This guide is produced by Lasa in collaboration with
the advice networks in London: Age Concern in London, bassac,
DIAL UK, Federation of Information and Advice Centres (FIAC) – London
Region, Law Centres Federation – London Unit, National Association of
Citizens Advice Bureaux (NACAB) – London Region, Shelter South and
London Region, and Youth Access. Advice networks are umbrella
organisations, providing their member organisations with information
and support to help them run effective advice provision.

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I am pleased to endorse Lasa’s guide for London advice agencies, which represents a significant step forward in providing guidance to voluntary organisations in the advice sector. The London Development Agency (LDA) has been involved in developing this guidance, demonstrating our recognition of the key role advice agencies play in regeneration and renewal.

Advice agencies contribute to regeneration and renewal policies across a wide spectrum of activities. They operate often in the pre-economic development phase of regeneration in areas of severe deprivation, offering a key opportunity to link the socially excluded to a range of regeneration initiatives. Advice agencies provide free legal advice for London’s most vulnerable, deprived and socially excluded communities. They empower individuals by transferring knowledge and skills about rights and entitlements, as well as bridging the gap between excluded individuals and mainstream services. Agencies also work to influence policy and practice, sometimes through Local Strategic Partnerships, Community Legal Service Partnerships and other partnerships.

There are clear linkages with the work taken forward by advice agencies and the LDA. The LDA is the business-led economic development agency for Greater London, responsible for formulating and delivering the Mayor’s Economic Development Strategy (EDS), which was published in July 2001. Within the London Development Agency’s Charter for London Principles there are strategic priorities for:

- Promoting social inclusion and renewal amongst all London’s communities
- Working to increase the employment rate in London’s most disadvantaged communities.

The work of advice agencies is a key initial step to underpin and ensure the success of economic development and regeneration. It will help enable individuals to be in a position to access, and make the most of, the opportunities available to them. This work is part of ensuring that all Londoners are able to share in the economic prosperity of the capital.

Michael Ward
Chief Executive
London Development Agency
This is a practical guide for voluntary organisations who provide advice. We hope it will be useful in the day-to-day business of seeing clients and planning services. We have tried to cater for a wide range of levels of knowledge, interest and types of organisation. Because it tries to be comprehensive, the guide is quite long. It is not necessarily meant to be read from cover-to-cover. Section 2 explains the policies, organisations and Government departments that underpin the guidance in sections 3, 4 and 5. Whilst section 2 is essential for the completeness of the guide, it might be a rather overwhelming place to start if you are new to the regeneration world. Instead you might prefer to begin by familiarising yourself with the Key lessons from good practice examples (section 5.1.2) or the summary of the contribution of advice services to regeneration at sections 3.2 and 3.3. Regeneration and renewal policy is full of language that might be unfamiliar if you are new to the field. To some extent you will need to understand this language if you are going to get involved. Don’t be put off, and do use the glossary at appendix 1, which explains a lot of the jargon and acronyms. The detailed contents list should help you to find the most useful section, depending on what you are planning for your organisation. You might, for example, be trying to engage with a Local Strategic Partnership in a Neighbourhood Renewal Area to get advice work into local plans. Section 2.1.2 – 2.1.6 explain Neighbourhood Renewal and would help to demystify some of the policies and jargon to help you understand where advice might fit. Or you might be hoping to apply to an existing regeneration partnership to deliver a particular type of advice service to the local community. The detailed case studies in section 5 would provide you with practical examples of how others have done it. Section 3 – Making the Case and 4 – A Framework for Participation would then help you if you were to go further in bidding for funds.

Whatever your organisation’s interest, we hope you can find what you need in this guide.
1 Setting the Context

1.1 Introduction

Social Inclusion is high on the public agenda. An inclusive society means that all individuals and communities, in particular disadvantaged communities, participate and contribute to civic life, wealth creation and participation in the mainstream economy.

In short, tackling social exclusion improves the overall quality of all our lives and reduces inequalities.

Advice agencies are voluntary organisations that provide advice about rights and entitlements, mainly to people experiencing some form of social exclusion. They provide the opportunity for their clients to tackle their disadvantage and improve their quality of life. Clients may, for example, be helped to manage debt, maximise their income or improve their housing. Advice services have a vital part to play in promoting an inclusive society.

The thrust of urban regeneration policy has shifted over the years in response to the successive and (sometimes) competing explanations of the problems faced by disadvantaged communities. The competitive culture of the early 1990’s, which characterised City Challenge and the early years of the Single Regeneration Budget Challenge Fund (SRB) has, in part, been superseded by a stress on the importance of partnership and most recently a drive for ‘joined-up’ responses and actions to the problems and priorities of declining areas. In addition there is growing recognition of the role that local people may play in identifying and developing their own solutions.

Alongside this, government policy also seeks to find long-term solutions by, for example, ‘bending’ main programmes rather than relying solely on short-term regeneration initiatives.

While serving the most vulnerable, socially excluded individuals, the advice sector has found it difficult to access these funding regimes, often area based initiatives, in any co-ordinated and comprehensive fashion. There are two principal reasons for this:

i. The link between the advice sector and regeneration initiatives is not always explicitly recognised in special funding programmes, particularly as much of the work of the advice sector is pre-economic, i.e. it tackles basic needs prior to a client accessing main programme activities for, say, volunteering, training, employment. It is plain however that deprived individuals and communities require basic pre-economic issues to be tackled before they can even consider participation in civic society and economic activities. For example it is difficult to get a job if you are homeless, or disabled without proper care, or unable to access welfare benefits, and it is impossible if you are a newly arrived refugee.

ii. The funding regimes, often described as ‘rigorous output driven programmes’, typically require the achievement of hard outputs and impacts which the advice sector – particularly given the sensitive and confidential nature of their work – has sometimes found difficult to accommodate.

1.2 The purpose of the Good Practice Guide

This guide is targeted at advice agencies and seeks to:

- illustrate the links and value of organisations in the advice sector participating in regeneration and good practice
- identify those services and qualities within the advice sector that are fundable through regeneration funding budgets
- provide guidance for organisations in the advice sector seeking to access funding from and/or engage in regeneration initiatives
- provide material that could be used to persuade policy makers and potential funders of the merits of supporting advice agencies to deliver services for ‘hard to reach communities’ and disadvantaged neighbourhoods.

The nature of funding for regeneration initiatives has changed. In the late 1960’s and early 1970’s that part of regeneration described as ‘social’ or sometimes ‘pre-economic’, was given equal billing, and funding, to economic, physical or environmental regeneration. In the 1980’s these programmes placed a greater emphasis on economic and environmental improvements rather than social or pre-economic interventions to tackle the regeneration of declining or failing areas. In addition, there was a switch of emphasis to capital and away from revenue, leaving voluntary organisations competing for increasingly limited funding with increasingly demanding output and impact requirements.

Nonetheless Task Forces, City Challenges, Single Regeneration Budgets (SRB) etc have always allocated, admittedly relatively modest, funds to pre-economic activity linked to their primary objective of economic activity. Most recently ‘A New Commitment to Neighbourhood Renewal: National Strategy Action Plan’ outlines the Government’s policy goals for regeneration and renewal and their commitment to empower communities to increase social inclusion. The document emphasises the Government’s desire to provide the climate and new opportunities for individuals and their community and voluntary sector representatives to engage constructively in the regeneration and renewal of their neighbourhoods.
1.3 What is advice?

1.3.1 The work of advice agencies

Advice agencies are voluntary organisations which provide free, independent, confidential advice on a range of legal issues regarding social welfare, including:

- housing
- welfare benefits
- debt
- employment
- community care
- immigration and nationality

For some advice agencies, legal advice provision is their main activity. For many others, advice is one of a range of services meeting the needs of the communities they serve. The case studies in section 5 (and at 3.2) illustrate this range. Whilst advice agencies take on individuals’ cases, they additionally build a body of evidence and experience from their casework to tackle wider issues of discrimination. Their work encompasses aspects of social policy work, lobbying and grass roots campaigning.

Advice services are provided in different ways with generalist services and services provided to particular communities, including outreach, telephone and internet services. Different agencies give legal advice at varying levels, combining advice and other services in different ways. Many advice organisations take a holistic approach to clients’ needs – picking up on non-legal issues, signposting to appropriate other services and working to empower their clients.

1.3.2 The Community Legal Service (CLS)

In 2000 the Government established the Community Legal Service, which is the responsibility of the Lord Chancellor’s Department and the Legal Services Commission (LSC). The aim of the CLS is to ensure that people can get information and help about their legal rights and understand how to enforce them in the right place and at the right time. The LSC oversees the operation of CLS Partnerships who work in local authority areas, bringing funders and providers of advice in the voluntary, public and private sectors together to plan local advice provision. Advice agencies form the backbone of the CLS, providing quality assured advice at a variety of levels, linked by co-ordinated referral schemes.

The levels of advice quality (the Quality Mark) are:

i. Information: Organisations operating as a CLS Information Point have information about rights and can tell people where to go for further advice. They have information leaflets and a copy of the CLS Directory of Services.?

ii. General Help: Advice and basic help is given by organisations with a General Help Quality Mark. They help with things like writing an important letter, filling in a form or getting in touch with someone for more information. Some General Help organisations also provide casework on behalf of clients – negotiating with third parties such as the Benefits Agency or a local authority housing department.

iii. Specialist Help: CLS Specialist Help Points are organisations that give a full range of legal advice and help, and often employ solicitors. These organisations take cases paid for by the CLS Fund (formerly Legal Aid) and can also represent clients in court.

Only advice services with the specialist help quality mark accreditation receive payment from the LSC and this accounts for only a small proportion of the advice sector. The LSC also manages the Partnership Innovation Budget, £15million over 3 years, which seeks innovative proposals for running high quality advice services.

