

# Law Centres Federation



**Law Centres® in the Community -  
Working with Local Government**

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*It is a draft that has been prepared to present to the LCF Annual Conference in November 2005.*

Front Cover Picture by Steve Hynes, LCF Director.

# Law Centres in the Community

## - Working with Local Government

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## ***Foreword***

This paper has been written to assist Law Centres and other members of the legal and advice sector with the complexities of the changes being made to local government with particular emphasis on the mechanisms being employed to revitalize deprived neighbourhoods.

8 million people live in the most deprived areas, this is just over 15% of the population of England. Many of whom experience multiple deprivation. A number of interlocking drivers of area deprivation have been identified :

- low levels of economic activity: barriers to work for individuals and a lack of business investment;
- poor housing and local environments, unstable communities: concentrations of poor or vulnerable residents, high levels of disorder and anti-social behaviour;
- poor performing public services and delivery of support to deprived areas: health, education and transport services not meeting the needs of residents.

Law Centres and members of the legal and advice sector can help alleviate these characteristics and breakdown the barriers to improvement and regeneration.

*"The Community Legal Service has the power to defend and advance peoples' fundamental rights and to make real improvements in their lives"*

[Sir Michael Bichard, Chair of the Legal Services Commission in "Making Legal Rights A Reality" 2005]

Legal aid was established by the Atlee Government in 1949 to ensure that vulnerable and disadvantaged people were not denied access to justice and to contribute to a fair and decent society. The Access to Justice Act and the setting up of the Community Legal Service in recent years has looked further at how access to legal advice and representation can meet wider government agendas.

Law Centres were established in the late nineteen sixties and are independent, providing a range of legal services including casework and legal education. They promote equality and challenge unfair and discriminatory practices. The sector provides a public service, upholding rights, justice and democracy.

Legal and advice services look to the root causes of deprivation and help regenerate local areas by assisting those who are most disadvantaged. They provide a cross cutting, 'wrap around' service that tackles the many aspects of overlapping and interlocking issues that, if left untouched, can lead to exclusion and criminality. They help to improve public services by ensuring they are appropriate and reach the most vulnerable.

The sector has much to offer civil society and local government. It works closely with local communities and has an important part to play in the delivery of local government Community Strategies.

# Law Centres in the community

## - Working with local government

This paper has been written to provide an overview of the relationship between local government initiatives to regenerate local neighbourhoods and the provision of independent legal advice.

### Introduction

A transformation of local government is taking place with central and local government working together with local people to improve services and build sustainable communities.

The Government aims to create a *"flourishing, fair society based on opportunity and choice for everybody"*. This means creating sustainable communities which have good access to services including access to good legal and advice services as well as access to jobs, good schools, good health services, parks and transport. In addition to access to excellent services, the Government is keen to see sustainable communities offering people the chance to get engaged in community life and making a difference.

People living in poorer areas tend to have less opportunities. The Government's five year plan published in January 2005 said :

*"People in more deprived areas on average have shorter lives, fewer skills and qualifications, fewer job opportunities and a poorer quality of life. And they tend to be less satisfied with their local area, and are less likely to be involved, or to vote. For social justice, we must give everyone - and especially the most deprived - more of a say, and make sure that services serve everyone well and give people a chance to escape poverty and deprivation."*

Law Centres provide a neighbourhood legal service, which aims to improve the quality of life for people living or working in, disadvantaged areas - they enable people to escape poverty and deprivation. Law Centres perform a public service, assisting those most at risk of social exclusion, helping empower and engage people in economic and social activities.

However, despite some progress many people are still disadvantaged by their poverty, or by other circumstances beyond their control.

This round of initiatives follows a long history of government interventions aimed at improving run down areas. By the end of the 1990s it was obvious that many areas remained neglected and had alienated and disenfranchised communities. By the turn of the century Government set out a new agenda to regenerate run down areas with the aim of ensuring that no one within 10 to 20 years would be seriously disadvantaged by where they live

In the early stages of neighbourhood renewal, central government took the initiative to improve services. As progress has been made, programmes for renewal have become less centralised with local government taking up the mantle in association with the local people they serve.

## **Delivering change -**

### **the government's perspective**

The impetus for focusing resources on poorer areas of the country came from the report, 'Bringing Britain Together: A National Strategy for Neighbourhood Renewal' published by the Social Exclusion Unit in 1998. The philosophy behind the report complemented a new approach to delivering services and modernising government. The initial commitment to focus on prevention, integration, partnership working and the introduction of minimum standards remains as a cornerstone of current thinking.

The National Strategy for Neighbourhood Renewal launched in 2001 is a national strategy for regenerating deprived areas. Within the 88 local authority areas recognised as being the most deprived, six areas of concern were identified where if improvements were made, it would lead to better opportunities and wellbeing. The chosen areas were fairly broad and covered education, "worklessness", health, crime and anti-social behaviour, housing and the prevention of homelessness, and "liveability". These key areas remain as the core themes for improvement for all local authorities, complementing and interrelating with other Government objectives.

Government Departments have an important role to play and are expected to contribute to raising standards and work closely with each other. There are nine Government Offices carrying out the work of the Departments at a regional level.

The launch of the National Strategy introduced Local Strategic Partnerships, Community Strategies and Local Neighbourhood Renewal Strategies which are being introduced now in all local authorities.

### **Local Strategic Partnerships**

Local Strategic Partnerships (LSPs) are sometimes known as 'The Anytown Partnership'. The Partnership brings plans for local agencies together and gets as much agreement as possible on the grand plan - the community strategy. They include people representing public services, local businesses, community groups, advice agencies and residents.

The LSP plans how to make existing services better and sets out a vision for the future. They enable local councils to :

- bring together a range of service providers and partnerships to co-ordinate delivery plans and targets with the framework of local community and neighbourhood renewal strategies;
- ensure that overarching strategies reflect local circumstances and needs and promote equal opportunity for local citizens in relation to access to services;
- ensure that equalities law and guidance like the Race Relations Amendment Act 2000, and the Disability Discrimination Act 1995 and Community Cohesion Guidance are taken into account; and
- challenge service providers, including the local authority itself, if they do not achieve the commitments they have made in the community or neighbourhood renewal strategy.

They should enable the better integration of economic, social and environmental priorities and link local activities to regional and national needs as well as addressing longer term issues, such as the implications of an ageing population.

