

FUNDING

AND THE
ARCHIVE
LIBRARY
& MUSEUM
SECTOR



**Funding and the
Archive, Library & Museum Sector**
an MLA London Briefing Paper
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1

Introduction

This report aims to be a practical guide to a number of government funding streams in London, to the New Local Area Agreements and to Local Strategic Partnerships. It has been produced to enable archives, libraries and museums to explore funding opportunities available to them. The report complements our existing funding information briefing.

It will look at:

- **Sustainable Communities (SC) agenda.**
- **Some of the funding streams in London in detail and opportunities for our sector to support the aims of SC and Neighbourhood Renewal (NR).**
- **Local Area Agreements (LAAs) and Local Strategic Partnerships (LSPs).**
- **Suggestions on how we can improve MLA London's ability to work with these structures and various funding streams.**

2

Sustainable Communities

ODPM

The Office of the Deputy Prime Minister (ODPM)

stated aim is:

'To create a prosperous, inclusive and sustainable communities for the 21st century, places where people want to live, that promote opportunity and better quality of life for all'. (www.odpm.gov.uk)

ODPM is responsible for a range of areas including local government, regional policy, devolution, housing, homelessness and planning. Across all of these is the wide-ranging sustainable communities agenda.

The ODPM defines sustainable communities as places that offer people:

- A decent home they can afford.
- A community in which they want to live and work.
- The chance to develop their skills and abilities.
- Access to jobs and excellent services; and,
- The chance to get engaged in their community and make a difference.

The government recognises that Sustainable Communities are about more than housing. *Sustainable Communities; People Places and Prosperity* (ODPM 2003) is the government's five-year strategy for the non-housing aspects of this agenda.

This report looks at two areas, which support this agenda:

- Neighbourhood Renewal Fund (NRF) which targets resources on the most disadvantaged areas.
- LSPs and LAAs which aim to offer a much more localised focus with a clear emphasis on partnership & community involvement in the decision making process.

In London the Government Office for London (GOL) works to co-ordinate this agenda. They oversee the delivery of neighbourhood renewal policy, including LSPs, Neighbourhood Management (NM), New Deal for Communities (NDC), Community Participation and Community Empowerment Networks.

They negotiate LAAs with local authorities ensuring that national and local priorities are met.

Home Office (www.homeoffice.gov.uk)

The Home Office is the government department responsible for internal affairs in England and Wales. Overall they 'work to build a safe, just and tolerant society, to enhance opportunities for all, and to ensure the protection and security of the public is maintained'.

Of particular importance in the context of this report is the work of the Communities Group (CG), which is responsible for policy advice on issues affecting the citizen and the community, including race equality, voluntary sector and charities, community cohesion, children, civil renewal and faith communities.

The CG includes the following units:

- The Active Communities unit.
- The Civil Renewal unit.
- The Community Cohesion unit.
- The Faith Communities unit.
- The Race Equality unit.

The Active Communities Unit manages Change Up, which is a capacity building framework for the voluntary and community sector. MLA London has been funded to develop links and relationships between the museum sector and regional voluntary agency support groups.

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Neighbourhood Renewal Funding Streams

'A new Commitment to Neighbourhood Renewal - National Strategy Action Plan' set out the government's policy on tackling deprivation in England with an emphasis on improving public services. This means increased employment and improved economic performance, reduced crime, better educational attainment, improved health, better housing and cleaner, safer, greener public spaces (www.neighbourhood.gov.uk). The overarching aim is no one should be seriously disadvantaged by where they live. It is about narrowing the gap between England's most deprived areas and the rest of the country. In order to do this the Government has set floor targets for improved outcomes by public services in deprived neighbourhoods. Previous targets had focussed on raising average standards, but the new targets focus on raising minimum standards, which means that Local Authorities (LAs) are being judged on the areas where they are doing worst and not on the national average.

Neighbourhood Renewal Fund

The ODPM Neighbourhood Renewal Unit (NRU) supports the Neighbourhood Renewal Fund (NRF) and is administered by GOL. It has run since 2001/2 and focuses on the 88 most deprived LAs in England.

The fund aims to:

- Help LAs improve public services in their most deprived neighbourhoods.
- To meet key local and national targets for narrowing the gap.

LSPs are charged with development of Local Neighbourhood Renewal Strategies (LNRS), which decide on where these resources are allocated and what the **local** priorities are.

