tower Hamlets.

London also has two Connexions pilots in Central London and Lewisham that are testing operational systems and delivery arrangements, as well as mapping need and provision.

### **Contact**

*Connexions National Unit:*

Tel 0114 259 1104

e-mail [connexions.service@dfes.gsi.gov.uk](mailto:connexions.service@dfes.gsi.gov.uk)

[www.connexions.gov.uk](http://www.connexions.gov.uk)

*The London Connexions Services:*

Gill Wilson, London West

Tel 020 8901 3702

Sandy Cotton, London Central

Tel 020 7598 4915

Jennifer Izekor, London East

Tel 020 8432 0622

Peter Heaviside, London North

Tel 020 8882 5431

Ian Foyle, London South

Tel 020 8460 1480

Helen Norris, Lewisham Pilot

Tel 020 8355 5004

[www.go-london.gov.uk/educationskill/connections\\_in\\_london.htm](http://www.go-london.gov.uk/educationskill/connections_in_london.htm)

## Neighbourhood Nursery Initiative

### Objective

The Neighbourhood Nursery Initiative (NNI) aims to support children and families in the most disadvantaged areas in England by providing new child care services. It will tackle the lack of child care, which so often prevents people working. In particular, it will enable lone parents getting a job in these areas to access a child care place. The initiative promotes social investment and enterprise, and aims to create sustainable child care in the private, voluntary and maintained sectors to meet the needs of children and parents now and in the future.

### Key Features

The Neighbourhood Nurseries Initiative (NNI) is a key strand of the Government's Neighbourhood Childcare Initiative, which aims to create child care places through childminding (25,000), out-of-school child care (50,000) and neighbourhood nursery provision (45,000). NNI is the biggest-ever single investment to create new child care places.

In England, £203 million of revenue funding from the DfES and up to £100 million of capital funding from the New Opportunities Fund has been made available over the next three years

to help create the 45,000 child care places – equivalent to 900, 50 place nurseries – in disadvantaged communities where there is still little or no existing provision.

Revenue funding will be channelled through local Early Years Development and Childcare Partnerships (EYDCPs). Providers will be able to access 50 per cent of their running costs in year one, 30 per cent of their running costs in year two and 10 per cent of their running costs in year three. The average for a 50-place nursery will be £220,000 up to a maximum of £270,000 over three years.

Capital funding from the New Opportunities Fund's Building Neighbourhood Nurseries Programme will also be channelled through EYDCPs. Providers can submit an application for required capital to their Partnership, who will endorse their application before submitting it to the New Opportunities Fund. Partnerships will be expected to allocate their capital funding from the New Opportunities Fund where is best placed to achieve the strategic objectives.

Providers will need to demonstrate that they will be sustainable after the period of funding and will be required to submit five-year business plans. To help them in this, and share good practice, new Business Support Officers have been appointed in every EYDCP area. The DfES will be also be issuing further guidance and is in the process of appointing ten regional Neighbourhood Nurseries Advisors.

The new Neighbourhood Nurseries will be linked with Sure Start and, where possible, with other local and national regeneration schemes for children and families. Drawing on other sources of funding, the nurseries will offer a range of additional services, which may include family learning and support, child care training, as well as family- and community-based health services.

### **Timescale**

EYDCPs submitted its plans for the initiative to the DfES on 4 June 2001. Funding has now been allocated to Partnerships and they have begun the practical work of creating the new child care provision and developing their plans with providers from the private, voluntary and maintained sectors and other local stakeholders.

### **London Examples**

This initiative is a national one, targeting the 20 per cent most deprived areas in England.