## Community Strategies

Local authorities have a duty to prepare a Community Strategy to promote or improve the economic, social and environmental well-being of their area. Law Centres need to make sure that their activities and services (and vision) are known and taken account of by the LSP when it plans the overall co-ordination of services.

It is important to ensure that the provision of advice is included in each Community Strategy. Quite often it is not an easy 'fit', and requires thought on how services can help local authorities reach their targets. Local authorities attached considerable weight to the priorities identified in the strategies, which will affect funding decisions.

Recently in order to better target funding, there has been a particular focus on ensuring that public services help those who are most disadvantaged in an area.

## Local Neighbourhood Renewal Strategies

Some local authority Local Strategic Partnerships also produce Local Neighbourhood Renewal Strategies (LNRSSs). The Strategy sets out an agreed vision and plan for positive change and has the agreement and commitment of all the key people and institutions involved. It sets out the local strategic level framework for action.

Local authorities who have been identified by Office of the Deputy Prime Minister as being one of the most deprived are eligible for Neighbourhood Renewal Funds.

The plans provide a way of delivering national objectives and local priorities. Many identify priority neighbourhoods.

## Mainstreaming

To achieve key targets for neighbourhood renewal, local authorities are encouraged to pool resources. It is hoped that by mainstreaming they can achieve better outcomes for users and increase efficiency. Strategic mainstreaming is the refocusing of mainstream programmes onto targets which are agreed and shared by local partners, often refocusing programmes on to priority neighbourhoods.

The Neighbourhood Renewal Unit has defined mainstreaming as :

- Re-shaping services to ensure they can benefit deprived areas by removing any blockages to deprived areas;
- Joining up different programmes to avoid gaps;
- Developing and running policies that target the needs of deprived people or areas;
- Learning from what works and improving the way things are done.

Initiative mainstreaming describes a "bottom up" approach. The aim is to spread approaches and learning from localised pilots to mainstream programmes. They can act as leverage to promote realigning core funding and support innovation and change.

Only limited progress has been made by many local authorities to pool resources. Some of the perceived barriers are the limits which central government places on local discretion, and that the possibility for using resources in different ways are limited.

While the pooling of resources appears attractive, caution is needed to ensure services remain truly independent and confidential.

## Talking Targets

There are now a plethora targets and indicators designed to help local authorities measure how well they are doing in improving services.

## Local Area Agreements

Local Area Agreements (LAAs) are made between central and local government in a local area. Their aim is to achieve local solutions to meet local needs, while also contributing to national priorities and the achievement of standards set by central government.

LAAs allow local authorities more flexibility in how they allocate budgets to address community needs. The following are the main service areas:

- Children and Young People
- Safer and Stronger Communities
- Healthier Communities and Older People
- Economic development/employment

LAAs were introduced in 2004 and pilots are being rolled out across England. The intention is that they will work with partners, including the legal and advice sector to identify targets and outcomes they will address in agreement. In return, once the LAA is agreed, the relevant Government Office (on behalf of central government), the local authority will have the freedom to pool relevant funding streams into a single funding block for each service area. They will then be able to decide how to best achieve the agreed outcomes.

There are five key elements which make up the LAA package :

- Simplified funding for Safer and Stronger Communities
- Strengthening Local Public Service Agreements
- Strengthening National Strategy for Neighbourhood Renewal
- Stronger role for Government Offices

## Floor Targets

Floor targets are used by Government to set a minimum standard for disadvantaged groups or areas - and to track the gap between them and the rest of the country. They provide an overview of progress.

Floor targets are fairly broad and most government departments measure them at the national level. However, they are also used at the local level. They can :

- raise awareness of poor performance and help set local priorities;
- help monitor the progress made in tackling pockets of underachievement; and
- help all the work of police, health, housing and education sectors - so that their resources and service delivery are focused appropriately on deprived communities.

## Public Service Agreements (PSAs)

Public Service Agreements were introduced as a means of measuring the degree to which public services are providing what they promise. They have been linked to the public spending review and either measure the extent of service delivery or the impact of better public services.

The PSA targets identified by the Neighbourhood Renewal Unit are associated with measuring impacts in relation to the core themes of crime, education, health, employment and business, housing and physical environment.

The overarching PSA (PSA 1) for the Office of the Deputy Prime Minister is :

*"To tackle social exclusion and deliver neighbourhood renewal, working with Departments to help them meet their PSA floor targets, in particular narrowing the gap in health, education, crime, worklessness, housing and liveability outcomes between the most deprived areas and the rest of England, with measurable improvement by 2010."*

## Local Public Service Agreement (LPSAs)

LPSA are agreed between local authorities and the ODPM and cover a broad range of potential impacts. LPSA targets overlap with national targets but also extend the scope and degree of detail.

## Best Value

Best Value was introduced in April 2000 and aims to achieve continuous improvement in the quality of local authority services. It covers all activities - from schools and libraries to day care services and council funded community groups.

Best Value ensures that :

- Public services are responsive to the needs of citizens rather than service providers;
- Public services are efficient and of high quality;
- Local policy making is joined-up, strategic and forward-looking.

Councils are required to undertake reviews of all their activities over a five year cycle. Reviews entail councils in setting targets to deliver continuous improvements in the quality and efficiency of all services. It is up to each council to decide how to carry out Reviews and which services to review first.

The principles for Best Value are known as the four Cs :

**Challenge** - should the services be provided at all and is it being provided in the most effective way.

**Consult** - find out what the local community wants and what it is prepared to pay for.

**Compare** - comparison with the performance of others across a range of relevant indicators.

**Compete** - to determine who can best deliver the type of service wants, to the quality desired at the lowest cost.

## **Best Value Performance Indicators**

BVPIs measure performance in key service delivery areas set by central government. They were introduced because of the duty of best value, which requires local authorities to strive for continuous improvement by having regard to efficiency, effectiveness and economy of their service delivery. They may be set nationally or locally. Each local authority is required to have the BVPIs checked and validated by the local auditor, and then published. Local authorities must report their progress against key BVPIs and targets in their Best Value Performance Plans, which are published for the general public.

## **Comprehensive Performance Assessments**

Comprehensive Performance Assessment measure how well councils are delivering services for local people and communities. Introduced by the Audit Commission in December 2002, CPAs are being developed to put more emphasis on outcomes and value for money. It brings together evidence from a range of sources to assess the quality of each council's core services, how it uses its resources and its capacity to improve. These assessments are combined into an overall result placing each council in one of five categories: excellent, good, fair, weak or poor. They aim to reduce the number of service inspections and the burden of regulation.