Currently in London there are:

- 20 boroughs in receipt of **Neighbourhood Renewal Fund**.
- 10 boroughs in receipt of **New Deal for Communities Fund**.
- 2 **Neighbourhood Management** pilots (5 in 2005/2006).
- 87 **Single Regeneration** Schemes.

NRF funding allocations look like:

- £1.05 billion NRF spread over 2 years (2006-8) to the 80 most deprived LA districts in England and 6 now significantly improved districts.
- £265 million Safer Stronger Communities Fund (SSCF) - brings together funding streams from ODPM and the Home office and is designed to support LSPs in promoting community safety, liveability and community engagement.

The SSCF funding is divided into:

1: SSCF Neighbourhood Element of £160 million over 4 years 2006–10 is targeted at the 84 LAs that contain pockets of deprivation in small neighbourhoods.

2: SSCF Cleaner Safer Greener element of £105 million for the 2 years 2006–8 is targeted at 50 LA districts that need to make significant improvement in public spaces.

(see Appendices 1 & 2 for borough breakdown and allocations for 2006–8)

In 2004 the ALG reported that in 2002–2003 a number of boroughs spent a large percentage of their NRF budgets on cultural activities:

- Newham–34%
- Tower Hamlets–7%
- Lewisham–24%
- Islington–8%

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New Deal for Communities (www.neighbourhood.gov.uk)

New Deal for Communities is also supported by ODPM Neighbourhood Renewal Unit and administered by GOL. It is targeted funding at the areas suffering multiple deprivation. Begun in 1998 there are now 39 NDC areas in England with ten of those in London (see Appendix 1). There are no plans to create any more NDC partnerships

They are ten-year programmes and NDCs aim to put local communities at the centre of the decision making process and support them to find local solutions to local problems. They are managed by multi agency partnership boards, which are made up of LA members, elected representative, members of community and voluntary groups and local residents.

While acknowledging the uniqueness of each area NDCs are generally expected to work to the following themes:

- Worklessness.
- Crime, the fear of crime and community safety.
- Health.
- Housing and the physical environment.
- Educational achievement.

(see Appendix 3 for borough breakdown and overall allocations).

Opportunities for Museums, Libraries and Archives (MLAs)

MLAs can offer a wide variety of activities which can help meet NDC and NRF targets e.g. reading groups, IT training, volunteering opportunities, etc. However to be effective in working with these NRF or NDCs MLAs need to be more actively involved in the local area and communities so that they can develop relationships with key agencies and people and can make the case for culture as a means of meeting NRF outcomes.

MLA London's innovative capacity building project Community Links supported four cross-domain partnerships in NDC areas to increase their understanding of Neighbourhood Renewal. Islington, Haringey, Lambeth and Hammersmith and Fulham went on to develop projects aimed at obtaining NDC funding with some success. Hammersmith and Fulham's partnership succeeded in obtaining funding for a new Community Librarian post and Lambeth undertook an NDC funded feasibility study to map the gaps in provision on the Clapham Park Estate.

There have been a number of other examples - St Ann's Library in Haringey worked with their local NDC on a capital refurbishment project to support life long learning opportunities and the Black Cultural Archive in Lambeth delivered an oral history project helping to meet local NDC Community Development Targets.

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Children and Young People Funding Streams

Before looking at three funding streams aimed at Children and Young People (CYP) it is worth looking at recent government policy on working with CYP.

Every Child Matters: Change for Children (December 2004) (www.everychildmatters.gov.uk) focuses on how different ways of working can lead to improved prospects for children, young people and families and presenting a national framework for 150 Local Authority led programmes. A new legal framework outlined in Children Act 2004, provides the legislative spine for the wider strategy.

The legislation will bring about some significant changes:

- The creation of Children's Trusts and new infrastructure for CYP and the organisations that work to support them (although there is no definitive guidelines on how to do that).
- Services around the child and 'family' in one place - children's centres and extended schools.
- Set of new priorities.
- Listening to CYP when assessing and planning services.

GOL's role is to support partners in introducing these policies with a focus on improving access to information and promoting multi agency working for children's services and centring on the needs of children and their families.

The Outcomes Framework has 5 core outcomes:

- Health.
- Being safe.
- Enjoyment and achievement.
- Making a positive contribution.
- Economic well being.

The youth green paper **Youth Matters** (www.youthmatters.gov.uk) will set out a commitment to provide a new integrated set of youth services.

Key themes expected include:

- Identifying things to do and places to go.
- Targeted support.
- Driving up the standard of advice, support and guidance available.

Again there is an emphasis on partnership working with CYP at the centre of services.