### **Contact**

*For general policy information:*

Disadvantaged Areas Team

Tel 020 7273 5192

e-mail [neighbourhood.childcare@dfes.gsi.gov.uk](mailto:neighbourhood.childcare@dfes.gsi.gov.uk)

Neighbourhood Nurseries Initiative

Early Years and Childcare Unit

Level 2, DfES

Caxton House

6-12 Tothill Street

London SW1H 9NA

*For information about plans in your local area, contact:*

The local Early Years Development and Childcare Partnership

## 24. CONNECTING COMMUNITIES

### Objective

This Home Office grant funds projects to promote race equality, and to tackle racism, discrimination, harassment and violence.

### Key Features

The aims are to:

- create strong, sustainable and credible local community networks
- give women in ethnic minority communities, who suffer from severe disadvantage, access to a wide range of social, economic and educational opportunities
- address the disaffection and disengagement felt by many young men in ethnic minority communities as a result of racism
- bring together communities, including faith communities, for joint initiatives
- tackle negative stereotyping of ethnic minority people by the media
- publicise and celebrate the achievements of ethnic minority communities and individuals, and the positive contribution they have made, and are making, to British society
- encourage members of ethnic minority communities to seek employment in the Home Office and its service areas, e.g. the police, prison, probation and fire services
- support the government initiative on combating forced marriage.

Four main areas of support have been identified where funding will benefit minority ethnic communities: Community Networks; Opportunity Schemes; Towards More Representative Services; and Positive Images.

The four programmes aim to:

- help create strong, sustainable, credible, local community networks, and bring together, wherever possible, faith and other community groups for joint initiatives
- provide women in black and minority ethnic communities, who are severely disadvantaged, access to a wide range of educational, training, employment and personal support
- address the racism and other factors that cause the disaffection and disengagement felt by many young men in black and minority ethnic communities

- help build trust, respect and confidence between black and minority ethnic communities and local Home Office service providers, such as the police and fire services, and promote these and other Home Office services as worthwhile career opportunities
- help counteract racist, negative stereotyping of black and minority ethnic people; and publicise and celebrate the achievements of black and minority ethnic communities and individuals, and the positive contribution they have made, and are making, to British society.

### **Timescale**

All funds have been allocated until the financial year 2002–03. Subsequent funding rounds will be announced in late 2001/early 2002.

### **Contact**

Richard Brett, Home Office Race Equality Unit  
Tel 020 7273 3772



## 25. MILLENNIUM VOLUNTEERS

### Objective

Millennium Volunteers aims to promote volunteering among 16–24 year olds. It hopes to enhance young people's employability and ability to learn new skills. Millennium Volunteers offers young people the opportunity to develop projects around local issues that they feel strongly about.

### Key Features

It is thought that Millennium Volunteers can actively assist in promoting the social inclusion and widening participation agenda by building young people's self-confidence and through a general confidence to re-engage in the learning process. By encouraging volunteering it is hoped that obstacles to access and engagement will be removed, drop out rates will be reduced, and retention of non-traditional groups will be increased. This programme aims to enhance young people's employability, as well as being able to learn new skills and increase their access routes to college, university and the labour market.

There are nine key principles involved:

- 1 sustained personal commitment from volunteers
- 2 community benefit
- 3 voluntary involvement
- 4 inclusive for all young people
- 5 ownership by young people
- 6 wide variety of volunteering projects
- 7 partnership
- 8 quality opportunities
- 9 recognition of Millennium Volunteers' achievements.

Organisations from the voluntary sector, local government and further and higher education run projects on behalf of the Department for Education and Skills, who fund the projects. They offer a range of opportunities – for example helping with reading in schools, sports coaching and peer group mentoring in order to prevent alcohol or drug abuse.

### **Timescale**

Millennium Volunteers was launched in 1999 and has provided funding for projects up until 2004. There are 181 projects currently funded nationally.

### **Contact**

*The national contact is:*

Millennium Volunteers Unit

Tel 0800 917 8185

e-mail [millennium.volunteers@dfes.gov.uk](mailto:millennium.volunteers@dfes.gov.uk)

[www.mv-online.gov.uk](http://www.mv-online.gov.uk)

## 26. 'WHAT WORKS' PROBATION PATHFINDER PROJECTS

### Objective

As part of the national strategy to cut crime, the 'What Works' projects aim to reduce re-offending by 5 per cent by 2004. The aim is to bridge the gap between custody and community programmes.