1.3.3 The context for planning and funding advice services in London

All 32 London boroughs have set up a Community Legal Service Partnership (CLSP). The London Regional Legal Services Committee (RLSC) is responsible for overseeing the development of the CLS across London, and makes recommendations to the Legal Services Commission (LSC) about letting contracts in different areas of social welfare law in London boroughs. London’s pattern of advice provision is complex, not only because of the number of boroughs, but also because many advice agencies work subregionally or regionally, providing services to clients across London. Sometimes these agencies will work on behalf of a particular, often vulnerable, client group, and/or sometimes they will be specialist in a particular area of law. They often provide a mixture of direct services to clients and second-tier services, supporting other advice providers with their expertise. Whilst the structure of the CLS does not have an obvious place for such provision, the London RLSC has undertaken to consider regional providers of advice and to look at the advice access needs of some particularly vulnerable communities.

The majority of locally based advice services receive some core funding from their local authority main programme (see appendix 1), usually in the form of a grant or service level agreement, in addition to a range of other funders. Pan-London or subregional services receive funds from a variety of sources, but may receive central Government funding or funding from the Association of London Government (ALG). All such main programme funding of advice services is discretionary, and has proved vulnerable to funding cuts in recent years. This guide seeks to strengthen advice agencies by suggesting ways to become part of wider programmes to tackle social exclusion.
This section provides an overview and an understanding of the rationale behind recent and current regeneration and renewal programmes. It tries to be comprehensive and introduces many new concepts and terms. It may therefore be too much to digest in one reading, and you may wish to refer back to this section after reading other sections particularly relevant to your organisation’s work (see How to use this guide on page vi). Section 3 – Making the Case and 4 – Framework for Participation look practically and in detail at how advice services can engage with policy and funding streams. Section 2.3 – Targets covers overarching and generic regeneration targets and should be read in conjunction with 4.3 – Developing proposals.

2.1 The National context – Where we are now

Urban Regeneration aims: ‘to improve the quality of life of local people in areas of need by reducing the gap between deprived and other areas and between different groups.’

2.1.1 Attempting co-ordination I – SRB

The Single Regeneration Budget Challenge Fund (SRB) was first introduced in 1994. When first created the SRB amalgamated 20 Government Programmes into a single area based regeneration budget. It is a framework budget which aims to encourage local response to local need in addressing key regeneration priorities throughout the regions of England. It was intended to provide a comprehensive and integrated regeneration programme to overcome the Audit Commission’s description of urban regeneration as a ‘patchwork quilt of complexity and idiosyncrasy’.

The 5 underpinning SRB objectives aim to:
- Improve the employment prospects, education and skills of local people
- Address social exclusion and improve opportunities for the disadvantaged
- Promote sustainable regeneration, improving and protecting the environment and infrastructure, including housing
- Support and promote growth in local economies and businesses
- Reduce crime and drug abuse and improve community safety

The work of the advice sector is partly located in the first of these objectives and more explicitly in the second. The focus on economic aims are much more explicit than community or social aims and partly explain the difficulty the advice sector experiences in accessing ‘special funds’ particularly given the strong emphasis on economic outputs and the drive for hard outcomes.

SRB6 was the final round of funding under this regime although the approved schemes currently being delivered will continue to run for their original time frame, potentially until 2006/07.

2.1.2 Attempting co-ordination II – A National Strategy for Neighbourhood Renewal

The Social Exclusion Unit (SEU) was established in 1998, in response to a wide-spread recognition that efforts to build sustainable social and economic solutions amongst deprived communities remained fragmented. The first SEU report ‘Bringing Britain Together: A National Strategy for Neighbourhood Renewal’ identified 4 objectives key to neighbourhood regeneration which were already common to or adapted for the SRB:
- Tackling worklessness
- Reducing crime
- Improving health
- Raising educational achievement

The SEU’s second report outlines the Government’s vision in two long-term goals:
- In all the poorest neighbourhoods, to have common goals of lower worklessness and crime, better health, skills, housing and physical environment
- To narrow the gap on those measures between the most deprived neighbourhoods and the rest of the country

Cross cutting these objectives is the desire for a socially inclusive society. Thus the Government’s ongoing regeneration policy development continues to focus on the objectives outlined for the SRB and additionally emphasises the need for sustainable outcomes.

At a national level the ‘National Strategy Action Plan’ will be implemented by the Neighbourhood Renewal Unit (NRU) responsible for driving progress across government, supported by the Government.
Offices for the Regions (GORs – GoL in London). The government considers that this is a new approach which will:

- Attack the core problems of deprived areas, like weak economies and poor schools
- Harness the power of all sectors to work in partnership
- Focus existing services and resources explicitly on deprived areas
- Give local residents and community groups a central role in turning their neighbourhoods around.

Although new money is available in the form of the Neighbourhood Renewal Fund (NRF), the emphasis is on better use of existing budgets more appropriately targeted and delivered rather than new money or budgets. This is termed ‘bending’ main Government and local government programmes to focus on the most deprived areas.

### 2.1.3 Neighbourhood Renewal Fund (NRF)

The NRF, introduced as a result of the National Strategy Action Plan, provides top up funds for the most deprived 88 local authorities in England, 20 of which are based in London (*appendix 4*). £800m is to be distributed over 3 years, targeting the most deprived neighbourhoods. The fund will be administered by the Neighbourhood Renewal Unit (NRU) based in the Department of Transport, Local Government and the Regions (DTLR). The DTLR will work with the Government Office for the Regions (GORs) in supporting and monitoring use of the fund. NRF is not ring fenced but to use it 5 conditions must be met:

- The recipient must be a member of a Local Strategic Partnership (LSP) (section 2.1.6)
- The Local Authority must agree the use of the fund with their LSP annually
- The Local Authority must demonstrate that it will use the funds to contribute to the national targets for deprived areas
- Recipients should have a satisfactory Best Value Performance Plan
- Where recipients are developing local Public Service Agreements (PSA’s) they should include a focus on tackling deprivation.

### 2.1.4 The voluntary and community sector in Neighbourhood Renewal

In order to maintain strong community focus a Community Forum advises the NRU on how to ensure community groups and residents play an ‘inclusive and effective’ role. There is a clear articulation that the work of the voluntary and community sector is highly important to successful regeneration interventions. There is money available through the Community Empowerment Fund (CEF), for those most deprived 88 boroughs which also have access to the Neighbourhood Renewal Fund. The CEF is intended to enable the community and voluntary sector to participate effectively in Local Strategic Partnerships (LSPs – see 2.1.5 & 2.1.6 below) with the public and private sectors.

### 2.1.5 Area Based Initiatives (ABIs)

LSPs have been set up in part to co-ordinate Area Based Initiatives, i.e. area based funding initiatives. SRB is one example of a number of Area Based Initiatives (ABIs). Community Legal Service Partnerships (CLSPs) are also examples of ABIs. All ABIs are co-ordinated by the interdepartmental unit called the Regional Co-ordination Unit (RCU) and the Government Office for the Regions (GORs) support delivery at a local level. The RCU website provides details of all ABIs irrespective of the lead department with summary explanations of their aims and objectives, funding criteria and contact details. The RCU define ABIs as:

- Intended to have a differential or local impact
- Aimed at a particular geographical area
- Managed through regional/sub-regional or local partnerships
- Intended to support a number of objectives locally which are the responsibility of more than one department
- Pilots or pathfinder programmes which will ultimately be rolled out nationally

### 2.1.6 Local Strategic Partnerships

At a local implementation level Neighbourhood Renewal is the responsibility of the Local Strategic Partnership (LSPs). These partnerships comprise members from each of the public, private and community & voluntary sectors. LSPs are becoming increasingly important in co-ordinating national and local initiatives to improve communities’ quality of life and empower communities. These partnerships may be at borough level or at a higher sub-regional level. Their core tasks are to:

- Develop and deliver local neighbourhood renewal strategies
- Prepare and implement a community strategy for the area
- Bring together local plans, partnerships and initiatives to provide a forum through which mainstream service providers work effectively to meet local needs and priorities
- Work with local authorities that are developing a local Public Service Agreement (PSA) to help devise and meet suitable targets
2.2 The London context

2.2.1 London Development Agency (LDA)

SRB programme performance is now managed by the Regional Development Agencies (RDAs). Following the Spending Review 2000, SRB is subsumed into a new flexible single programme, the ‘single pot’ available from April 2002.

Each Regional Development Agency (RDA) manages the economic objectives of their region developing a regional strategy that must fit the national context but has a focus on their individual region. In London, the LDA is accountable to the Mayor of London at the Greater London Authority (GLA). The remit of the LDA is to be an economic development and regeneration agency delivering the Mayor’s vision for London. The emphasis is plainly on economic activities and much of their budget is capital. However, the LDA’s economic development strategy ‘Success Through Diversity’, published in July 2001 outlines a ‘Charter for London’ based on the 4 guiding principles of:

- economic growth
- knowledge and learning
- diversity, inclusion and renewal
- sustainable development

In carrying out their work LSPs are required to network effectively with neighbourhood level and regional initiatives emanating from GORs and complementary with the RDA’s regional strategies. At a regional level LSPs are supported by the Neighbourhood Renewal Teams in the GORs.