Achievements are assessed according to five themes:

- Sustainable communities and transport
- Safer and stronger communities
- Healthier communities
- Older people, and
- Children and young people

User focus, diversity and human rights are integral elements of corporate assessments. They include consideration of whether councils are meeting their statutory requirements on human rights, race, age, sexual orientation, gender, disability and religion.

## **Quality of Life Indicators**

In March 2001, the Audit Commission published 32 Quality of Life Indicators which were piloted by volunteer local authorities. The indicators cover three broad areas of economic, social and environmental well-being.

The indicators are designed to paint a picture of the quality of life in the local area and to challenge all partners locally to address the issues within their Community Strategies.

Quality of Life Performance Indicators can be published along side of Best Value Performance Indicators. Some examples of Quality of Life Indicators are included in Appendices

New indicators were published by the Audit Commission in August 2005

## **Charter Mark for Customer Satisfaction**

A new benchmark of success is being devised by the Cabinet Office to measure customer satisfaction. A review is being undertaken of the current Charter Mark Scheme with a view to developing a new customer service standard to encourage and recognise outstanding customer service across all public services. They envisage that it will apply in the public, private and voluntary sectors.

## **Resources**

### **Neighbourhood Renewal Fund**

The Fund was established in 2001 as part of the National Strategy for Neighbourhood Renewal and the identification of the 88 most deprived local authority districts. The Fund is designed to support Local Strategic Partnerships to help them tackle deprivation and improve local services and meet nationally laid down floor targets. 55% of the Fund goes to the 20 most deprived local authority areas.

The Neighbourhood Renewal Fund and its delivery mechanisms are to be brought into Local Area Agreements.

### **Safer and Stronger Communities Funding**

The fund combines various ODPM funding streams on wardens, neighbourhood management, community empowerment and liveability with Home Office funding streams on building safer communities, anti-social behaviour and funding through Government Offices.

Central Government sets high level national priorities for the Fund, drawing on Public Service Agreements and other targets - particularly the PSA target set to tackle liveability issues and the Home Office PSA targets on crime.

Government Offices will have a lead role in negotiating and agreeing outcomes for the Stronger and Safer Communities Fund.

Increased community engagement is a mandatory outcome for the safer stronger communities funding block.

### **Local Compacts**

The Compact is an agreement between Government and Voluntary and Community Sector. It is 'living' document setting out values, principles and commitments for how best to work together and achieve more for local communities.

Local Compact Guidelines have been published covering five jointly agreed nation Compact Codes on funding, consultation, volunteering, Black and Minority Ethnic organisations and community groups. All local authorities were asked to published a Local Compact by 1st April 2005

One of the most important Compacts is the Funding Code, which was revised and republished in 2005. The Code seeks to improve funding and procurement relationships, to the mutual advantage of the funder and funded. It acts as a safeguard for the sector's independence. The Code calls for processes that are fair and effective. It advocates that the sector's full role should be adequately resourced on a full costs recovery basis across a mix of funding arrangements, with multi-year roll-forward funding.

The Compact was strengthened with the launch of Compact Plus by the Home Office in 2005.

# Community Legal Services

## Community Legal Service

The Government established the Community Legal Service (CLS) in April 2000 to bring about a more efficient and effective justice system. The CLS is the overarching framework for providing access to justice and combating social exclusion. It works with a range of partners across government and the private and voluntary sectors. People get help with a wide range of matters such as debt, immigration and asylum, housing and homelessness, education, community care and welfare benefits.

The CLS extends beyond the services that the Legal Services Commission (LSC) funds. Other organisations including local authorities and government departments also make a significant contribution to funding advice services.

The Community Legal Service focuses on the civil rights of individuals and aims to be :

- client focused and accessible;
- independent;
- cost effective and co-ordinated;
- quality assured.

Priority areas of work are :

- individual acts of advice, assistance and representation;
- strategic action to address the need for advice; and
- information about legal rights.

Research from the Legal Services Research Centre's National Survey of Justiciable Problems found that :

- there are likely to be over a million unsolved legal problems each year;
- one in three people will experience at least one civil justice problem over a 3 ½ year period;
- people who experience problems become more increasingly likely to experience further problems;
- only half of those with a problem seek legal advice, and of those that do, one in seven fail to get it;
- people vulnerable to social exclusion experience the most problems.

The demand for services can fluctuate reflecting national initiatives, such as changes to legislation or court procedures, as well as by local circumstances, such as the closure of businesses increasing the need for advice and support.

The CLS contributes to the achievement of the PSAs of other Government departments. For example, it can assist the Department of Work and Pensions by reducing the number of children in low income households and increasing the employment levels of disadvantaged areas and groups. The provision of benefits advice, for example, assists the Pensions Service with meeting their targets for the payment of Pension Credit.

## Legal Services Commission

The Commission was established under the Access to Justice Act 1999. It is a non-departmental public body sponsored by the Department for Constitutional Affairs. It delivers civil and criminal legal services through two schemes: the Community Legal Service and the Criminal Defence Service.

The LSC's work is part of a wider system involving the Government, legal aid suppliers, not-for-profit agencies, the courts and the police. Working with central government and local authority partners, the LSC contributes to :

- helping vulnerable people with their problems;
- tackling social exclusion;
- addressing the causes of offending behaviour.

*"At the heart of our work is the principle that high quality advice has a vital role to play in enforcing fundamental rights, combating social exclusion and protecting vulnerable people in our communities. These could be families faced with the loss of their home as a result of unfair dismissal, debt or problems with benefits; pensioners who aren't claiming their entitlements or getting the help they need; victims of domestic violence, who need to be protected and supported' or people unable to lead full lives owing to low incomes or poor health."*

Quote from the Legal Services Commission's Corporate Plan, "Helping people deal with their problems" 2004/05 - 2006/7.

## Department for Constitutional Affairs

Like other government departments, the DCA also has a number of PSAs which the Legal Services Commission works towards.

For civil law work, these include :

- PSA 3:** To reduce the proportion of disputes which are resolved by resort to the courts.
- PSA 4:** To increase, year on year, the level of satisfaction of users by taking speedy, high quality decisions and reducing unnecessary delay and cost, and by ensuring that outcomes are enforced effectively.
- PSA 6:** To increase, year on year, the number of people who receive suitable assistance in priority areas of law involving fundamental rights or social exclusion.