### Key Features

'What Works' are projects that focus particularly on education and training, in areas that include employability, literacy and 'anger management'. Successful projects are accredited to form part of the interventions known as the 'core curriculum', introduced in every probation area in 2001. 'What Works' aims to reduce re-offending by ensuring that probation practice is based on interventions that are evidence based, accessible, effective for all offenders, and are delivered to a consistent standard nationally.

'What Works' projects fall under the following categories:

- offending behaviour projects
- community service projects
- community reintegration projects
- drugs programmes
- basic numeracy and literacy.

In addition, two general offending programmes are being adapted from the prison service for the probation service. Two more projects, on intervening with racially motivated offenders, and on black and Asian offenders, are in the process of being evaluated.

### **Contact**

*For policy information, contact:*

The National Probation Directorate

Tel 020 7217 0687

[www.homeoffice.gov.uk/probation](http://www.homeoffice.gov.uk/probation)

*For an outline of the pathfinders:*

[www.crimereduction.gov.uk/workingoffenders2.htm](http://www.crimereduction.gov.uk/workingoffenders2.htm)

## 27. DRUG ACTION TEAMS

### Objective

Drug Action Teams (DATs) bring together agencies such as the health authority, local authority, local education authority, social services, police and probation services to work in partnership to tackle drugs problems.

### Key Features

Drug Action Teams (DATs) are local, multi-agency, co-ordinating groups set up under the UK Government's anti-drugs strategy for England, *Tackling Drugs Together*. The key principles of the strategy are:

- integration of activity across government through partnerships to deal with social problems that lie at the root of drug misuse
- evidence for pilot projects and evaluation on what works in tackling drugs
- joint action co-ordinated through Drug Action Teams
- communication of a consistent message on the harmful effects of drugs
- improved accountability through more transparent resourcing and performance measurement structures.

All teams are headed by a DAT chair and most DATs have a co-ordinator in place. Drug Reference Groups, made up of local professionals, advise the DATs on policy and practice in the local area. DATs draw up Drug Action Plans, setting priorities for the allocation of resources locally, which is then approved by the UK Anti-Drugs Co-ordinator.

### London Examples

There are Drug Action Teams in each London Borough.

### **Contact**

*For information on drugs policy, contact:*

UK Anti-Drugs Co-ordination Unit

Tel 020 7270 5776

[www.cabinetoffice.gov.uk](http://www.cabinetoffice.gov.uk)

*Contact details for the London DATs can be found at:*

[www.drugscope.org/uk/dat/contacts](http://www.drugscope.org/uk/dat/contacts) or by contacting the local authority