To satisfy the grant conditions from April 2002 those local authorities in the 88 areas receiving Neighbourhood Renewal Fund (NRF), 20 of which are in London (see appendix 4), have had to become accredited on the basis of 6 criteria. The Government Office for London is charged with ensuring that the 6 criteria are complied with:

2.2.2 Government Office for London (GoL)

GoL is one of 9 Government Offices for the Regions (GORs). Established in 1994 they now bring together the regional services of 7 departments. At a national level, GoL now answers to the Regional Coordination Unit (RCU). GoL describes its role as working ‘with partner organisations throughout London, acting as a bridge between Whitehall and the London Community, to deliver policies on behalf of:

- Department of Trade and Industry
- Department for Education and Skills

These elements accord with the day to day work that is the business of the advice sector, improving quality of life in disadvantaged communities in particular by advising on entitlements and rights, promoting access to services, developing community empowerment and tackling problems such as poor housing at a strategic level. The advice sector in London therefore has an interest in assisting the LDA to deliver its key objectives. The draft outcome targets agreed with the RDA’s (section 2.3.4) provide some opportunities for access to the ‘single pot’ that the LDA will be managing from 2002 to 2005.
The Department for Environment, Food and Rural Affairs
The Home Office
The Department of Culture, Media and Sport
The Department of Health
Department of Work and Pensions’

GoL has set up a Neighbourhood Renewal Team responsible for:

- Helping implement the Government’s Neighbourhood Renewal Strategy Action Plan
- Taking the lead on GoL’s links with community and voluntary sector interests
- Co-ordinating GoL’s work on Community Champions and the 10 New Deal for Communities partnerships in London

2.3 Targets – Monitoring outputs, outcomes and impacts

All regeneration initiatives are required to, and require their delivery agents to, produce regular reporting and monitoring of progress against the agreed outputs and impacts of projects and schemes. Most programmes have their own output measures or targets but the Government is seeking some overarching and generic measures which will provide evidence of progress towards the floor targets described below. Therefore section 4 – A Framework for Participation should be read in conjunction with this section 2.3 on generic measures targets.

2.3.1 Floor targets

All relevant Government departments will have minimum ‘floor’ targets to meet, which means that, for the first time, departments will be judged on the areas where they are doing worst and not on the national average. The new floor targets are to:

- Eliminate substandard social housing by 2010, and reduce it by a third by 2004
- Ensure no area has burglary rates 3 times higher than the national average by 2005
- Ensure at least 25% of pupils in every school and 38% in every local authority area achieve 5 or more GCSEs at grades A* to C
- Starting with health authorities, by 2010 to reduce by at least 10% the gap between the bottom 20% of areas with the lowest life expectancy at birth and the population as a whole
- Reduce by at least 60% by 2010, the conception rate among under 18’s in the worst 20% of wards, and thereby reduce the level of inequality between these areas and the average by at least 26% by 2010
- Raise employment in the 30 local districts with the worst labour market problems and narrow the gap between these and the overall rate

These floor targets will be broken down or ‘disaggregated’ into a wider range of targets which ABIs, Local Authorities and other statutory bodies will be required to meet in their regeneration programmes, contributing to the achievement of the floor targets.

2.3.2 Sustainability

‘Achieving a better quality of life – a review of progress towards sustainable development’ supports a strategy that states ‘at the heart of sustainable development is the simple idea of ensuring a better quality of life for everyone, now and for generations to come’. The strategy has 4 objectives to meet:

- Social progress which recognises the needs of everyone
- Effective protection of the environment
- Prudent use of natural resources
- Maintenance of high and stable levels of economic growth and employment

The reaffirmation of the Government’s commitment to social progress in the first objective clearly indicates the potential for the advice sector to:

- lobby and influence policy
- expand, enhance or secure the provision of access to free, independent, confidential advice on a wide range of legal issues to all communities and particular those suffering the most impoverished quality of life

2.3.3 Quality of Life indicators

‘Local Quality of Life Counts’ identifies 29 indicators (appendix 5) for measuring sustainable development and quality of life in local communities. The indicators were developed at local and national levels through a joint initiative between local and central government. The indicators outlined in the index can be added, or “aggregated” to make up the floor targets. The quality of life indicators are not prescriptive and are capable of further disaggregation (break down) enabling schemes to measure factors that contribute towards the achievement of one of the 29 indicators.
For the voluntary sector, and particularly the advice sector, some creativity is necessary to ensure that bids for funds outline measurable outputs and outcomes that can ultimately be aggregated up to the floor targets along with a compelling case for how they contribute (see sections 3 & 4).

Emerging from the Quality of Life Indicators the principal opportunities for the advice sector lie within the characteristics for:

- Meeting social needs, most particularly from the subsets for empowerment, and access to services
- Promoting economic success, for example, valuing unpaid work and increasing benefit take-up

2.3.4 LDA’s targets

Outcome targets under 2 of their 4 objectives, as set out below, could offer opportunities for advice services.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Outcome targets by 2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote social cohesion and sustainable development through integrated local regeneration programmes</td>
<td>1 Regeneration: work with the LSP’s to tackle poverty and social exclusion through promoting economic development in the most deprived areas by reducing deprivation by 10% in those wards that are currently in the bottom 20% of the region as identified in the Indices of Multiple Deprivation</td>
</tr>
<tr>
<td>To help those without a job into work by promoting employment and enhancing the development of skills relevant to employment</td>
<td>2 Employment: work with the Employment Service and Learning and Skills Council (LSC) to increase employment over the economic cycle – by increasing the ILO employment rate by 2004</td>
</tr>
<tr>
<td></td>
<td>3 Skills: work with the LSC to increase by 3% by 2004 the number of 19 year olds achieving a qualification equivalent to NVQ level 2 compared to 2002. Improve the levels of qualifications in the workforce in order to meet future learning targets</td>
</tr>
</tbody>
</table>

Although advice work clearly can contribute to these targets, agencies will need to think carefully about how they design and present their services to show the benefits of the work they do in the terms of the targets. When bidding into the LDA’s ‘single pot’, agencies could identify good practice examples of how the proposed service integrates with other activities. Advice work can be seen as a part of a wider continuum of activity that will ultimately achieve the LDA floor targets. People need advice in order to give them the circumstances from which they can go on to seek work. Advice work helps people to have secure incomes, housing and immigration status for example. This means it is essential pre-economic activity (see section 4.2.3). Agencies need to identify these progression routes for clients from advice services into services that provide a stronger economic focus.
3 MAKING THE CASE

3.1 The link between advice and regeneration

The Lord Chancellor’s Department regards the CLS as an essential part of efforts to tackle social exclusion.14 Access to justice is seen as vital for social inclusion. A fully inclusive society is one where citizens understand their rights and have access to advice so they can to enforce those rights. However, this understanding of the role of advice agencies in tackling social exclusion is not yet universally shared across Government departments.

This section helps to make the links between the work of advice agencies and tackling social exclusion via regeneration and renewal policies. It shows that there are clearly identified and specific benefits of advice services in promoting and encouraging regeneration. In most cases, but not invariably, the contribution that the advice sector makes to the regeneration process is pre-economic (see 3.2). Additionally advice services have the opportunity to broaden notions of regeneration and renewal to include justice, rights awareness and enforcement as part of a socially inclusive society.

3.1.1 The need for advice in London

Recent research17 shows that 40% of people experienced a legal problem in the last five years. Furthermore a recent survey18 shows that Londoners lack essential knowledge about their rights, with 68% of residents unable to answer questions about their rights compared to a national average of 56%. London’s diverse communities can be particularly vulnerable when trying to access services and enforce rights. Many people from refugee communities, for example, have a low awareness of their rights, and a high need for interpreting services when accessing advice.19 The need for free advice on legal issues is particularly acute in areas of high social and economic deprivation that are a feature of London. Needs assessment carried out by the Legal Services Commission in Community Legal Service Partnership areas shows a great need for welfare benefits and debt advice across London.

3.1.2 The contribution of advice services to regeneration and renewal policy

The activities provided by advice services are extremely varied, but there is a strong unifying thread: the attack on multiple disadvantage affecting sizeable often marginalised communities. The very different projects discussed at section 5 as good practice often target the same people and the problems they tackle are closely interrelated. So: averting homelessness or improving housing can bring benefits such as better health and access to statutory services, potentially leading to pre-employment activities and employment; or, anti-poverty projects reducing debt or increasing the circulation of money in an area may lead to improved diet and health and potentially contribute to promoting economic success of a neighbourhood. In this way advice services can act as the access point for many other benefits. There are also obvious links with advice services and skills and employment, as an individual at risk or in trouble may need a great deal of personal and social support before they are ready for more specifically employment related work (see case study examples in sections 3.2 and 5).

3.1.3 Local savings and anti-poverty programmes

In ‘Sustainable Regeneration, a Good Practice Guide’, which sets out the roles that regeneration partnerships may consider to support sustainable development, a link is drawn between sustainable regeneration and the policy areas and initiatives that will enable sustainability to be delivered. One of those areas is ‘Local Savings and Anti-Poverty Programmes’. Anti-Poverty initiatives are the core of many advice services and the definition provided in this good practice guide is extremely useful in making a link for advice services to exploit when proposing projects to regeneration partnerships.

‘Anti-poverty strategies relate to a number of aspects of local poverty, and may address benefits and welfare rights, savings and credit, fuel poverty, or local cost of living such as food or transport. The key thrust of anti-poverty initiatives is not simply to mitigate the impact of poverty but to raise the levels of income in local areas, and to ensure so far as possible that money and savings are circulated within the area of benefit of local people.’20

3.1.4 Funding advice services through regeneration and renewal

The principal sources of advice sector funding are local authority grants and contracts with the Legal Services Commission. However, the advice sector in London and elsewhere has accessed a wide range of regeneration funds including European Funding, Community Fund,21 SRB and many others. Area Based Initiatives (ABIs – see 2.1.5) have provided mixed fortunes for the advice sector: ABIs are typically characterised by modest budgets, strict output and impact requirements and in most cases a pre-requisite for the bidder to provide match funding.
3.1.5 Match funding

Many voluntary organisations underestimate the range of match funding that they can provide. Match funding can be either:

- In-kind: for example, the use of resources and premises or volunteer time, or
- Cash contribution: this may be by matching main programme funding from say the Local Authority or a Health Trust or from other sources such as a Charitable Trust, the Community Fund etc with the ABI funding. The match must be a contribution towards running the proposed service and it is usually unacceptable to match funds from the same source.