## Diversity Matters

### Community Cohesion

Community cohesion 'lies at the heart of what makes a safe and strong community.' It is a necessary step towards improving people's quality of life and their opportunity to achieve their potential. Working with local partners, local authorities have a key role to play. The definition of a cohesive community adopted by the Local Government Association and partners includes :

- a common vision and sense of belonging for all communities
- a diversity of different backgrounds and circumstances which is appreciated and positively valued;
- people from different backgrounds having similar life opportunities.

Disadvantage represents one of the principal barriers to community cohesion. Local authorities are encouraged to make connections with local organisations to help formulate policies that will help overcome disadvantage and discrimination. The main arena for this work is the Local Strategic Partnership. LSPs specifically promote community cohesion by :

*"encouraging early, ongoing and varied involvement of local organisations and residents in developing local solutions to deprivation, and in designing and delivering programmes and services."*

The Community Strategies produced by LSPs show their commitment to community cohesion and will include reference to the authority's statutory duty to eliminate unlawful discrimination and the promotion of equality of opportunity.

Quality of Life indicators relate to community cohesion. Indicator 2 asks :

*"The percentage of residents who think that people are attacked because of their skin, colour, ethnic origin or religion is a very big or fairly big problem in their local area."*

and Indicator 3 :

*"The percentage of residents who think that for their local area, over the past three years, community activities have got better or stayed the same."*

### **Community support after the disturbances in Oldham**

Following the disturbances in Oldham in May 2001, Oldham Law Centre got together with members of the Asian and Afro-Caribbean community. The Law Centre made a submission to the Ritchie Review, which examined the causes and the issues arising from the disturbances. Working with other agencies, the Law Centre then organised an independent "Community Conference" to consider the Review and the recommendations for action. This culminated in the production of a written community response.

Being embedded within the community the Law Centre has built up trust which enabled them to work closely with those affected and represent their views.

*Oldham Law Centre*

Engaging with children and young people is essential to building cohesive communities. New initiatives are being developed to provide specific support to young people engaging both the statutory and voluntary sector.

### ***Street/legal***

*Street/legal* is based at Enfield Law Centre in North London and provides a service for children and young people aged 8 to 19. The service is provided at youth advice agencies, such as Connexions. The Project aims to ensure that the rights of children and young people are enforced, and that they receive the care, education and accommodation they are entitled to. *Streetlegal* provides information on young people's legal rights through a range of media, including film, the local youth press, and more formally through the curriculum in local schools.

The Project has focused on three basic human rights for young people; housing, education, and protection from abuse. For many young people these rights are inextricably linked and the loss of one can quickly have a cascade effect whereby housing, welfare, and education are lost in rapid succession.

Homelessness can make children and young people extremely vulnerable to abuse, illness, drugs, prostitution and crime. Often young people who visit the *Streetlegal* have found it impossible to continue attending school or college when they do not know where they will be sleeping, showering or eating from one night to the next.

*Enfield Law Centre*

### **Working with the legal and advice sector**

Local authorities are encouraged to work with the advice sector as they are with other members of the voluntary and community sector. This ensures that policies are based on the real life experiences of the people in the local area. Users of services are involved in the decision-making and services and they provide a voice for emerging and hard-to-reach groups. Local authorities are encouraged to develop the capacity of the sector and provide sustainable infrastructure support. Local authorities are also asked to recognise and help strengthen representation and advocacy when reviewing and developing support services.

The legal and advice sector supports a very wide range of vulnerable people - older people, young people, asylum seekers and refugees who often face 'multiple discrimination' and can offer valuable support to local authorities wishing to remove the barriers to community cohesion.

### **Social Contract**

In July 2005, the Government launched 'Together We Can', a new action plan to pass more power from central government to local communities. The action plan is supported by 12 Government departments. The "Together We Can" plan outlines key policy areas :

- citizenship and democracy;
- regeneration and cohesion;
- safety and justice; and
- health and sustainability

The plan encourages active citizenship where people are empowered to help shape public policies and services. The legal and advice sector helps strengthen local communities and enables them to voice their concerns about local public services.

## **Meeting community needs - the role of the legal and advice sector**

The legal and advice sector has an important role to play in helping central government meet its objectives. Public services are the heart of community life and any failings have a significant impact on the day to day lives of the people living in that area. This applies particularly to those living on the margins.

The regeneration of deprived neighbourhoods depends on the success of stopping what is called a cycle of decline. This has focused mainly on the physical decline of an area. The legal and advice sector on the other hand focuses on helping the people who live in these areas.

People living in deprived areas are often faced with a number of overlapping problems. A problem with one area of life can quickly affect other areas and problems can escalate out of control. Preventative work and encouraging people to seek advice at an early stage is key to achieving successful outcomes. The sector is able to contribute to the regeneration of local areas by :

- empowering local communities;
- identifying difficulties with accessing public services;
- working with providers to improve services.

The legal and advice sector helps to remove the barriers to social inclusion and help build community cohesion. It provides the building blocks for participation in society. This is sometimes referred to as "pre-economic" activity - tackling basic needs prior to a client accessing mainstream activities, for example, volunteering, training or employment.

The legal and advice sector delivers independent advice and support in all the key areas of social welfare law - areas of law that most affect the poor and disadvantaged. Clients are more likely to have poor skills levels; suffer a disability or health problem; live in poverty, suffer financial hardship and find financial management difficult; experience some form of discrimination because of gender, age, disability, race or sexuality and experience difficulties in accessing public services. Independent advice helps to remove some of these barriers to accessing work and services.

### **Asian Women's Rights Project**

In response to the Government's Crime and Disorder prevention strategy, Oldham Council established a Domestic Violence Forum. The Forum adopted a multi-agency approach and Oldham Law Centre convened the group focusing on children and ethnic minorities. It raised awareness of the help available and in particular help to illiterate and housebound Asian women. They made services more accessible, producing tapes in relevant languages to pin point where to get assistance, not only on domestic violence but also on the financial problems, housing and children's issues that may have resulted from it. A key partner was the local NHS Trust who ensured that tapes were available in venues that women were likely to visit, such as doctor's surgeries.

The Law Centre serves on the steering group of the Forced Marriages Forum in Oldham. Compact information cards have been produced and are being distributed so individuals facing forced marriage know how to access help. The Law Centre also delivers training around forced marriages and liaises with the Foreign and Commonwealth Office and the British High Commissions abroad to assist in the safe return of women forcefully returned abroad.