## APPENDIX 1: Departmental Responsibilities for Regeneration Programmes

### Cabinet Office

Drug Action Teams

### Department of Health

Health Action Zones

### Employment Service

New Deal for 18–24 Year Olds

New Deal for Disabled

New Deal for Lone Parents

New Deal Long-Term Unemployed

People 25+

New Deal 50+

New Deal Partners

### Department for Education and Skills

Children's Fund

Connexions

Education Action Zones

Learning Partnerships

Millennium Volunteers

Sure Start

Sure Start Plus

### Home Office

Connecting Communities

Probation Pathfinders

### Department for Work and Pensions

Action Team for Jobs

Employment Zones

### Government Office for London

EQUAL

Objective 2

Objective 3

URBAN II

### Sport England

Sports Action Zones

### Department for Transport, Local Government and the Regions

Neighbourhood Renewal Unit

Community Empowerment Fund

Community Chests

Neighbourhood Wardens

Neighbourhood Management Pathfinders

Local Strategic Partnerships

Neighbourhood Renewal Fund

New Deal for Communities

London Development Agency

Single Regeneration Budget

## Appendix 2: Neighbourhood Renewal Fund – Regional and Local Authorities

Appendix 2: Neighbourhood Renewal Fund – Regional and Local Authorities							
Region	LA Names	Region	LA Names	Region	LA Names	Region	LA Names
East	Great Yarmouth Luton	Cont  London	Southwark Tower Hamlets Waltham Forest Wandsworth Westminster	Cont  North West	Burnley Halton Hyndburn Knowsley Liverpool Manchester Oldham Pendle Preston Rochdale Salford Sefton St Helens Tameside Wigan Wirral	West Midlands	Birmingham Coventry Dudley Sandwell Stoke-on-Trent Walsall Wolverhampton
East Midlands	Ashfield Bolsover Derby Leicester Lincoln Mansfield Nottingham		Derwentside Easington Gateshead Hartlepool Middlesbrough Newcastle-upon-Tyne North Tyneside Redcar & Cleveland Sedgefield South Tyneside Stockton-on-Tees Sunderland Wansbeck Wear Valley		South East		Brighton & Hove Hastings Portsmouth Southampton
	London	Barking Brent Camden Croydon Ealing Enfield Greenwich Hackney Hammersmith & Fulham Haringey Islington Kensington & Chelsea Lambeth Lewisham Newham		North West		Allerdale Barrow-in-Furness Blackburn Blackpool Bolton	South West



### APPENDIX 3: Department for Transport, Local Government and the Regions: Single Regeneration Budget

#### Round 5 Successful Bids (London)

	Project Name	£	£
1	From Dependency to Work, Pan-London	835	11,995
2	New Life for Paddington	450	13,457
3	Engineering a Competitive Future at the Heart of Thames Gateway	909	22,193
4	Isle of Dogs Confident Communities Programme	400	3,100
5	The Health Ladder to Social Inclusion: Redbridge & Waltham Forest	75	8,000
6	Ethnic Minority Voluntary Sector Capacity Building Programme	150	2,500
7	Mile End Park	1,100	2,330
8	Safe Routes to School: Safe Roots for Communities	100	950
9	Getting London Working	629	4,748
10	Cray Valley Regeneration	131	1,,787
11	Bridging the Gap	153	2,694
12	Off the Streets and into Work	850	2,250
13	Connecting Stockwell	225	4,000
14	Thresholds Partnership Bid	316	4,685
15	South Greenwich: Building New Links	552	22,995
16	Its not your Skills ... Its your Attitude	350	1,430
17	London New Business Creation	869	13,026
18	Bridging the Divides	181	13,049
19	Changing Practices: North West London TEC	686	13,998
21	Growing Involvement	127	791
22	Action Acton: from the Margins to the Mainstream	692	11,558
23	A New Future for Finsbury Park	300	25,000
24	New Commitment to Kilburn	53	6,599
25	New Horizons for Harold Hill	75	3,817
26	The London Social Inclusion Growth Fund	234	866
27	East London & Lee Valley Pathways Development Project	78	350
28	Connecting Communities	2,657	20,998
29	West Green Learning Neighbourhood	307	11,997
30	Building Sustainable Communities: Forest Gate & Plaistow	160	23,000
31	Cross River Communities	309	6,838
32	Vauxhall-all-Together Now	30	1,518
33	L'Ouverture – Widening Participation in Education & Learning	140	640
34	London Credit Union Support Programme	136	612
35	Downham Pride: Aiming Higher for Downham	200	2,100
36	Silwood Regeneration	2,094	23,849
37	Elephant Links	433	25,000
38	Co-ordinating the Millennium in London	118	188