Each funding mechanism usually provides an explanation of what they will accept as match funding. Various sources of funding can be brought together to contribute towards the budget for delivering a project or scheme.

3.1.6 Targeted regeneration and renewal programmes

Despite the limitations outlined above, the range of the regeneration funding mechanisms currently available mean that there are some very targeted programmes, mostly ABIs,22 based on the National Strategy for Neighbourhood Renewal principal objectives and targeting specific communities of interest. Many opportunities exist for the advice sector to access these funds.

The principal ones include:

**CHILDREN’S FUND AND LOCAL NETWORK**  
To help child poverty and social exclusion  
Lead department DfES through the multi-departmental Children and Young People’s Unit (CYPU)

**COMMUNITY EMPOWERMENT FUND**  
Support community and voluntary sector involvement in LSPs (all NRF areas)  
Lead department DTLR

**COMMUNITY LEGAL SERVICE PARTNERSHIPS**  
Opportunities through CLSP recommendation for Partnership Innovation Budget (PIB) funding.  
Lead department LCD

**CONNECTIONS**  
Connexions offers services providing a range of guidance and support for 13–19 year olds, to make transition to adult life a smooth one. Connexions is managed by the Connexions Service National Unit. The 2000 spending review provided £420m to the end of 2002/03. Ongoing consultation will determine the allocation of funding from 2002/03 onwards. Connexions is particularly appropriate for advice services for and involving young people. Services will involve multi-agency partnerships to deliver a wide range of services including for example guidance and counselling, tackling homelessness and independent living, debt counselling and financial management, access to welfare benefits.  
Lead department DfES

**EUROPEAN STRUCTURAL FUNDS**

Tackle economic regeneration by promoting the development of those regions lagging behind the rest of the European Union, redeveloping regions suffering industrial decline, supporting urban and regional areas facing new economic challenges (current programme runs to 2006).  
Lead department DfES (for ESF) and DTLR and DTI (for ERDF) managed through GoL in London

**HEALTH ACTION ZONES**

Targeting areas where the health of local people can be improved by better integrated arrangements for treatment and care  
Lead department Department of Health (DoH)

**EMPLOYMENT ZONES**

To help long term unemployed people into sustainable work and independence  
Lead department Department of Work and Pensions (DWP)

**EDUCATION ACTION ZONES**

To raise educational standards through partnerships with leading businesses, parents and the community, developing new skills, experience and funding  
Lead department DfES

**NEIGHBOURHOOD RENEWAL FUND**

A partnership programme led by local authorities to improve services, narrowing the gap between deprived areas and the rest of the country (all NRF areas)  
Lead department DTLR
NEIGHBOURHOOD RENEWAL
COMMUNITY CHEST
Small grants to formal and informal community and voluntary groups supporting community involvement in deprived neighbourhoods (all NRF areas)
Lead department DTLR

NEIGHBOURHOOD MANAGEMENT
To help deprived communities and local services improve local outcomes, by improving and joining up local services, and making them more responsive to local need
Lead department DTLR

NEIGHBOURHOOD SUPPORT FUND
To re-engage the most disaffected and disengaged 13–19 year olds living on the poorest estates back into education, training and employment
Lead department DfES

NEW DEAL FOR COMMUNITIES
Tackle multiple-deprivation in the most deprived neighbourhoods, taking forward the Government’s commitment to combat social exclusion in the context of the Neighbourhood Renewal Action Plan
Lead department DTLR

SURE START
Working with parents to be and children to promote physical, emotional, intellectual and social development of babies and young children – particularly those who are disadvantaged – so they can flourish at home and school thereby breaking the cycle of deprivation
Lead department DfES

SURE START PLUS
Reduce the risk of long term social exclusion and poverty from teenage pregnancy
Lead department DfES

3.1.7 London funding
Additional to the above funding made available through national government departments it is useful to be aware of regional funding mechanisms/ sources.

Association of London Government Grants (ALG Grants) formerly London Borough Grants (LBG). The 33 London Boroughs provide an annual sum of around £27m to improve the quality of life for the people of London. Their aims are:

- To assist the voluntary sector to combat social exclusion in London
- To improve the quality of life for the people of London
- To facilitate the development of active citizenship
- To provide best value services to London’s Local Authorities
- To encourage the organisations funded to deliver high quality services
- In allocating grants, to be responsive to the changing needs of London

The LDA ‘single pot’ At the moment this funding source has not been fully developed although the LDA has consulted about their proposals. The criteria and amount available have not yet been published.

Government Office for London Responsible for the regional co-ordination of national policy funding streams such as Neighbourhood Renewal, New Deal for Communities and European Social Fund (see 2.2.2).

Current funding regimes and the activities they support are illustrated in the good practice cases we highlight in this document. The range of potential services is illustrated below in a variety of organisations and projects undertaken by advice service providers.

This list is not intended to be exhaustive but identifies the principal regeneration funding mechanisms for advice sector participation.
### 3.2 Digest of case studies’ activity

This table illustrates extracts from the Case Studies in section 5. It identifies what the organisations do, where they draw their funding from and what they produce by way of outputs or targets.

<table>
<thead>
<tr>
<th>Activities</th>
<th>Funding mechanism</th>
<th>Outputs identified by case study organisations</th>
</tr>
</thead>
<tbody>
<tr>
<td><strong>ShARP</strong></td>
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</tr>
<tr>
<td>Advice services for welfare benefits, employment and debt Action Research</td>
<td>Coalfield Regeneration Trust and Community Fund (March/October 2002)</td>
<td>Callers accessing services</td>
</tr>
<tr>
<td>Various youth advice and guidance services</td>
<td>Neighbourhood Support Fund (DfES and Community Development Foundation)</td>
<td>Childcare places</td>
</tr>
<tr>
<td>Community groups including older people, women, support to asylum seekers, activities/carnivals, local history group, a regeneration campaigning group, a child care co-operative, a credit union</td>
<td>SRB2 and Henry Smith’s Charitable Trust plus small grants and community chest for the individual group</td>
<td>Jobs created</td>
</tr>
<tr>
<td>Community based learning and associated crèche</td>
<td>DOH Opportunities for Volunteering, Healthy Cities and Social Services</td>
<td>Jobs safeguarded</td>
</tr>
<tr>
<td>Structured volunteering in advice work, crèche and play work and community group work</td>
<td></td>
<td>Beneficiaries accessing employment or self-employment</td>
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<td></td>
<td></td>
<td>Business start-ups</td>
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<td></td>
<td></td>
<td>Young people benefiting</td>
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<td></td>
<td></td>
<td>Community facilities developed</td>
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<td></td>
<td></td>
<td>Voluntary organisations supported</td>
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<td></td>
<td></td>
<td>Volunteers</td>
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<td></td>
<td></td>
<td>Individuals gaining qualifications</td>
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<td>Tackling social exclusion</td>
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<tr>
<td><strong>DIAL Waltham Forest</strong></td>
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<tr>
<td>Advice and information re welfare benefits, community care, housing and community advice, debt counselling, DDA information for disabled people, carers and professionals</td>
<td>LSC contract in welfare benefits Mobile service funded by the Community Fund. Local Authority for co-ordinator and information officer/finance and admin</td>
<td>Welfare benefits uptake</td>
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<td></td>
<td>Volunteering</td>
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<td></td>
<td>Access to aids, equipment, transport</td>
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<td></td>
<td></td>
<td>Referrals/signposting and networking particularly access to employment &amp; training</td>
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<td>Tackling Social exclusion</td>
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<tr>
<td><strong>Eaststreet – The Information Shop for Young People</strong></td>
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<tr>
<td>Set-up costs</td>
<td>SRB 2 and Local Authority</td>
<td>Young people accessing advice and guidance</td>
</tr>
<tr>
<td>Information and advice for young people</td>
<td>Provided by Sternberg, Reed, Taylor and Gill solicitors with a contract from LSC and supported by pro-bono services</td>
<td>Jobsearch/CV preparation</td>
</tr>
<tr>
<td>Legal advice</td>
<td>NHS Trust funded and run by independent specialist drug project</td>
<td>Signposting/referrals to other agencies re careers, training, employment.</td>
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<tr>
<td>Sexual health clinic</td>
<td>Run by local Connexions</td>
<td>Legal advice</td>
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<tr>
<td>Drug information service</td>
<td>North London Community Foundation DfES (Neighbourhood Support Fund)</td>
<td>Capacity building other organisations</td>
</tr>
<tr>
<td>Career advice</td>
<td>Tudor Trust, Jack Petchey Foundation</td>
<td>Support into accommodation</td>
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<tr>
<td>Street talk – multi media youth magazine and website</td>
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<td>Debt counselling</td>
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<tr>
<td>TLZ counselling for 14–21 year olds</td>
<td></td>
<td>Multi-media magazine</td>
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<tr>
<td>Jobsearch and cv preparation</td>
<td></td>
<td>Internet access</td>
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<tr>
<td>Internet access</td>
<td></td>
<td>Tackling social exclusion</td>
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<tr>
<td>Refugee support project and homework group</td>
<td></td>
<td>Improving educational achievement</td>
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<tr>
<td>Basic Skills training</td>
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<tr>
<td>Supplied by Barking College</td>
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</tbody>
</table>
### Activities