*Oldham Law Centre*

## Root Causes

Law Centres have always tried to adopt a strategic approach to providing legal services: looking for the root causes of problems, not just the symptoms. They look creatively at how to best solve problems not only for the individual but for the community as a whole. For example, areas of high deprivation often have poor housing giving rise to many concerns about disrepair and accompanying hazards. The legal and advice sector is able to help tenants and work in partnership with the local authority to raise standards and improve the housing stock.

Many people living in poverty lack basic life skills. This can result in entitlements not being taken up or approaches to public services not made. Working with local authorities, the legal and advice sector can instigate 'take-up' campaigns targeted on helping the most in need and the most vulnerable. Law Centres and others in the sector have close contact with local people and know which sectors of the community most need assistance. People without life skills are the least likely to be able to comment or complain about services. The sector not only assists individuals but offers support in making community views known and by so doing help improve services.

Living in deprived neighbourhoods often has an affect on people's physical and mental well-being. People who are unwell are the least likely to be able to deal with bureaucracies and take action for themselves. Ill health can impact upon employment opportunities or could contribute to people being unfairly dismissed. The legal and advice sector helps people to stay in employment and contribute to the local economy. Physical or mental health problems can also affect people's ability to do well in the education system.

By helping children to remain in education, the sector has a role in helping raise the educational standards of the area. This in turn increases the uptake of training and opportunities for employment.

### **Islington Schools Advice Project**

The Project was delivered jointly by Islington Law Centre and Islington People's Rights. The Project aimed to provide holistic advice sessions to parents and carers at local schools. Advice focussed on housing and benefit problems as they are often inter-linked and that many families experience difficulties in both these areas. Their aim was to take advice services to the heart of the community, and to meet previously unmet needs. This was achieved by making links with local schools, working within education action zones and other areas known to have high rates of poverty and social exclusion.

The Project delivered a large increase in disposable incomes demonstrating how many were not taking up their entitlements to benefits - either through ignorance or because advocacy was required in order for their claims to succeed.

The Project showed how cost effective welfare rights interventions can be - both for the individuals concerned, and also for the council (and other statutory agencies) in terms of not only the positive effect upon rent arrears and council tax arrears, but also improved income and opportunities for the children in the household.

By working closely with school staff, the Project managed to provide advice and support to vulnerable parents who would not otherwise have been helped. Besides helping parents, the Project also had a significant impact on schools. By working closely with Home School Liaison workers they helped reduce their workload and enabled them to spend more time on the core activities. It helped get parents more involved in school activities and to take a more active role in their school.

The Project also noted a 12% improvement in attendance rates. The schools involved have noted that their relationships with families have been strengthened. This has led to a greater sense of co-operation and joint problem solving which will enhance children's ability to do well throughout their educational career.

*Islington Law Centre*

The legal and advice sector aims to maximise family incomes and helps people enter the workforce and once in employment, be treated fairly and equally. The sector therefore is able to contribute to the overall government objective to eradicating child poverty by 2020. Families living under pressure are more likely to suffer breakdown and the sector has an important role to play in assisting those threatened with domestic violence.

Working with other government agencies, the sector offers a 'wrap around' service for children and young people as well as other potentially vulnerable members of society. A legal and advice service provides an holistic service aimed at solving all the problems a family may face and by so doing empower them where possible to take a more active role in securing their own well being in the future.

Advice and representation enables people to take part in the day to day life of their communities and helps tackle social exclusion.

### **Helping those most in need**

Many of the clients requesting assistance are disadvantaged by disability, health, literacy or ethnicity or a range of these and other barriers to inclusion. A review carried out by the ODPM in May 2003 found that ethnic minorities are more likely to live in overcrowded conditions, be more dissatisfied with their homes and more anxious to move. Ethnic minority communities are up to three times more likely to be represented in statistics on homelessness. The report also commented that racial harassment was a continuing reality for ethnic minority communities in some areas, for example, they are four times more likely to see racial harassment as a serious problem in their areas than white people.

Law Centres assist local authorities in carrying out their statutory obligations and can help redress inequalities in society.

Funding legal and advice services helps build the trust and confidence of all sections of the community. It shows a commitment to the elimination of discriminatory practices and is crucial to the delivery of community cohesion.

By addressing poverty and by assisting those in most need of decent housing and education, and by help create more stable communities, the sector helps reduce anti social behaviour and a drift into criminality.

### **Empowering Communities**

The not-for-profit legal and advice sector is part of the voluntary sector and have members of the local community serving on their management committees. The local community therefore is involved in the service and able to take part in the planning and evaluation of services. This builds up the capacity of local people, enabling more active participation in community life.

The community legal service and members of the legal and advice sector provide information about entitlements and rights directly to members of the public. The sector ensures that the knowledge is accessible to people whose first language is not English, and to disabled people. They ensure that the information is targeted and reaches the most excluded.

The sector also acts as a channel for the dissemination of information about local authority services and by working together can ensure that services are known about and taken up. Legal and advice services improve access and help improve local authority services.

## Conclusions

In recent years there has been an abundance of initiatives to improve local government services. Sophisticated mechanisms have been developed for measuring performance, many of which have been described in this paper. The task set by central government to join up services has been a difficult one, but recent proposals to 'mainstream' or 'pool' resources so that they reach the most deprived areas could be a step forward providing that independence and confidentiality are assured.

Most members of the not-for-profit sector are charities and are able to attract additional funds from Europe and from Trusts and Charities. Local authorities and residents living and working in the area benefit from having these extra funds brought in to provide additional services.

Since the start of neighbourhood renewal, the role of legal and advice has not been taken fully into account as it has not fitted easily into the separate streams. By looking now at the root causes of deprivation and at services that tackle all interlocking aspects that make up disadvantaged neighbourhoods, this is set to change.

The legal and advice sector is cross cutting - it helps regenerate local areas by assisting those most disadvantaged in society in all areas of life. It improves public services, ensures equality of opportunity and helps build cohesive and dynamic communities.

## **Statutory Obligations on Local Authorities**

### **Access to Justice Act 1999**

The Act provided for the setting up of the Legal Services Commission which replaced the Legal Aid Board on 1st April 2000. The Commission has taken over the management of legal aid and oversees the development of the Community Legal Service. The LSC has a statutory duty to work in partnership with local authorities and other funders of legal information and advice.

### **Age Discrimination legislation**

New legislation to outlaw age discrimination comes into force in October 2006

### **Crime and Disorder Act 1998**

Under the Act, local government have duties to plan, implement and deliver three year Crime and Disorder Reduction Strategies and exercise all their functions with regard to the effect on and the need to prevent crime and disorder. The Act allows for the use of Anti-Social Behaviour Orders.