**Round 6 Successful Bids (London)**

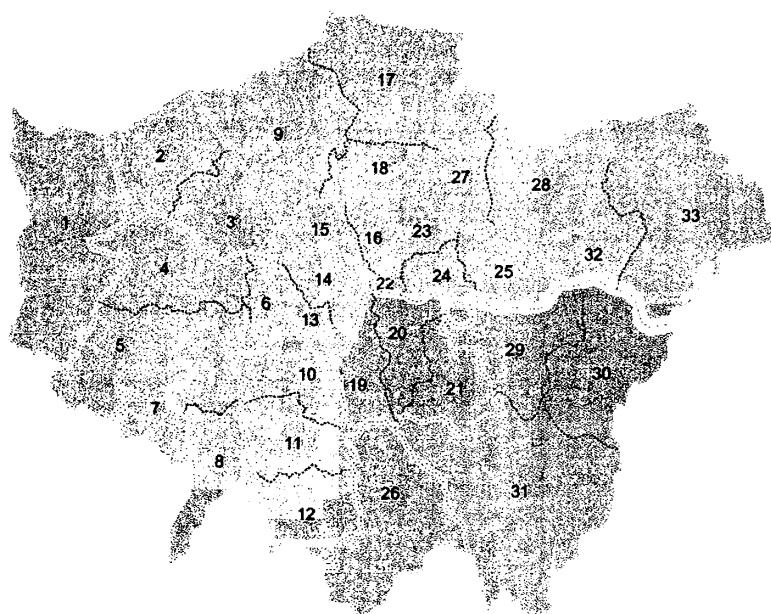
	<b>Project Name</b>	<b>£</b>	<b>£</b>
1	From Hardcore Homeless into Work, Pan-London	450	6,000
2	From Disadvantage to Opportunity, Croydon	0	5,500
3	Access to Training for Visually Impaired People, Pan-London	125	473
4	Changing Places, Changing London Lives	250	8,063
5	Urban Renaissance in Lewisham	135	15,900
6	A New Manor, Woodberry Down, Stamford Hill	400	22,500
7	Get Set for Citizenship, New Cross and Deptford	171	1,495
8	More London Bridge: More Opportunities for Residents and Employees/ers, London Bridge	96	15,210
9	New Beginnings – New Settlements, Tower Hamlets	120	5,000
10	Health Benefits Regeneration, Greenwich	30	9,000
11	Delivering London's Manufacturing in Thames Gateway South	100	10,800
12	Enterprise for Communities, Pan-London	282	1,500
13	Communities in Business, Poplar & Leaside	50	20,700
14	Digital Learning Ring: The Next Generation, Pan-London	1,249	5,300
15	All change @ Camden Central	100	7,000
16	Young People – Agents for Change, Tooting	110	5,440
17	The Art of Regeneration, North Lewisham and West Greenwich	619	2,500
18	Renewal – Turning Adversity into Opportunity for Refugees and Recent Arrivals in West London, Ealing, Hammersmith and Hounslow	250	6,000
19	H2R – Hard to Reach – Including a Community, Harlesden	40	250
20	The Job Opportunities Programme, Opening the Door of Opportunity for the Black and other Ethnic Minority Communities, Pan-London	146	900
21	Putting New Heart into Grahame Park, Barnet	233	2,500
22	Closing the Childcare Gap, Stratford	3,190	4,000
23	Raising our Sights: New Ambitions for Young People in Lambeth	130	6,000
24	The Circle Initiative, Central London	65	4,630
25	Prosperity and Pride in Peckham	580	1,5000
26	Park Royal Connect	100	6,955
27	Centre of Expertise for Manufacturing, Thames Gateway & Lee Valley	200	6,300
28	Joining up Northumberland Park, Tottenham	57	6,988
29	Raising the Dalgarno, North Kensington	50	1,000
30	Destination Wembley – Access to Opportunities	344	25,000
31	A Model for Best Practice: Joined up Regeneration in Thames Gateway	100	200
32	London Civic Forum – Reconnecting London	92	150
33	Opportunity into Reality: A New Waterloo	110	19,005
34	The Grid for Creative London	1,900	2,000
35	Community Courthouse Initiative, Pan-London	1,000	200
36	Children and Neighbourhoods in London	0	1,000