<table>
<thead>
<tr>
<th>Thamesmead Law Centre</th>
<th>Legal advice and representation particularly in housing, welfare benefits and immigration</th>
<th>Initial funding from 2 charitable trusts LSC, Community Fund, ALG</th>
</tr>
</thead>
<tbody>
<tr>
<td></td>
<td>Accredited volunteer training</td>
<td>Plumstead law centre (Thamesmead parent law-centre) participated in a consortium bid, led by Greenwich Council for ERDF/SRB</td>
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<tr>
<td></td>
<td></td>
<td>Signposting and supporting clients into other services</td>
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<td>Benefits take-up</td>
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<td>Casework</td>
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<td>NVQ trained volunteers</td>
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<thead>
<tr>
<th>Proactive Advice for Refugees and Migrants</th>
<th>Culturally/language appropriate advice team</th>
<th>Integra (European Social Fund) which has been succeeded by funding from Tracks towards Employment (Kings Cross SRB)</th>
</tr>
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<tbody>
<tr>
<td></td>
<td>Vocational training for advice workers</td>
<td>Assisting access to services</td>
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<tr>
<td></td>
<td>Outreach advice services</td>
<td>Responding to enquiries</td>
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<tr>
<td></td>
<td>Peer evaluation</td>
<td>Legal case work</td>
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<td>Referrals/signposting to training and employment</td>
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<tr>
<th>Camden CAB</th>
<th>Advice bureau services e.g. advice and information re welfare benefits advice and take-up, employment rights, housing, consumer &amp; debt counseling, immigration</th>
<th>Local authority funding through London Borough Camden</th>
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</thead>
<tbody>
<tr>
<td></td>
<td>Advice bureau service to people living with HIV &amp; Aids</td>
<td>Camden and Islington Health trust</td>
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<td></td>
<td>Advice bureau services to housebound people and their carers</td>
<td>Community Fund</td>
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<td></td>
<td>Welfare benefits unit (Kilburn)</td>
<td>LSC contract in welfare benefits</td>
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<td></td>
<td>Kilburn Income Maximisation Project</td>
<td>SRB/HAZ</td>
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<td></td>
<td>Outreach services</td>
<td>Various including Camden and Islington Health trust</td>
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### Outputs identified by case study organisations

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<tr>
<th>Thamesmead Law Centre</th>
<th>Signposting and supporting clients into other services</th>
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<td></td>
<td>Tackling social exclusion</td>
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</tbody>
</table>

We have already acknowledged that advice services tackle the most disadvantaged communities including both individuals and communities suffering multiple levels of deprivation.

Clients of advice services are more likely than average to:

- have poor skills levels
- speak English as a second language or not at all
- live in poverty, suffer financial hardship and find financial management difficult
- experience some form of discrimination because of race, sexuality, age, disability
- suffer a disability or health problems
- have offended or be at risk of offending
- experience difficulty in accessing agencies/bureaucracies

Mainstream services are often unable to reach these vulnerable communities and individuals unless there is a bridge provided by the voluntary sector. Advice agencies have a particular role, not only in providing access, but in helping people understand and exercise their rights.
3.3 Summary of the scope of the contribution of advice services to regeneration and renewal policy as defined by Government programmes

- Through membership of LSPs (sometimes via CLSPs) and other regeneration and renewal partnerships, influence social policy development, lobby and campaign

- Through the provision of free legal services for the most vulnerable, deprived and socially excluded communities leading to:
  - tackling social exclusion and improving opportunities for disadvantaged people by helping individuals
  - improving the quality of life for those economically inactive (e.g. children, older people, people with disabilities, carers, refugees and asylum seekers)
  - pre-economic support for the economically active
  - the development and delivery of anti-poverty strategies reducing debt and increasing benefit awareness and take-up

- Bridging the gap between excluded individuals and mainstream services, providing progression routes and referrals

- Empowering individuals by transferring skills and knowledge about rights and entitlements including providing accredited training

- Professional up-skilling of other advice agencies and service deliverers to provide support to disadvantaged communities
In section 3 – Making the Case, we illustrated:

- through the case study material and summary, a variety of ways in which the advice sector accesses regeneration and renewal funding to deliver their services and the kind of outputs or targets they achieve
- the range of regeneration funding mechanisms/sources of funding

Here we look at the framework that advice services need to adopt in order to maximise their chances of accessing funds from regeneration and renewal funding streams. The emphasis here is on advice agencies’ delivery of free, independent, confidential advice on a range of legal issues regarding social welfare. Many advice agencies deliver additional services that do not fall strictly under this description but enhance and enrich their core service. These wider ranging providers of services often are better able to make a direct link with economic activity and ‘hard’ outputs.

The advice outlined below applies whether the proposal you are making is:

- an application to manage an ABI or other scheme, this is generally a ‘programme’ of activity comprising a series of related and complementary projects, or,
- a bid to an individual ABI or other scheme to deliver a specific project which meets their stated objectives.

The level of detail and time required in designing and developing your proposal and in writing it should relate to the nature of the proposal you are making in respect of value, duration and complexity.

4.1 Lessons from the Single Regeneration Budget and other funding regimes

4.1.1 Getting started

All regeneration initiatives produce guidance outlining the criteria for bidding. There is additionally a wealth of general texts outlining how to complete project proposals and how they are appraised, i.e. the project writing and selection process (see appendix 2). Many SRB and other Area Based Initiatives (ABIs) develop their own guidance and proposal forms.

Often the best source of information on criteria and bidding is that published by the relevant government department for their specific ABI or other funding mechanism or from the individual scheme manager. Before devoting many hours preparing a proposal, you need to ensure that your proposal meets the criteria and needs of the scheme that you are bidding into. The best way to do this is to speak to the managing agent.

- Most ABIs require partnership led proposals.
- The proposals, or ‘bid documents’ must outline the strategic objectives the organisations in the partnership propose to meet based on identified evidence of need and an explanation of how they will deliver their activities to meet those objectives.
- The proposal will need to identify a series of outputs that will demonstrate progress towards the objectives and can be used to illustrate overall impact.
- At a programme level the bid document must identify a range of project ideas and how the partnership will manage delivery.

Effectively therefore, the funder contracts with the partnership and ‘buys’ a certain number and range of outputs related to a certain range of activities. Without a discussion with the partnership delivery team, it is unlikely that the bid writer will know whether the activities they propose or the outputs they can deliver are required by the partnership. The later in the life of a scheme, the more likely it is that funds will be committed and that any surplus money will be ringfenced for the achievement of very specific outputs.

4.1.2 Overview of funding regimes

All Government ABIs require delivery partnerships to demonstrate how they adhere to national priorities, rules and procedures as well as ensuring that they fit their scheme into their regional context and reflect local circumstances (see 2.1.5). Moreover, most of the schemes will also stress the need for ‘synergy’ with other programmes, including European funds which have to meet additional criteria set out by the EU for example. This plainly produces complications for those developing projects. In all cases the proposal needs to take account of:

- The priorities and aims of the funding mechanism(s)
- A link to the strategic priorities outlined in the partnership proposal, often appropriate to the local context
- The London Development Agency Regional Development Plan: Success through Diversity (for regional priorities and context)
● The LSP’s Neighbourhood Renewal Strategy
● Generic appraisal criteria, for example need and financial requirements, delivering value-for-money, demand for the activities proposed, risk and options etc.

The energy committed to identifying the links with the above and spent on preparing the proposal should, as stated above, be commensurate with the size, cost and complexity of the proposal.

4.2 Key conditions for participating in regeneration
Most ABIs emphasise the need for partnership and joined up services. The SRB for example requires projects to contribute where possible to:

● Promote partnerships
● Secure private sector leverage although other combinations, or ‘cocktail’, of funds may be accepted (and in some rare cases may be waived).
● Intensify the impact of public sector resources (but most definitely not deliver services that should be met through statutory provision)
● Harness the talents of the voluntary sector and involve local communities

4.2.1 Partnership and networking
In almost every case access to special funding depends upon the bidder identifying participation and joint partnership working. In many cases, and the bigger and more complex the bid the greater the likelihood will be, there will be a requirement to demonstrate that any bid is proposed by a multi-agency partnership and where possible that partnership will comprise:

● Public/Statutory
● Private
● Community/voluntary

For smaller, less complex projects, a single deliverer demonstrating that they are well networked into the local infrastructure and will work in partnership with other services will be sufficient.

4.2.2 Tackling deprivation
In almost every instance, participation in regeneration programmes, or successful bids, must demonstrate that they aim to identify and remove barriers to participation whilst targeting the needs of specific disadvantaged groups. Most project proposals will require the project proposer to identify how it will access hard to reach communities and reach a proportion of BME individuals. In essence project proposals should identify how they will contribute towards tackling multiple layers of deprivation.

Usually you will need to be tackling one or a combination of the following (see 2.1.2):

● tackling worklessness
● reducing crime
● improving health
● raising educational achievement

4.2.3 Advice agencies meeting the conditions
Clearly advice sector activities may contribute directly to some if not all of the above. Advice and information about a wide range of legal issues may result in an individual being available for work and many advice service providers deliver a range of accredited training. Information, advice and counseling, particularly with young people, may help reduce the incidence of exclusions, and those at risk of exclusion, nuisance behaviour and crime, or prevent those at risk of offending from offending. Securing welfare benefits, reducing or preventing homelessness etc may improve health, and work with families at risk can contribute to other organisations raising educational standards. However, there is not always a requirement for the service to provide an immediate link. In fact it is equally important that activities are undertaken that allow individuals or communities of interest to undertake activities in preparation for the more mainstream regeneration activities. As a consequence it is important to consider the following:

How the proposal relates to wider regeneration activities and enables individuals/communities to participate in wider regeneration activities. In the case of the advice sector this is likely to take the form of:

● pre-economic activity
● activity for the economically inactive
● confidence building
● building capacity
● social inclusion
● access routes
● signposting and referrals
● networking
- **Pre-economic activity**  This is activity that enables an individual or community of interest to participate in economic activity.