### **Children Act 2004**

The Act imposes new duties on councils to ensure local co-operation to improve well-being, to make arrangements to safeguard children and promote welfare.

### **Disability Discrimination Act 1995**

The DDA makes it unlawful to discrimination against disabled people. It includes:

- . refusing to provide a service without justification;
- . providing a service to a lesser standard without justification;
- . providing a service on worse terms without justification;
- . failing to make reasonable adjustments to the way services are provided;
- . failing to make reasonable adjustments to the physical features of service premises.

The Disability Rights Commission has set out the legal binding duties of service providers in a Code of Practice. A new Disability Equality Duty within local authorities will come into force in December 2006. Schools will be subject to specific duties to promote disability equality.

### **Domestic Violence, Crime and Victims Act 2004**

### **EEC Equal treatment Directive 1976**

The Equal Treatment Directive (ETD) is a 1976 Directive issued by the Council of Ministers of the European Economic Community (now the European Union), requiring all member states to ensure the principle of equal treatment for men and women in employment and training.

## **Employment Equality (Religion or Belief) Regulations 2003 and Employment Equality (Sexual Orientation) Regulations 2003**

These are two sets of regulations which outlaw discrimination in employment and vocational training on the grounds of sexual orientation and religion or belief respectively.

## **Gender Recognition Act 2004**

The Gender Recognition Act 2004 gives transsexual people the legal right to live in their acquired gender.

## **Homelessness Act 2002**

Sections 1-4 of the Act require local housing authorities, assisted by social services, to undertake homelessness reviews and use them to draw up strategies for tackling homelessness in their district. Homelessness strategies must be published every five years.

Sections 5 and 6 give local authorities the power to provide accommodation for persons not in priority need if they are not intentionally homeless and abolishes the minimum period for which an authority is subject to the main homelessness duty.

The government is in the process of extending the priority need categories to include particular groups that could be deemed to be vulnerable.

## **Human Rights Act 1998**

The Act incorporates into UK domestic law certain provisions of the European Convention on Human Rights. It applies to public authorities, including bodies which carry out public functions. The Act incorporates Articles 2 to 12. Article 2 refers to the right to life, Article 5 to the right to liberty and security, Article 6 to the right to a fair trial, Article 8 to the right to respect for private and family life.

## **Local Government Act 2002**

The Act requires local authorities to prepare a community strategy to improve the economic, social and environmental well being of their area.

## **NHS and Community Care Act 1990**

The Act gives a duty to local authorities to assess the care needs of any person who appears to need community care services and decides whether services should be provided.

## **Race Relations (Amendment Act) 2000**

The Race Relations Amendment Act creates a general duty on public authorities to promote racial equality, requiring strategies and services designed to meet specific needs of people from black and minority ethnic communities. Under the Act, local authorities have duties to deliver all services within a framework which adheres to equal opportunities legislation.

## **Race Equality Scheme**

A Race Equality Scheme is a published document that sets out the arrangements a public authority has made to meet the Duty.

It must include :

- the authority's arrangements for assessing and consulting on the likely effects its proposed policies will have on promoting racial equality;
- the authority's arrangements for making sure information about its activities, and the services it provides, is readily available to the public.

The assessment of functions and policies that are relevant to racial equality must be reviewed every three years. Race equality impact assessments involve anticipating the likely effects of a proposed policy on a particular racial group before the policy is introduced and taking the opportunity to remove or reduce as far as possible any negative consequences

## **Race Relations Act 1976**

Section 20 makes it unlawful for a person who provides good, facilities or services to the public to discriminate against, or harass, a person who wants to obtain or use them, on racial grounds.

Section 71 gives public authorities a statutory general duty to have 'due regard' to need to eliminate unlawful racial discrimination, and to promote equality of opportunity and good relations between people from different racial groups, in carrying out all their functions.

## **Sex Discrimination Act 1975**

The Sex Discrimination Act 1975 prohibits sex discrimination against individuals in the areas of employment, education, and the provision of goods, facilities and services. The SDA applies to women and men of any age, including children.

### Some Examples of Indicators

Local authorities are asked to take into account local circumstances prior to setting their overall targets. Central government offers guidance. Some of the key central government targets are given as examples :

#### Public Service Agreements

##### ODPM - PSA 7 Decent Homes

By 2010, bring all social housing into a decent condition with most of this improvement taking place in deprived areas, and for vulnerable households in the private sector, including families with children, increase the proportion who live in homes that are in decent condition.

##### Home Office - PSA 1

Prevent crime and reassure the public by tackling the factors that lead to crime in the first place; tackling the crimes that cause most social damage; targeting high crime areas; and increasing community involvement. In particular:

- ensuring a joined-up approach with other government departments, such as the DfES, where 47 Connexions partnerships are helping 13-19 year olds overcome barriers to remaining in education, training and employment;
- developing an action plan to tackle prolific offending.

##### Home Office - PSA 9

Bring about measurable improvements in race equality and community cohesion across a range of performance indicators, as part of the Government's objectives on equality and social inclusion.

##### DTI - PSA 9

By 2008, working with other departments, bring about measurable improvements in gender equality across a range of indicators, as part of the Government's objectives on equality and social inclusion.

##### DWP

The first aim is to promote opportunity and independence for all. Objective 1 is to ensure the best start for all children and end child poverty by 2020.

##### DWP - PSA 1

Halve the number of children in relative low-income households between 1998-99 and 2010-11, on the way to eradicating child poverty by 2020, including :

- reducing the proportion of children in workless households by 5% between Spring 2005 and Spring 2008; and
- increasing the proportion of parents with care on Income Support and income-based Jobseeker's Allowance who receive maintenance for their children to 65% by March 2008.

## **DWP - PSA 4**

Objective 2 is to promote as the best form of welfare for people of working age, while protecting the position of those in greatest need.

As part of the wider objective of full employment in every region, over the 3 years to Spring 2008, and taking account of the economic cycle :

- . demonstrate progress on increasing the employment rate;
- . increase the employment rate of disadvantaged groups (lone parents, ethnic minorities, people aged 50 and over, those with the lowest qualifications and those living in the local authority wards with the poorest initial labour market position); and
- \* significantly reduce the difference between the employment rate of disadvantaged groups and the overall rate.