37	Positive Futures, Positive Lives, Pan-London	585	1,755
38	Community Involvement Across the London Region	36	190
39	Stonebridge Area Youth Project	0	247
40	Southwark's Campaign Against Hate Crimes	60	1,500
41	Access to Excellence for Newham's Communities	110	18,750
42	Tree-mendous Londoners, Whitechapel, Elephant & Castle, and Stockwell	30	699
43	Manufacturing Investment and Workforce Development, Barking & Dagenham, Havering & Thurrock	95	10,000
44	Keep London Working	2,318	4,500
45	London South Central Connections, Vauxhall	468	20,000
46	Re-engineering Secondary Materials for the Thames Gateway	1,250	5,400

# APPENDIX 4: NHS Workforce Development Confederation – London Region

CONFEDERATION	CHIEF EXECUTIVE	CHAIR	PA/SECRETARY	ADDRESS
North East London	Dr Lucy Moore  Tel: 7655 6735 Mob: 07980 632 472 lucy.moore@elcha.nhs.uk	Sue Osborne/Susan Williams (Barking & Havering HA)  Tel: 8591 9595 Fax: 8532 6201 Secretary: Joan	Jane Keil (PA) Tel: 7655 6714 Fax: 7655 6675 jane.keil@elcha.nhs.uk Sonia (PA) Tel: 8532 6388 Fax: 8532 6387	ELCHA 1 <sup>st</sup> Floor, Aneurin Bevan House 81–91 Commercial Road London E1 1RD  B&H HA The Clock House East Street Barking
West London	Philip Brown  Tel: 8321 6838 philip.brown@wmuh-tr.nthames.nhs.uk	Richard Higgins (Parkside Health) Tel: 8962 4651 Fax: 8962 4652	Sharon Gage (PA to Margaret Murphy) Tel: 8321 6415 Vivienne Mills (PA to Joan) Tel: 8565 5588 Anne Gayle (Department Secretary) Tel: 8321 6838 Fax: 8321 6470	West Middlesex University Hospital Twickenham Road Isleworth Middlesex TW7 6AF
North Central London	Nic Greenfield	Rob Larkman/Christine Outram (C&I Com Serv/BE&H HA) Tel: 7530 3000/8272 5580	Janice Green (Office Manager) Tel: 7530 3969 Fax: 7530 5320	1 <sup>st</sup> Floor, West Wing St Pancras Hospital 4 St Pancras Way London NW1 0PE
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South West London	Paul Holmes  Tel: 8682 6483 Pholmes@swlstg-tr.nhs.uk	John Langan (Kingston Hospital) Tel: 8546 7711 x2814 Fax: 8547 2182 Secretary: Teresa Major	Michelle McFie (PA) Tel: 8682 6483 Fax: 8682 2239 mmcfie@swlstg-tr.nhs.uk	SWL & St Georges MH NHS Trust Harewood House Springfield University Hospital 61 Glenburnie Road Tooting London SW17 7DG