  **e.g.**
  Understanding the relevant welfare benefits may enable someone to participate in an accredited training scheme and to accept work without financial risk.

  Helping to speed up the process and the provision of advice in immigration cases may enable someone to access welfare benefits, participate in basic skills and language support and for their families to become better integrated into the wider community.

  *(Pro-active Advice for Refugees and Migrants)*

- **Activity for the economically inactive**  This is activity which enables individuals who may not be aiming for paid work (older people, for example) to participate in civic society and improve their quality of life.

  **e.g.**
  Providing advice services to over 75’s, housebound people and their carers to ensure that they receive all eligible benefits, social services support, including respite where appropriate. Improving someone’s living conditions may provide the springboard for greater social inclusivity and potentially volunteering or other community self help.

  *(Camden CAB, DIAL Waltham Forest)*

  Both the above target individuals, families or communities of interest experiencing the greatest levels of multiple-deprivation. Many of the schemes that advice services could propose under this heading could legitimately be describe as ‘anti-poverty’ initiatives.

- **Confidence building**

  **e.g.**
  The provision of holistic services linked with advice services. Counselling to help a client overcome loss of or lack of confidence caused by for example; bereavement, eating disorders, sexual abuse, depression etc. may enable that individual to access pre-economic advice, accept a structured volunteering programme, participate in training, re-enter education etc

  *(Eaststreet Information Shop)*

- **Building capacity**

  **e.g.**
  The provision of structured volunteering opportunities with training for clients to act as mentors or advocates in delivering advice services will increase their personal capacity.

  *(Plumstead and Thamesmead Law Centres)*

  Involving the community in determining their priorities, developing and delivering services develops the capacity of the community to participate effectively in regeneration initiatives.

  *(ShARP)*

  Providing training and skills to the advice sector and their partners will develop the capacity of the sector to better respond to the needs of disadvantaged, excluded communities.

  *(Lasa and the advice networks)*

- **Social inclusion**

  **e.g.**
  Providing legal support in immigration and nationality cases may enable a client to seek work when they have otherwise been excluded because of their status.

  *(Proactive Advice for Refugees and Migrants)*

  Providing advice and guidance for people with disabilities to access all benefits they are entitled to, go shopping, attend a community provision or day centre, or access other service may enable individuals to participate in and integrate into the wider community. In some cases the advice and information service enables individuals to make life changes, including returning to education or re-entering employment.

  *(DIAL Waltham Forest, Camden CAB)*
• **Access routes**

  e.g.

  Focused work with other organisations and agencies to enable them to work more effectively with young people or BME communities opens access routes.

  *(Eaststreet and Proactive Advice for Refugees and Migrants)*

  The provision of a 'one-stop' or holistic provision, providing a range of co-located activities in addition to advice provides clients with 'comfortable' access routes and make the transition easier.

  *(ShARP, Eaststreet)*

• **Signposting or referrals**

  e.g.

  Directing the clients from advice sector provision to activities that will improve their quality of life and may well result in their ability to participate more effectively through training leading to careers development, volunteering, other community based activities, employment etc. In some cases the advice sector organisation hosts main programme or other organisations to do this or has extended their own services to encompass this.

  *(Eaststreet, ShARP)*

• **Networking**

  e.g.

  Working in partnerships with other organisations to strengthen the local infrastructure.

  *(Camden CAB, Thamesmead Law Centre)*.

  Working through the voluntary sector for a Housing Benefit forum to address the problems of the Housing Benefit system that is often the root cause of housing problems.

  *(Thamesmead Law Centre)*

  Working with local GP services to provide advice services to hard to reach groups.

  *(Camden CAB)*

Plainly in the case of highly focused ABIs like Sure Start or Sure Start Plus the client group is tightly targeted by age, sometimes by gender or other characteristics. Nonetheless some element of the overall scheme is likely to require one or more of the above. As outlined earlier however, each ABI is likely to have a written document outlining the criteria and it is advisable to ensure that bid writers have read and understood it, clarifying any ambiguities before setting pen to paper.

4.3 **Developing proposals**

There is much guidance on developing proposals and most schemes will have their own application form and guidance. The guidance issued with individual regeneration initiatives should always be the principal text used. It will describe what is required and how the material should be presented. The format that proposals are presented to appraisal panels, who determine whether the proposal succeeds, is generally prescriptive and failure to follow the guidance will almost certainly result in the proposal failing. If guidance is followed accurately it should provide the appraisal panel with clear and concise information identifying with their programme's aims, objectives and outcome requirements.

All funding partnerships are required to undertake a rigorous assessment of all projects proposed, an appraisal, to ensure that they:

- Contribute to the overall scheme outputs
- Need the grant
- Observe financial propriety
- Deliver value for money which includes indicating realistic, achievable and realisable outputs. Value for money does not simply mean the cheapest solution but the one that provides the best balance of economy (spending less), effectiveness (spending wisely), and efficiency (spending well)
- Demonstrate good management arrangements and delivery
- Provide evidence of need and demand
- Demonstrate an outline forward strategy unless the activity is time limited (i.e. can the activities become fully or part self financing or are there other sources of funding that can continue to pay for the service after this funding? How will the service adapt over time to continue meeting the changing context?)
- Demonstrate sustainability: this may in part be effected through the forward strategy but in every case you will need to illustrate the impact that your proposal will have over time. How will the world be different as a result of your proposal? What are the lasting or permanent benefits?

In developing the proposal the proposer should understand the requirement (typically) to provide match funding. Few regimes fund the whole of a scheme and thus a match or 'cocktail' of funds are
required. The proposal you make should indicate where your other funding is from and how committed they are to funding the proposal.

(There are exceptions to a match funding requirement e.g. Children's Fund Local Network and some SRBs. Additionally match funding may be acceptable in the form of an in-kind match. In-kind match is the value for example of the cost of volunteering, donations of capital items or professional services, donations of rent free accommodation or peppercorn rents (the match is the cost of the market value less the rent or other fee paid).

4.4 The role of community

In most cases advice service delivery is entirely responsive to community need and demand and most advice sector organisations have community members on the board or steering group, influencing services and volunteers (often having previously experienced the service) working with them. The reality is this is often so obvious that many proposers forget to mention it! Increasingly the role that communities play in determining schemes, participating in delivery and being consulted about the effectiveness of activities has become much more valued. It is almost always necessary to indicate that a participative approach has been adopted with the local geographic community or community of interest. The development of equal partnerships with the wider community and between the sectors has become crucial. Any bid must, realistically, include:

- information
- consultation
- participation
- capacity building
- ongoing consultation and participation during the lifetime of the scheme and contributing towards the determination of appropriate priorities and actions.
5.1 Introducing the case studies

5.1.1 The purpose of the good practice case studies

The case study organisations in this section are intended to cover a range of advice sector organisations/models, identifying relevant:

- target client group
- strategic objectives
- project activity
- key lessons
- demand for service
- impacts

Some of the organisations have advice as their core activity, in others advice provision is just one of their functions. Some of the organisations have substantial regeneration related funding, whilst others receive small amounts or none at all. But in each case the activities delivered involve the organisation or project in regeneration/renewal activities. They illustrate where they have attracted special funding to deliver all or some elements of their services. Below is a summary outlining the key lessons that would support sustainable provision followed by the 6 good practice case study organisations. The case studies are as described by these organisations themselves:

- Shiney Advice and Resource Project (ShARP)
- DIAL Waltham Forest
- Eaststreet: The information shop for young people
- Thamesmead Law Centre
- Proactive Advice for Refugees and Migrants
- Camden CAB

For convenience the key lessons are divided into 5 categories. In some instances there is no clear division between the lessons, which may therefore fit into more than one category.

- Community involvement and participation
- Finance and funding
- Partnership and networking
- Targets, monitoring and review
- Strategic and organisational planning

5.1.2 Key Lessons from good practice examples

**Community involvement**

In areas experiencing high levels of disadvantage, identifying and tackling the advice-based needs of clients is often a pre-cursor to the client ultimately accessing economic opportunities. Some of the most disadvantaged communities respond best to outreach activities provided in facilities/environments that they are comfortable in. Many will not attend core provision however ‘user friendly’ it is to others.

Involvement in advice services can enhance community-based activity through increased communications, confidence and potentially volunteering and training leading to employment, community businesses etc.

Promotion of advice services to particular communities is often low-key, with word of mouth being the most widely used method of advertising services – so the involvement of local residents/service users in the management and direction of the service is critical.

Consultation and user involvement is critical in both the design and delivery of the service and ongoing in measuring success, learning lessons, re-setting priorities.

To avoid further isolating excluded communities from advice-based services they should not be delivered in isolation from mainstream provision.

**Finance and funding**

The development of services should not be funding led. Activities proposed or delivered should respond to local need, demand and aspirations. Delivery should not be skewed to fit the funding criteria, rather agencies should target appropriate funding.

Revenue funding for many organisations in the advice sector is inconsistent and sometimes scarce. The services should have a diverse funding strategy and where possible this should include income generation, service level agreements/contracts, the development of an asset base. It should also seek to influence main programme providers to bend main programme.

Before applying for funding talk to the potential funder(s), outline your proposals and check that it is likely to be acceptable. Knowledge of the area and evidence of the need and demand for the service will be required.

Forward, continuation or exit strategies should be built into the early planning and costing for a bid. Experience demonstrates that services fail or struggle when a plan for future funding and development has not been properly thought through and costed. This
should include consideration of whether the service should continue, in what form and how it will be funded. Social Enterprises (e.g. voluntary or charitable organisations) take a long time to manage independence and this should not be hurried where possible. Many voluntary services achieve sustainability only after 5 or more years and then may still depend upon annual contracts and continuous search for other funding for survival.