Objective 3 is to combat poverty and promote security and independence in retirement for today's and tomorrow's pensioners. Objective 4 is to improve rights and opportunities for disabled people in a fair and inclusive society. Objective 5 is to ensure customers receive a high-quality customer service, including high levels of accuracy.

## **Best Value Performance Indicators**

Three new BVPIs came into force in April 2005.

### **Best Value PI 16**

Measures the effectiveness of local authority interventions to prevent homelessness.

### **Best Value PI 17**

Measures local authority efforts to tackle repeat homelessness.

### **Best Value PI 176**

Measures the number of domestic violence refuge places provided or supported by the authority.

### **Best Value PI 74a**

The percentage of all council tenants, or a representative sample of council tenants, stating that they are satisfied with the overall service provided by their landlord when surveyed.

### **Best Value PI 164**

Does the Authority follow the Commission for Racial Equality's code of practice in Rented Housing and the Good Practice Standards for Social Landlords on Tackling Harassment ?

### **Best Value PI 202**

This indicator relates to monitoring the length of time homeless families spend in B&B and hostels.

**Best Value PI 214**

Proportion of households accepted as statutorily homeless who were accepted as statutorily homeless by the same Authority within the last two years.

**Best Value PI 225 - Actions against Domestic Violence**

Access the overall provision and effectiveness of local authority services designed to help victims of domestic violence and to prevent further domestic violence.

**Local authorities develop their own targets in line with central government. Specifically with regard to advice they include :**

**Best Value PI 226a**

Total amount spent by local authorities on advice and guidance services provided by external organisations.

**Best Value PI 226b**

Percentage of money spent on advice and guidance service provision which was given to organisations holding the CLS Quality Mark at "General Help" level and above.

**Best Value PI 226c**

Total amount spent of advice and guidance in the areas of housing, welfare benefits and consumer matters which is provided directly by the authority to the public.

**Quality of Life Indicators**

Quality of Life Performance Indicators can be published along side of Best Value Performance Indicators. Examples of Quality of Life Indicators are :

**Quality of Life Indicator 11**

The percentage of the working-age population that is in employment

**Quality of Life Indicator 16**

The percentage of the population of working age that is claiming key benefits.

**Quality of Life Indicator 17**

The percentage of a) children and; b) population over 50 that live in households that are income deprived.

**Quality of Life Indicator 40**

The percentage of all housing that is unfit.

Other Indicators were listed in the 2005 revision by the Audit Commission. They include :

The percentage of people surveyed who feel they can influence decisions affecting their local area *and* the percentage of people surveyed finding it easy to access key local services.

## Some Useful Publications

- ACEVO**                      **Full Costs Recovery: A Guide and Toolkit on Cost Allocation**  
Published by the Association of Chief Executives of Voluntary Organisations. [www.acevo.org.uk](http://www.acevo.org.uk)
- Audit Commission**        **Local Quality of Life Indicators - Supporting local communities to become sustainable** August 2005 [www.audit-commission.gov.uk](http://www.audit-commission.gov.uk)
- LCF**                            **Legal and Advice Services: A Pathway to Regeneration** Published by the Law Centres Federation in 2003. [www.lawcentres.org.uk](http://www.lawcentres.org.uk)
- Legal and Advice Services: A Pathway Out of Social Exclusion**  
Published by the Law Centres Federation in 2001.
- LASA**                            **Regeneration and Renewal: A Good Practice Guide for London Advice Agencies** Illustrates the value of organisations in the advice sector participating in regeneration. It is a practical guide that will help demystify the world of regeneration funding policy, and makes the case for advice to be an integral part of regeneration and renewal strategies. Published by London Advice Services Alliance in April 2002.
- Local Authorities, the Community Legal Service and Best Value** A synopsis of the relevance of the Community Legal Service (CLS) and Best Value, and practical suggestions for developing relationships with local authorities and for influencing the development of the CLS. Published by London Advice Services Alliance in 1999.
- LGA**                            **Community Cohesion - An Action Guide** published by the Local Government Association (LGA) for local authorities in 2004.
- Access to services: disability equality in local government** by the LGA and the Disability rights Commission. Published in October 2003.
- Acting on rights - guide to the Human Rights Act 1998** by LGA  
Published in May 1999.
- LSRC**                            **Causes of Action: Civil Law and Social Justice** published by the Legal Services Research Centre in February 2004.
- NCVO**                            **Funding and Procurement Compact Code of Good Practice** The Funding Code was originally published in 2000 and then revised and republished in 2005. [www.thecompact.org.uk](http://www.thecompact.org.uk)
- Civil Renewal and Active Citizenship - A Guide to the Debate**  
Published in June 2005. The paper includes the role of the voluntary sector.
- To Mutual Advantage - Getting the best out of Best Value 2001**  
Produced in partnership with the Improvement and Development Agency for Local Government (IDeA).
- Best Value: A Guide for Voluntary Organisations** February 2000.

**ODPM**

**Sustainable Communities: People, Places and Prosperity** and **Sustainable Communities Plan: Homes for All** Five year plans published by the Office of the Deputy Prime Minister in January 2005.

**Making it happen in neighbourhoods: The National Strategy for Neighbourhood Renewal - four years on** Published in 2005

**Evaluation of Local Strategic Partnerships - Interim Report** Published in August 2005.

**Housing and Black and Minority Communities: Review of the Evidence Base** Published in May 2003.

**Local Strategic Partnerships : Lessons from New Commitment to Regeneration** by Hilary Russell. Published by the Policy Press in November 2001.