## APPENDIX 5: Current Boundaries of Local Authorities and Health Authorities



Health authority boundaries



Local authority boundaries

### Hillingdon

- 1 Hillingdon

### Brent & Harrow

- 2 Harrow  
3 Brent

### Ealing, Hammersmith & Hounslow

- 4 Ealing  
5 Hounslow  
6 Hammersmith

### Kingston

- 7 Richmond  
8 Kingston

### Barnet

- 9 Barnet

### Merton, Sutton & Wandsworth

- 10 Wandsworth  
11 Merton  
12 Sutton

### Kensington, Chelsea & Westminster

- 13 Kensington & Chelsea  
14 City of Westminster

### Camden & Islington

- 15 Camden  
16 Islington

### Enfield & Haringey

- 17 Enfield  
18 Haringey

### Lambeth, Southwark & Lewisham

- 19 Lambeth  
20 Southwark  
21 Lewisham

### East London & City

- 22 City of London  
23 Hackney  
24 Tower Hamlets  
25 Newham

### Croydon

- 26 Croydon

### Redbridge & Waltham Forest

- 27 Waltham Forest  
28 Redbridge

### Bexley & Greenwich

- 29 Greenwich  
30 Bexley

### Bromley

- 31 Bromley

### Barking & Havering

- 32 Barking & Dagenham  
33 Havering

## APPENDIX 6: Proposed Boundaries for New London Strategic Health Authorities

**This diagram shows the possible geographical boundaries of the five new Strategic Health Authorities for London. The consultation phase and final configuration is not likely to be completed until early 2002.**



**Key:** Proposed Strategic Health Authorities  
(with existing health authorities named beneath)

■ **North West**

Brent & Harrow  
Hillingdon  
Ealing, Hammersmith & Hounslow  
Kensington, Chelsea & Westminster

■ **North Central**

Barnet, Enfield & Haringey  
Camden & Islington

■ **North East**

Redbridge & Waltham Forest  
Barking & Havering  
East London & City

■ **South East**

Bexley, Bromley & Greenwich  
Lambeth, Southwark & Lewisham

■ **South West**

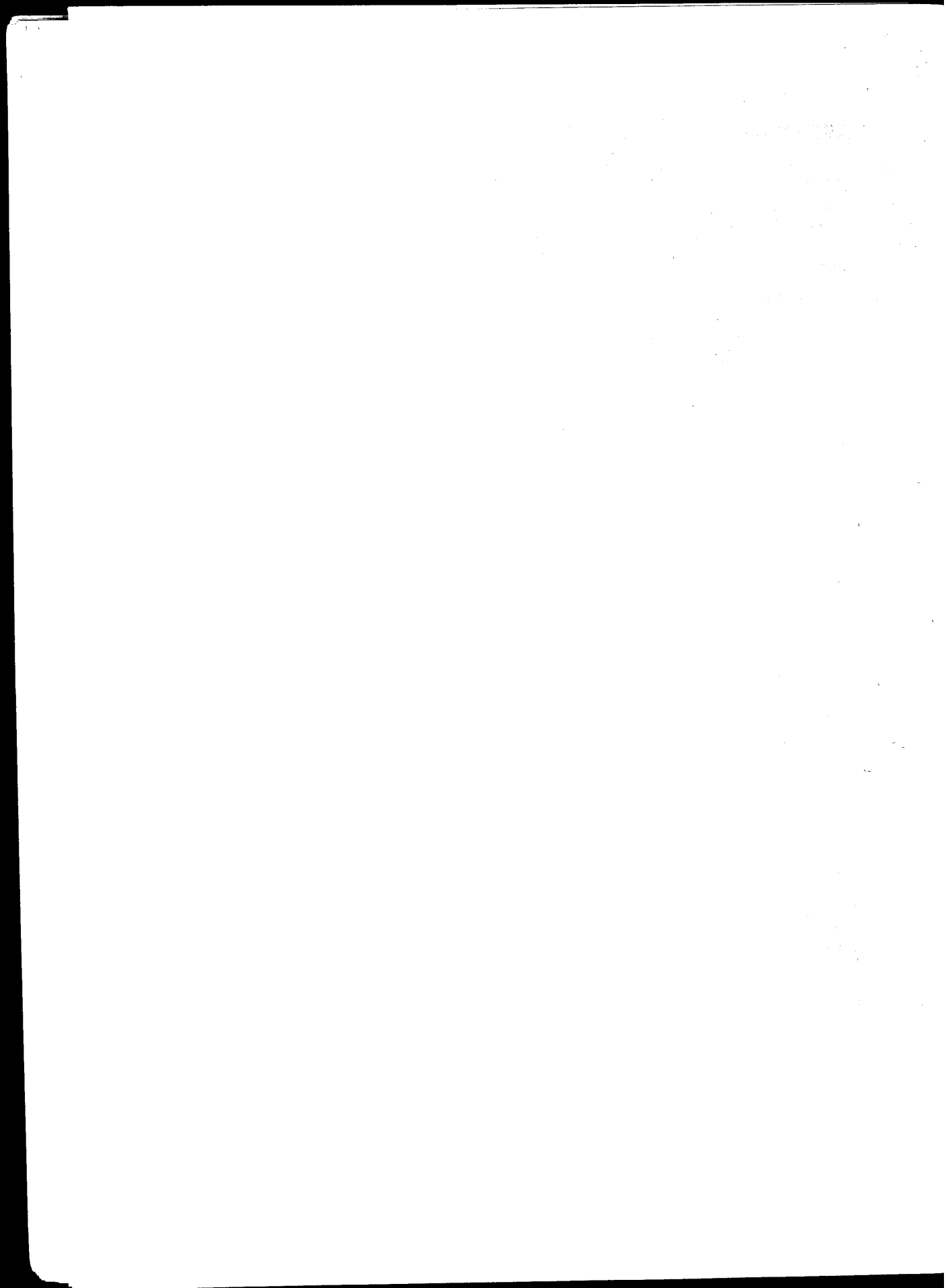
Merton, Sutton & Wandsworth  
Croydon  
Kingston & Richmond