Connexions (www.connexions.gov.uk/partnerships)

Connexions is the support service for all young people aged 13 to 19 in England. In London the funding currently goes through GOL to the 4 sub regional partnerships. GOL ensures that the sub regional partnerships' aims and objectives are meeting government policies.

Youth Matters gives accountability to LAs with the aim that by 2008 Connexions funding will go directly to Local Authorities. (Connexions budget for 2004/05 was £70.65 million).

With this transfer of accountability there is the fear that Connexions 'will lose work'. LAAs have now been added to the mix and although the DfES wanted a 2-year transition period (06/08) for the transfer of this accountability, the introduction of LAAs have speeded this up. In 2006/07 GOL will continue to oversee sub regions but a percentage of funding could go through to LAAs.

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Connexions partnerships are likely to want a minimum of funding to go to LAAs (or even better just be aligned to LAAs). The GOL role will therefore be to help broker the agreement.

There are a number of issues to be aware of when looking at the transfer of accountability to LAAs:

- 1 Cross boundary - young people do not stay within Local Authority e.g. employment, schools.
- 2 LAAs are not deliverers but commissioners of services - Connexions sub regions will lose direct funding but could co-ordinate some work and work for LAAs - supporting them through the transition period 06/07 and maybe 07/08 and they could still be retained if delivering effectively.
- 3 There is the question of where Connexions data e.g. NEET (**N**ot in **E**ducation, **E**mployment or **T**raining) goes.

Positive Activities for Young People (PAYP)

PAYP supports diversionary activities for young people aged 8-19 years old of risk of exclusion.

Its overall aims and objectives are to:

- Reduce crime and anti-social behaviour.
- Support young people back into education and training.
- Provide opportunities for personal development.
- Provide access to quality sports, arts and cultural activities.
- Encourage a healthy lifestyle and bring together young people from different geographical and ethnic communities.

PAYP was originally only for 3 years but it may well be extended and where LAAs exist it will go to them.

At the moment GOL coordinates the programme and Connexions manage PAYP funding, Annually London has just over £7 million available to fund main activities and £6.1 million to employ staff to work with young people during holiday periods.

Sure Start (www.surestart.gov.uk)

Sure Start (SS) is a government programme that brings together early education, childcare, health and family support with the aim that every child gets the best possible start in life. It covers targeted services in disadvantaged areas and GOL works to deliver the programme in the regions. The Sure Start Unit has headquarters based in London and a regional structure with teams based in each of the nine Government Offices. Each Sure Start area is run by a Sure Start board, which again is multi-agency partnership with representatives from local voluntary and community groups, statutory agencies, parents etc.

The Sure Start programme aims to achieve better outcomes for children, parents and communities by:

- Increasing the availability of childcare for all children.
- Improving health, education and emotional development for young children.
- Supporting parents and their aspirations for employment.

They now work in:

- 33 London boroughs and have.
- 140 programmes inc. children's centres, local programmes and early excellence centres.

Libraries in particular have received significant local funding from SureStart including funding for children's literacy work and children's librarian.

Opportunities for MLAs

When asked what they regard as their priorities, children and young people consistently reply that they would like more "things to do and places to go".

MLA's are already working with young people in a wide variety of ways: after school clubs, reading groups, museum visits etc. MLA London manages Young Cultural Creators programme and its' schools liaison officers are working directly with schools and museums.

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Sure Start has funded 200 librarians and funds the bookstart programmes.

MLAs could play an even stronger role in helping to deliver 'Every Child Matters: Change for Children' agenda, by:

- Supporting the delivery of the the five outcomes - particularly enjoying and achieving and making a positive contribution.
- Being key partners in children's trusts and contributing to Children and Young People's Plans.
- Supporting families and promoting diversity.
- Supporting children and young people by providing creative out-of-school activities.

One of the key themes to all these funding streams and to the Every Child Matters agenda is partnership working. Through building partnerships with outside agencies MLAs could access skills and resources which they are lacking and at the same time offering children and young people access to positive out of school activities.

5

Local Government

These funding streams aim to deliver solutions to wide ranging but sometimes very localised problems. They also recognise that co-operative working and decision-making between agencies - public, voluntary, community and private sectors - is the key to effective delivery of services. To ensure that Local Government makes effective use of funding (both mainstream and targeted funding) and that they meet the needs of their communities while working to government targets new bodies and agreements were introduced which would work in this localised and co-operative way.