**Urban Forum**

**The LSP Guide: A Handy Guide to getting involved for Voluntary and Community Groups** by Rup Sarkar and Alison West. Revised Edition 2005  
[www.urbanforum.org.uk](http://www.urbanforum.org.uk)

**CC29**

**Charity Commissioners Guide to Charities and Local Authorities**

### Glossary

<b>ABIs</b>	<b>Area Based Initiatives</b> are central government initiatives, pilot programmes or initiatives delivered through regional/local partners which are targeted towards specific geographical areas ahead of, or instead of, a national rollout.
<b>APA</b>	<b>Annual Performance Assessment</b> of services.
<b>Area Profiles</b>	<b>Area Profiles</b> are being developed by the Audit Commission and focus on the 10 Quality of Life themes. These are : People and Place; Community Cohesion and Involvement; Community Safety; Culture and Leisure' Economic Well-being; Education; Environment; Health; Housing; and Transport.
<b>ASA</b>	<b>Advice Services Alliance</b> - the umbrella body for the advice networks in the UK.
<b>Beacon Council Scheme</b>	The Scheme is led the Improvement and Development Agency to disseminate good practice across local government.
<b>BFI</b>	<b>Benefits Fraud Inspectorate</b> assesses the housing benefit and council tax benefit services provided by local authorities.
<b>BVPP</b>	<b>Best Value Performance Plans</b> Councils are required to draw up annual plans setting out what services the council will deliver and how. Together with the Audit Commission, the Government has specified performance indicators for key council services which are intended to serve as a yardstick for measuring local performance.
<b>BVR</b>	<b>Best Value Reviews</b> Councils are required to undertake reviews of all their activities over a five year cycle. Reviews entail councils in setting targets to deliver continuous improvements in the quality and efficiency of all services.
<b>Civic Pioneers</b>	Established by the Home Office, the Civic Pioneers Network is for local authorities dedicated to sharing and learning from their successful examples of working with communities and involving local people.
<b>CLS</b>	The <b>Community Legal Service</b> was established under the Access to Justice Act 1999 and came into being in 2000. The Service is overseen by the Legal Services Commission.
<b>Code of Audit Practice</b>	Prepared by the Audit Commission prescribing the way in which auditors carry out their function. The Code determines the nature, level and scope of local audit work. It enables the Audit Commission to provide assurances on proper stewardship and value for money in the use of resources which underpin the delivery of high quality services to the public.

<b>CPA</b>	<b>Comprehensive Performance Assessments</b> carried out by Audit Commission auditors.
<b>Direction of Travel Statement</b>	Prepared by all councils, the statements provide a way of tracking progress with the core themes of ambition, prioritisation, capacity and performance management, as well as in achievement of outcomes.
<b>Efficiency Statement</b>	The Office of the Deputy Prime Minister will require councils to produce an annual efficiency statement from 2005 which, from 2006, will report on the efficiency gains achieved.
<b>Floor Targets</b>	Improving floor targets performance is part of the function of the Local Strategic Partnerships. Progress towards floor targets and local targets are measured through the Performance Management Framework which LSPs use to assist with the implementation and evaluation of Local Neighbourhood Renewal Strategies.
<b>FTAP</b>	<b>Floor Target Action Plan</b>
<b>GO</b>	<p><b>Government Offices</b> Nine Government Offices (GOs) were set up in 1994. They are like mini regional versions of the main departments of central government and each have some responsibility for the regional work of several government departments, including Office of the Deputy Prime Minister, Department of Trade and Industry, Department for Education and Skills, Department for Environment, Food and Rural Affairs, Home Office, Department of Health, Department for Work and Pensions and the Department for Constitutional Affairs.</p> <p>Government Offices are funded by the Neighbourhood Renewal Unit to provide support to LSPs inside the 88 areas. They offer limited support to other LSPs.</p>
<b>JAR</b>	<b>Joint Area Review</b> cover all services for children and young people which are directly managed or commissioned by the council, as well as health and youth justice services provided by other bodies.
<b>Key lines of enquiry</b>	A list detailing what will be covered in inspections and the standard expected of excellent and fair services. They are used to provide a scored judgement on the use of resources. Published by the Audit Commission.
<b>Liveability</b>	A definition was set out in the Urban White Paper in 2002. Liveability means making towns and cities better places to live and work in. The vision includes having good quality services, people shaping the future of their communities and investment to help citizens reach their full potential.

<b>LAA</b>	<b>Local Area Agreements</b> are drawn up between a local authority and its partners on one hand and central government on the other. It sets out outcome targets reflecting local as well as nation priorities. A successfully negotiated agreement will be rewarded with discretion over funding and streamlining of performance management arrangements.
<b>LPSA</b>	<b>Local Public Service Agreements</b> Local Public Service Agreement targets are agreed between local authorities and the Office of the Deputy Prime Minister and cover a broad range of potential impacts.
<b>LSC</b>	The <b>Legal Services Commission</b> was set up on 1st April 2000. It provides direct service provision via LSC contracts. There are regional offices covering England and Wales.
<b>LSPs</b>	<b>Local Strategic Partnerships</b> The Partnerships are created between all the key agencies in a local authority area, including the council and public, private and voluntary sector organisations. They should be linked to Local Compacts.  LSPs draw up a long term vision for their area called Sustainable Community Strategy. This provides the context for the Local Authority's Best Value regime or Local Area Agreement.
<b>Mainstreaming</b>	<b>Mainstreaming</b> is about re-allocating resources in order to target the most deprived areas.
<b>NDC</b>	<b>New Deal for Communities</b> gives grants to community-based partnerships for neighbourhood renewal. 39 bids were approved in 2005 for up to £1.9bn over the next 10 years. There will be no more bidding rounds. The policies being rolled out of the Neighbourhood Renewal Unit apply the lessons learnt through the NDC.
<b>NRF</b>	<b>Neighbourhood Renewal Fund</b> The Fund has an important role to play in supporting Local Strategic Partnerships in their work to contribute to national floor targets.
<b>NRU</b>	<b>Neighbourhood Renewal Unit</b> based at the Office of the Deputy Prime Minister with responsibility for rolling out the Government's programme for neighbourhood renewal nationally.
<b>PMF</b>	Each LSP in a district receiving NRF is required to develop a <b>Performance Management Framework</b> . Core requirements include conducting a performance review and preparing an improvement plan.
<b>PSAs</b>	<b>Public Service Agreements</b> set out Government Department aims. They measure the extent of service delivery or impact of better public services.

**Regional Development Agencies**

There are nine Regional Development Agencies. Their main role is encourage regional economic development

**Respect Task Force**

A cross-governmental Task Force set up in September 2005. The Task Force is based at the Home Office. Key objectives include

- . Working together on the neighbourhood renewal and anti-social behaviour

**Super Output Area**

**Super Output Area (SOA)** level data provides robust and accurate picture of where small pockets of deprivation exist, including those in otherwise affluent areas.

**VFM Self-Assessment**

Value for Money self assessments prepared by local councils. Used in support of corporate assessments.

**Value for Money Principles**

There are seven key principles laid down by the Audit Commission. They include :

- . Judgements primarily made from a community-wide perspective rather than the view of individual service users (which will be looked at in service inspections)
- . Costs alone do not reflect value. Local context and quality of service are important and need to be take into account.
- . Full long-term costs and benefits should be taken into account, not just immediate costs.









