## APPENDIX 7: What is a PCG?

Primary care groups (PCGs) bring together local providers of primary and community services under a board representing local GPs, nurses, the local community, social services and the health authority. Each PCG was expected to serve a population of around 100,000 people. The Government's intention was to put primary care professionals 'in the driving seat in shaping local health services'. PCGs are expected to develop over time, learning from existing arrangements and their own experience. A PCG is a sub-committee of the health authority. When this sub-committee becomes a free-standing body accountable to the health authority, it becomes a primary care trust (PCT). By 2004, all PCGs will be PCTs.

Below is the current list of London PCGs and PCTs. However, these will change in the future as the NHS restructures.

Acton & Central Ealing PCG	Fulham PCG	Northolt & Greenford PCG
Balham, Tooting & Wandsworth PCG	Greenwich PCT	Orpington PCG
Barking & Dagenham PCT	Hammersmith PCG	Putney & Roehampton PCG
Barnet PCT	Haringey PCT	Redbridge PCT
Battersea PCG	Harrow East & Kingsbury PCG	Richmond PCG
Beckenham & Penge PCG	Harrow West PCG	South Brent PCG
Bexley PCT	Havering PCT	South Camden PCG
Brent Central PCG	Hayes & Harlington Directorate	South Islington PCG
Brent North PCG	Hounslow PCG	South KCW PCG
Brentford, Chiswick & Isleworth PCG	Kingston PCT	South Lambeth PCG
Bromley PCT	Marylebone PCG	South Lewisham PCG
Central Croydon PCG	Nelson and West Merton PCT	South Southwark PCG
Chingford, Wanstead & Woodford PCT	Newham PCT	Southall PCG
City & Hackney PCT	North Camden PCG	Sutton PCG
Croydon South PCG	North Croydon PCG	Teddington, Twickenham & Hampton PCT
East Merton & Furzedown PCG	North Hillingdon Directorate	Tower Hamlets PCT
Enfield PCT	North Islington PCG	Uxbridge & West Drayton Directorate
Feltham PCG	North Lambeth PCG	Walthamstow, Leyton & Leytonstone PCT
	North Lewisham PCG	Westway PCG
	North Southwark PCG	

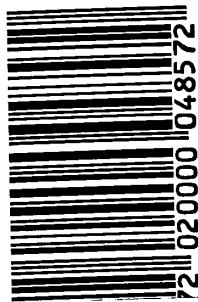




King's Fund

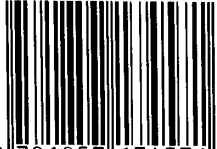


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ISBN 1-85717-457-7



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