**Partnership and networking**

Services should seek the support of relevant umbrella bodies.

Advice services should work in partnership, although time consuming. Where possible all key stakeholders should be involved i.e. multi-agency partnerships including community, public and private partners but also ensuring that this includes potential funders and influencers.

Existing and proposed services should be well networked ensuring that clients are signposted to other service providers as appropriate. In particular many of the examples of good practice ensure that clients progress from their services and are referred on to others.

Rather than be seen solely as an end in itself, the advice sector should be seen as a key support mechanism for neighbourhood regeneration.

**Targets, monitoring and review**

The impact of services should be measurable and realistic, providing funders with tangible and realisable outcomes. Most funding regimes require service deliverers to provide concrete measures to indicate progress. Where the service is pre-economic this may be in terms of clients' confidence or capacity built, or referrals to other services e.g. training, careers advice, volunteer opportunities.

Planning a strategic approach is critical and requires constant monitoring, review and revision. A flexible approach that is capable of responding to changing context is needed.

**Organisational planning & development**

Services should develop the capacity of the organisation, its paid and volunteer workers and the client group.

Adequate provision must be made for the recruitment of staff and volunteers who reflect the diversity of the local community to ensure that regular outreach work can be undertaken to reach the most isolated members of the community.

Don't re-invent the wheel. Where there exist good practice models of delivery, adapt them to local circumstances.

### 5.2 The case studies

#### 5.2.1 SHINEY ADVICE AND RESOURCE PROJECT (ShARP)

(This organisation/project is not a London based scheme, but is included as an example of an organisation working successfully in a different climate to London agencies)

**Client Group:**

All people from communities contained in the Shiney Row Ward are currently prioritised, with secondary priorities in neighbouring wards.

The agency has an 'open door' policy and would not turn people away from other areas.

**Focus of Activity:**

ShARP is a community development project based upon the provision of welfare rights advice.

**ORGANISATIONAL AIMS**

- Inform, assist and advise people living, working or otherwise connected with the area in all matters relating to their rights and development. ShARP will encourage people to take control over matters which affect them and to develop skills to deal with issues which may arise.

- Provide free advice and information to individuals and groups, including matters relating to Social Security benefits, employment rights, housing issues, consumer affairs, the legal system, debt, education and health. This will include liaison with statutory and voluntary organisations and representations at tribunals.

- Promote and provide education and training in matters relating to citizens’ rights and skills for personal development.

- Endeavour to share knowledge with other individuals and organisations.

- Ensure that local people have access to all information that concerns them as individuals and as a community. This will entail removing barriers to access, promoting maximum take-up and enforcement of their rights and involvement in community groups and both local and national campaigns.

- Promote the use of resources for local individuals and groups. This could include an accessible meeting place and access to printing, information technology and the skills, knowledge and experience of staff and volunteers.
- Respond to the needs and wishes of the community, by ensuring that the organisation is managed by local people and to provide training for them to function efficiently.

STRATEGIC OBJECTIVES

ShARP conducts three yearly overall evaluations of its provision using data from advice sessions to determine and prioritise issues affecting the community. This forms the basis for business planning. A review of provision in 1999 arrived at the following objectives:

- Developing peer education methods to increase the knowledge and information base of local people in a broad range of welfare rights issues and maximising take-up of rights and entitlements.

- Promoting community involvement by providing voluntary work and local management opportunities and supporting the development of independent community groups.

- Providing relevant and appropriate education and training opportunities that support both personal development and sustainable community development.

- Fostering sustainable community economic, environmental and social development by the provision of a locally managed income generating asset base, supporting community business (co-operative) development and developing partnerships with a range of providers.

PROJECT ACTIVITY

Drop-in advice provision targeting adults takes place for 2 hours a day from Monday to Friday. The majority of users of this provision are adults between the ages of 25 and 55 with and equal split between men and women. Although their advice is offered on issues relevant to people’s lives, in reality most enquiries relate to welfare benefits, employment issues and debt. Action research has been conducted to address disproportionate use of this provision by young adults and older people. (Funded by Coalfield Regeneration Trust and Community Fund to March/October 2002).

In response to action research conducted in 1996/97, advice provision specifically targeting young people between the ages of 13 and 19 has existed since 1997. Various methods have been employed to attract and deliver this provision to young people, including detached, outreach, drop-in and peer education methods. Drop-in sessions have tended to attract large numbers of young people who do not necessarily need advice; this may be due to there currently being no relevant youth provision in the area. This situation has been addressed by delivering structured workshop sessions in response to issues raised by young people. The outcome of a recent review of advice provision for young people is to further develop a peer education model for this provision and to pilot a Saturday morning drop-in session (Funded by Neighbourhood Support Fund – DfEE and Community Development Foundation to July 2003).

ShARP has initiated and supported a range of community groups in response to locally identified needs. Those currently supported include a social support group targeting those from a nearby community of older people’s housing, a support group for women, an area-wide support group for Asylum Seekers and their families, 2 groups aiming to provide activities and carnivals aimed at local people, a local history group, a campaign group aimed at bringing regeneration activity to the area, a workers co-operative providing childcare, and a credit union. Support to these groups includes staff resources, use of administration resources including stationery, postage, telephone and photocopying, ICT support, premises and crèche provision. (Support work funded from SRB2 and Henry Smith’s Charitable Trust to 2003, individual projects supported by small grants and community chests).

Community-based learning resources are currently provided in an annex separate to the community advice centre. Work is currently being carried out on a third building to consolidate ShARP’s work. Current provision includes a ‘mini’ ICT suite with open access consisting of 4 computers, printer, hub and ISDN line and a structured programme of (mainly day-time) community-based courses aimed from a basic to advanced level. Crèche is provided for up to 9 children per session (increasing to 15 in the new premises).

Structured opportunities for volunteering exist in the areas of advice work, administration, crèche and play work, management and community group work (including a recently established community newsletter). (Funded by DoH Opportunities for Volunteering Oct 2003, Healthy Cities and Social Services – both yearly renewable).

Future plans include the development of a community café and charity shop.

KEY LESSONS

ShARP has:

- Developed community advice work as an effective method of community development.

- Maintained and developed an open and accessible approach to its delivery of advice sessions.

- Invested in the constant development and regeneration of a management committee predominately consisting of local people.

- Begun to develop peer education and outreach approaches to the delivery of advice to ensure that information and knowledge is accessible in the community.
• Built in constant evaluation and review of its provision involving local people, community groups, volunteers, paid staff and where appropriate external consultants.
• Responded to identified gaps in provision with action research.
• Resisted influences to become funding led.
• Developed a diverse funding strategy, including the development of asset bases and income generating sources.
• Resisted influence to expand its core provision or change direction in response to unmet need, rather encouraging local campaigns and partnership working to attract further resources to the area.
• Gained support from relevant umbrella bodies at a local and national level such as bassac, FIAC and Sunderland Voluntary Sector Partnership.

DEMAND FOR SERVICES

ShARP (formerly Houghton and District Advice Centre), has existed since 1981. It was originally part of a network of 12 independent advice centres in Sunderland. Only 2 have survived the social, political and economic changes of the last 20 years. Research is currently taking place to determine the main contributory factors to ShARP’s survival.

Reviews of provision have consistently demonstrated ShARP’s models and methods as effective in responding to local need. This is why, despite pressure to expand its provision to respond more directly, it has maintained its original focus and ethos. This is not to say that ShARP does not recognise or prioritise unmet needs, but that it looks to developing partnerships with other agencies to stimulate further community based initiatives.

Open advice sessions are delivered for 2 hours from Monday to Friday and there are 2 evening young people’s advice sessions per week. The resource centre is open and accessible to individuals and community groups for learning and as a meeting space. ShARP is currently relatively well off in terms of staff resources to manage and deliver its provision. This may not however be the case in future years. Shiney Row does not attract large pots of government money although it does have pockets of severe deprivation and a very high morbidity and mortality rate (1.5 times national average).

ShARP’s effective networks have contributed to its present secure funding position. In the future it may need to be very creative in its ideas to generate funds whilst maintaining its independence and ethos.

IMPACT

A method of measuring the impact ShARP has had in maintaining a stable community in Shiney Row has not yet been developed. This may come out of future government programmes to provide resources for local people to evaluate their own community provision.

It is not possible to determine the economic success of the project in relation to the amount of additional welfare benefits claimed. ShARP doesn’t follow up advice cases in this way or expect people to let them know of outcomes and successes.

ShARP are having a physical impact on the area by renovating an old Co-op Store as a village base and developing both this and the existing advice centre as locally managed asset bases.

The following quantitative data is drawn from monitoring processes for a range of funds:

<table>
<thead>
<tr>
<th>Outputs from 1996 – present</th>
</tr>
</thead>
<tbody>
<tr>
<td>Callers to advice centre</td>
</tr>
<tr>
<td>Childcare places</td>
</tr>
<tr>
<td>Jobs created</td>
</tr>
<tr>
<td>Jobs safeguarded</td>
</tr>
<tr>
<td>Beneficiaries gaining employment</td>
</tr>
<tr>
<td>Entering self employment</td>
</tr>
<tr>
<td>New Business Start ups</td>
</tr>
<tr>
<td>Young people as direct beneficiaries</td>
</tr>
<tr>
<td>Community cultural facilities developed</td>
</tr>
<tr>
<td>Voluntary organisation directly supported</td>
</tr>
<tr>
<td>Individuals involved in voluntary work</td>
</tr>
<tr>
<td>People gaining qualifications</td>
</tr>
</tbody>
</table>

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which there are no specialist disability advice providers, including Hackney and Haringey.
Many clients are able to utilize the advice and information received to make life-changes, including returning to education or re-entering employment.