Local Strategic Partnerships (LSPs)

A Local Strategic Partnership (LSPs) is a single non-statutory, multi-agency body, which matches local authority boundaries, and aims to bring together at a local level the different parts of the public, private, community and voluntary sectors. Local partners working through a LSP are expected to take many of the major decisions about

priorities for their local area. LSPs are voluntary in nature. There are 370 LSPs in England, 88 of which are in areas that currently receive NRF funding. It is a requirement of areas in receipt of NRF to have an LSP but outside of the designated NRF areas it is voluntary. There are 33 LSPs in London. 20 of these receive NRF funding and are located in the 20 most deprived areas in London.

LSPs are made up of people drawn from the most senior players in the public, private and voluntary sectors as well as members of the public.

Their overall aims are to:

- Deliver better services.
- Develop and deliver a Community Strategy, which provides a framework for other strategies in the borough.
- Develop and deliver a Local Neighbourhood Strategy.
- Make decisions on how the NRF is spent.

5

In December 2005 the government announced a consultation on new critical role of LSPs. LSPs are perceived as central to the delivery of effective LAAs, development of strong local leadership and devolved decision-making and key drivers of community engagement.

Local services are increasingly delivered through local partnerships and LSPs are the vehicle for co-ordinating this way of working.

The consultations focus on a number of challenges facing LSPs, including the need to develop and drive the delivery of LAAs and the need to reshape community strategies into Sustainable Community Strategies in line with the Egan review. (*Egan Review: Skills for Sustainable Communities*).

The consultation will look at their:

- Role.
- Status.
- Governance.
- Accountability and capacity.

Local Area Agreements (LAAs)

LAAs are part of the government's 10-year strategy for local government.

It is envisaged that they will offer:

- Flexibility.
- Improved performance.
- Fewer funding streams.
- Enhanced community leadership role for LAs and,
- Better joined up working.
- Better dialogue between central and local government.

LAAs are primarily partnership agreements and partners include police, Primary Care Trusts (PCTs), Crime and Disorder Reduction Partnerships (CDRPs) and representatives from voluntary, community and business sectors. All need to be fully engaged in the process.

In the LAA process the LSP and where appropriate specific partners or partnerships e.g. CDRP, Community Empowerment Networks (CEN) and Children's Trusts, will play a key role in brokering and achieving agreements locally on the suite of outcomes/targets reflecting local priorities as identified in their local Community Strategy for their area. These agreements whilst delivering local solutions need to meet the governments Sustainable Communities agendas.

The LSPs will take overall responsibility for ensuring that all the delivery bodies make appropriate commitments to delivery of the outcomes. The Children Trust will make a major contribution to this role as part of the new statutory requirement on partners to promote co-operation to improve children's well being (Local Area Agreements: A Prospectus ODPM).

In London there were 2 pilot areas (Greenwich and Hammersmith and Fulham) with another 15 coming into effect in the summer of 2006 and which will work through LSPs where they exist. (see Appendix 3 for list).

Funding streams will be simpler generally working within four blocks and while there are opportunities for single pot LAAs in reality most will work under the four blocks:

- Children and Young People.
- Healthier Communities and Older people.
- Safer and Stronger communities.
- Economic development and enterprise.

These simplified funding streams will hopefully make them more locally applicable and cut down on bureaucracy.

5

There are a number of ways that various funding streams can be used by LAAs:

- Specific funding allocated and distributed direct to the area by the government department and which can be pooled centrally.
- Mainstream funding e.g. police, National Health Service (NHS), PCT and schools funding which can be aligned locally.
- Funding to Non Departmental Public Bodies (NDPBs) e.g. RDA, Big Lottery, Sport England and Learning and Skills Council which can be either pooled locally or aligned (note Renaissance in the Regions is one which can be aligned locally).

(see Appendix 4 for Borough breakdown).

Comprehensive Performance Assessment (CPA) (www.auditcommission.gov.uk)

CPA is the way in which the Local Authorities are assessed on their performance and service delivery.

CPA is undertaken by the Audit Commission and from 2005 is 'CPA the harder test' and has also changed to a star based system. The CPA model is two-dimensional showing how well a council is currently performing (star rating) and whether or not a council is continuing to improve (directional travel).

Where CPA process is important to MLAs in London is the Cultural Service Block. The Cultural Service Block measures cultural offer and affects overall rating of LAs. Currently MLA is leading on a project to develop Performance Indicators (PIs) for Local Authority museums and archives, which are under represented in the Culture Services Block for CPA.

Potential indicators are:

- Volunteering.
- Learning.
- Audiences.
- Value for money.
- Economic impact.
- Virtual visits.

MLA is working with the Audit Commission, The Local Government Association (LGA) the Improvement and Development Agency (IDeA) and DCMS as well as sector stakeholders to develop these PIs.

CPA and LAA

LAAs include a suite of outcomes and PIs and targets based on an understanding between national and local priorities. The outcomes identified will be consistent with the outcomes under the shared priorities blocks which the audit commission have designed for the CPA2005. They will also draw on the priorities for the National Strategy for Neighbourhood Renewal, in particular those set out in ODPM PSA1. (www.odpm.gov.uk)

Opportunities for MLAs

In ODPM Local Area Agreement guidance document (www.odpm.gov.uk) the role of sport and culture is mentioned as being integral to the sustainability of local areas and that it can be used to meet a wide range of local needs.

MLAs need to look at the services they already offer and put them in LAA context to see how they can help meet LAA outcomes and targets.

Working with LSPs and LAAs also gives MLAs the opportunity to build relationships with a wide range of agencies, community and voluntary groups and individuals. If these relationships can be developed then it opens up partnership, resource and funding opportunities, which could allow them to develop better and more responsive services.

While agreements for 15 LAAs in London are due to begin in April 2006 MLA London still has the opportunity to work with the remaining boroughs to develop the cultural offer in their proposals.

6

Recommendations

It is clear that there are a number of common factors in all of the above funding streams and local government arrangements.

Government policy has a clear emphasis on:

- Community participation in the decision making.
- Locally targeted funding acknowledges that local problems vary from area to area and flexibility is important. There must be local solutions to local problems.
- Partnership working - encourages working together in order to get better services, better value and ensure that there isn't duplication of services.
- Holistic: there is understanding that services and agencies do not work in isolation, no one project/service will necessarily solve often complex and enduring problems.
- Services need to be measurable.

For the sector to work effectively and efficiently with the varying funding bodies and local government arrangements MLAs need to be:

- Flexible enough to work within changing agendas.
- Involved enough in the local community and political arena to be aware of what is happening and be able to respond to changes.
- Have community participation and partnership working skills.

However there appears to be a lack of community engagement skills in the sector. This is coupled with a lack of knowledge of the wider government policies and agendas.

To ensure that MLAs have the capacity and the will to work with these bodies and funding streams then ALM London needs to develop a comprehensive and focussed workforce-training programme.

The MLA London Workforce Development Programme could deliver Sustainable Communities training programme, which would include training on:

- Government policy on Sustainable Communities and Neighbourhood Renewal.
- Every Child Matters.
- LAAs and LSPs.
- Community Participation Framework developed by Wendy Sugarman Associates.
- Access for All toolkit.
- Training on Inspiring Learning for All (Ilfa), Generic Learning Outcomes and the Generic Social Outcomes currently being developed by MLA and how these can be used with external funding monitoring and evaluations.
- Partnership skills development.

Developing the knowledge and skills to work with these government agendas and within their local communities can only benefit MLAs. It will not only ensure that they continue play a key role in the sustainability of their communities but will bring with it a whole new audience to inspire and be inspired.

Appendix 1

Boroughs with NRF funding

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

Neighbourhood Renewal Fund (NRF) allocations 2006-07 & 2007-08

LONDON		
Local Authority	2006-07 NRF (£)	2007-08 NRF (£)
Barking & Dagenham	1,632,728	1,716,897
Barnet	1,000,000	1,000,000
Brent	2,279,124	2,279,124
Camden	6,495,606	5,773,872
Croydon	1,000,000	1,000,000
Ealing	1,187,313	1,384,462
Enfield	1,673,635	1,487,675
Greenwich	5,976,382	5,312,339
Hackney	18,115,529	16,102,692
Hammersmith & Fulham	1,000,000	1,000,000
Haringey	8,214,164	7,862,806
Islington	9,654,127	8,581,446
Lambeth	4,143,042	4,143,042
Lewisham	2,207,255	1,962,005
Newham	20,527,596	18,246,752
Southwark	12,182,881	10,829,227
Tower Hamlets	16,357,518	14,540,016
Waltham Forest	2,298,141	2,042,792
Westminster	3,055,379	3,562,712
LONDON TOTAL	119,000,419	108,827,860

Safer Stronger Communities Fund (SSCF) Neighbourhood Element (NE) Fund 2006/7 and 2007/8 allocations

Camden	Tower Hamlets 2
Hackney	Waltham Forest
Haringey	Westminster
Islington	
Newham	
Southwark	

Safer Stronger Communities Fund (SSCF) Cleaner Safer Greener (CSG) 2006/7 NS 2007/8 ALLOCATIONS

EACH LA will receive £970,000 in 06/07 and £1,130,000 in 07/08 to deliver physical improvements to local public spaces

Hackney
Haringey
Islington
Newham
Southwark
Tower Hamlets
Waltham Forest

Appendix 2

NDC areas

	NDC amount
Borough/Partnership	over 10 years (£m)
Brent - South Kilburn (Round 2)	50.0
Hackney - Shoreditch (Round 1)	59.4
Hammersmith & Fulham - North Fulham (Round 2)	44.2
Haringey - Seven Sisters (Round 2)	50.1
Islington - EC1 (Round 2)	52.9
Lambeth - Clapham Park (Round 2)	56.0
Lewisham - New Cross Gate (Round 2)	45.0
Newham - West Ham and Plaistow (Round 1)	54.5
Southwark - The Aylesbury Estate (Round 2)	56.2
Tower Hamlets - the Ocean Estate (Round 1)	56.6

Notes:

1. Round 1, or 'Pathfinder' partnerships - announced 1998
2. Round 2 partnerships - announced 1999

Related links:

- Clapham Park: www.xxxxxxxxxxxxx.co.uk
- EC1: www.xxxxxxxxxxxxx.co.uk
- New Cross Gate: www.xxxxxxxxxxxxx.co.uk
- North Fulham: www.xxxxxxxxxxxxx.co.uk
- South Kilburn: www.xxxxxxxxxxxxx.co.uk
- The Aylesbury Estate: www.xxxxxxxxxxxxx.co.uk
- West Ham and Plaistow: www.xxxxxxxxxxxxx.co.uk

Appendix 3

LAA boroughs

Round 1 (2004)

- Greenwich
- Hammersmith and Fulham

Round 2 (2005)

- Barking and Dagenham
- Brent
- Camden
- Croydon
- Enfield
- Harrow
- Hounslow
- Islington
- Kensington and Chelsea
- Kingston
- Lewisham
- Redbridge
- Tower Hamlets
- Waltham Forest
- Westminster

8

Glossary

Audit Commission: The Audit Commission is an independent public body responsible for ensuring that public money is spent economically, efficiently and effectively in the areas of local government, housing, health, criminal justice and fire and rescue services.

CDRP: Crime and Disorder reduction partnership.

Community Strategy: the plans which local authorities are required to prepare to for improving the economic, environmental and social well being of local areas and by which the councils are expected to co-ordinate the actions of the public, private voluntary and community organisations that operate locally.

Community Empowerment Networks:

New mechanism introduced to ensure that all local partners are closely engaged in neighbourhood renewal.

Comprehensive Performance Assessment (CPA):

A performance management framework for local government covering a range of local authority services and their organisational capacity.

Floor targets: A set of targets agreed across Government which aim to narrow the gap between the worst off and the rest. These targets all measure outcomes for people - some to be achieved by raising national averages, others by ensuring the poorest performing areas are catching up.

Government Offices (GOs): Representatives of central Government at a regional level.

Local Area Agreements (LAAs): Local Area Agreements, struck between Government, the local authority and its major delivery partners, working through the Local Strategic Partnership (LSP), will enable local

areas to focus on the delivery of a limited number of key outcomes, agreed jointly between the local authorities and Government Offices in the Regions. They are intended to rationalise funding streams, simplify auditing and monitoring processes and reduce bureaucracy. Pilot Local Area Agreements will begin in April 2005 in 21 areas, with 40 more to follow in April 2006.

LSP: Local Strategic Partnerships - overarching partnerships of stakeholders who will develop ways to involve local people in shaping the future of their neighbourhood in how services are provided (www.neighbourhood.gov.uk).

NEET: Not in education, employment or training.

NRF: Neighbourhood Renewal Fund.

NDC: New Deal for Communities.

PAYP: Positive Activities For Young People.

SRB: Single regeneration budget - this programme aims to enhance the employment, education and skills of local people and to tackle the needs of communities in the most deprived areas administered by London Development Agency.

Social exclusion: Social exclusion happens when people or places suffer from a series of problems, such as unemployment, poor skills, low incomes, poor housing, high crime, poor health and family breakdown.

Social Exclusion Unit (SEU): The Social Exclusion Unit is part of the ODPM and leads innovative thinking in addressing some of society's most difficult problems. The work of the Social Exclusion Unit includes specific projects to tackle specific issues and wide-ranging programmes to assess past policy and identify future trends.