**KEY LESSONS**
The success of the service is attributable to the fact that it is the only organisation within Waltham Forest that provides a specialist and holistic service that meets the advice and information needs of the local disabled population.

The method of service delivery is equally important – the service is provided by disabled people for disabled people and DIAL’s monitoring consistently highlights the importance placed by their clients on receiving advice and information from staff and volunteers who have direct experience of many of the problems they face themselves.

**DEMAND FOR SERVICES**
The service originated from an obvious demand from the users of the local Disability Resource Centre for a specialist disability advice service. Funding was obtained from the local authority for one paid worker to set up the organisation with volunteer support.

The service was able to obtain additional funding from the LA following the success of the organisation and currently has funding for a Co-ordinator and part-time Information Officer and Finance/administrative worker in addition to the project staff.

The organisation has strong links with other voluntary sector organisations including QEST, a group providing advice and support for local people with mental health problems to return to employment and many local Asian groups (they have 2 Urdu speakers within the organisation). DIAL regularly receives referrals from these and other groups and are seen as a specialist disability resource.

Users are able to self-refer to the service in addition to referrals from other groups and services and the service is open for telephone advice and appointments 4 days per week between 10 am and 4 pm in addition to home visits.

DIAL has identified a need for an evening service for those clients currently in employment but do not have the resources to meet this at present. They are also seeking additional funding for a Volunteer Support and Development Worker to increase the capacity of the volunteer team to expand the service.

Demand for the service constantly outstrips supply – they regularly fail to achieve our service delivery targets of offering an office appointment within 2 weeks and a home visit within 3 because of the lack of resources to meet the increasing demand.
IMPACT

DIAL assisted clients of the service to successfully claim £500,000 in benefits during the past 12 months. Current monitoring also shows that clients derive additional benefit from DIAL’s method of service delivery and having contact with others who have shared experiences in addition to benefiting from the advice received. For many clients, the advice and information provided ultimately increases their quality of life by enabling them to achieve a greater degree of independence and integration into the wider community, by empowering them to make choices around education and employment and by increasing their financial resources.

The organisation is currently in the process of commissioning some independent research into identifying the specific outcomes relevant to the client group.

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5.2.3 EASTSTREET – THE INFORMATION SHOP FOR YOUNG PEOPLE

Client Group:
Young people under 25 in Barking and Dagenham

Focus of Activity:
Eaststreet, with the Information Shop at its centre, is a partnership of different agencies co-operating to provide a wide range of complementary services for young people under one roof.

STRATEGIC OBJECTIVES

To provide a place where young people feel welcomed, accepted and supported; where they can explore a range of issues and get specific help. Eaststreet try to meet this objective by providing:

- **Empowering young people** to make their own decisions about their lives
- **Involving young people** in the running of Eaststreet
- **Supporting the development** of young people as they strive for better lives
- **Offering confidentiality** so that young people have trust in Eaststreet
- **Working in partnership** with other agencies to provide the best possible service
- **Valuing**, supporting and training staff

PROJECT ACTIVITY

- **The Information Shop** provides general information, advice and support on any issue affecting young people, including education, benefits, housing, relationships, employment, health, leisure etc.
- **Legal advice** provided by local solicitors
- **Sexual Health clinic** provided by local NHS Trust
- **Refugee Support Project** providing information, advice and advocacy as well as a homework group for young refugees and asylum seekers – run by Horizon Project FSU
- **Drug information service** run by local specialist drug project
- **Careers advice** provided by local Careers Service
- **TLZ counselling service**, offering counselling to 14–21 year-olds on bereavement, eating disorders, sexual abuse, depression, etc.
- **Jobsearch + CV preparation**
- **Internet access**
- **Street Talk** – a multi media project youth magazine & website
- **Basic Skills** – provided by Barking College

FUNDING

Set up with SRB 2 (now ended) and Local Authority. Currently DFES – Neighbourhood Support Fund, NHS Trust, Tudor Trust, The Jack Petchey Foundation, North London Community Foundation.

KEY LESSONS

- The **partnership** approach of providing a holistic service under one roof is key to meeting the, sometimes unidentified, needs of young people. The close working relationship between the delivery partners ensures that young people are able to move seamlessly between the services, providing the opportunity to address many interlinking issues. The partners can change or expand
their services depending on identified needs, uptake, and local or national initiatives. As well as these partnerships Eaststreet works closely with other agencies and statutory bodies not only in a direct advocacy role supporting young people, but also at a strategic level feeding into policy development.

- **Gaining the confidence of young people** has been key to building the service. Maintaining confidentiality is a cornerstone of Eaststreet’s success in gaining the trust of young people, who traditionally are used to having little if any control over their personal information. Each partner maintains their own confidentiality and information is only shared between services when essential and with the full agreement of the young person.

- **Getting the message across**: The service has built a reputation for professionalism, friendliness and accessibility. Last year the service received national recognition, highlighted in the Government’s annual report on poverty and social exclusion.

- **Infrastructure & Capacity Building**: When Eaststreet was established, the SRB development plan did not include a realistic exit strategy to help move the project into the voluntary sector or independence. They clearly needed a post that could facilitate this move to ensure sustainability through ongoing fundraising, developing the organisation’s capacity and implementing quality standards. No one had a job description that met these needs and the consequence has been immense stress on the organisation. This is plainly a lesson that should be learned.

- **Monitoring and Evaluation Procedures**: These are a requirement of SRB funding so Eaststreet had these systems in place from the start and this has helped the project to identify and respond to changing needs. They have also been essential in demonstrating that they able to deliver projects to potential funders.

**DEMAND FOR SERVICE**

The project was set up in 1997 with SRB and Local Authority funding following a feasibility study that showed that it was difficult for young people in the borough to get the help and support they needed. Total visits to Eaststreet in 2000–2001 by young people were 7801, up 1800 from 1998–1999. Most of the users are in the 16–20 age range. The majority of the enquiries are around education, training or employment. A high proportion of clients are young people who are alienated from formal education and/or work. However, housing support and referrals are becoming an increasingly important part of the work of the shop, as is health and welfare benefits. Personal issues are constantly addressed including relationships with families and friends, sexual relationships, self-esteem, abuse, bullying, drugs use, depression and self-harm. These are often the issues that emerge once a young person has accessed the shop for some other reason.

**IMPACT**

Eaststreet has provided a central accessible point of entry for young people in the borough into a range of services and resources. It has become a valuable local resource and a model that other agencies have visited from other parts of the country. Mental health issues, homelessness and bullying were prominent issues for young service users last year. The information shop’s close work with the counselling service, TLZ, picks up on mental health concerns of young people and the joint approach makes a major difference in preventing further distress and exclusion. Lack of hostel availability in the borough is now something that is being addressed at a local government policy level. Additionally Eaststreet offers other agencies support, information and training opportunities enabling them to work more effectively with young people. The young people benefit in numerous ways including developing life skills, making informed choices about their lives, help finding accommodation, support with emotional issues and drug related problems, practical help with CV’s, budgeting, job applications, sexual health services and education, involvement in the community through “Youthworks” — Eaststreet’s Youth Committee. Eaststreet has written and produced with young people, information cards on ‘Homelessness’, ‘Abuse’, ‘Sexual Health’ and ‘Stop and Search — know your rights’. These have been widely distributed around the borough and well received by young people and professionals.

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5.2.4 THAMESMEAD LAW CENTRE

Client Group:
People who are disadvantaged by poverty in Thamesmead and Bexley

Focus of Activity:
Free legal advice & representation especially housing and welfare benefits.

STRATEGIC OBJECTIVES
To provide a permanent long-term source of free, expert legal advice to residents of Thamesmead and Bexley in the key areas of social welfare law.

PROJECT ACTIVITY
Providing free legal advice by appointment to those who need it in Thamesmead and north Bexley. They take on cases in housing and welfare benefits as well as a few immigration, education and employment cases. This involves representing clients at courts and tribunals.

The scheme started as one post for casework/development worker for Thamesmead, based at Plumstead Law Centre. Initially funded for 3 years by 2 charitable trusts, extended to 5 years on the promise of a satellite law centre being developed. Three posts funded by the Community Fund — 2 casework posts and policy/development post.

The Law Centre has since obtained Legal Services Commission (LSC) block contract for one more housing/benefits casework post plus ALG/LSC funding for an immigration casework post and an employment casework post. Growth has been inhibited by problems with Legal Services Commission granting contracts. Initially the project had to appeal against refusal and the minister responsible was lobbied before a contract was granted. A second contract in immigration was granted 7 months after first requested, delaying take-up of time limited match funding.

Thamesmead Law Centre initially planned to become independent of Plumstead within 3 years. This has now been revised and the timescale looks more like being 6–7 years as the time and cost of separating can only limit the scope for growth at this stage.

KEY LESSONS
- Building from a strong base at Plumstead Community Law Centre and utilising their experience
- Including a Policy/Development post in the initial lottery bid to ensure that the project would grow and develop. This was especially important as the project had to build a profile in a new geographical area.
- Long build up (5 years) gave time for local support to be built-up and gave them a good steering group.
- Ex-clients recruited as reception volunteers; team who have local knowledge and a client’s view.
- Concentrating on housing and benefits at first while building towards covering all areas of law.

DEMAND FOR SERVICES
Opening hours – every day 10–1 for clients to see a receptionist and make appointments. Three mornings a week given over to first appointments. Once a case is taken on clients are seen at their convenience. Home visits done where needed, early or late appointments arranged for those who are working.

Statistics show that 30% of clients have been recommended by friends/family reflecting the neighbourhood base of the original project. Around 20% are referred, mainly by community groups. The policy/development worker has got involved with voluntary sector forums in Bexley to build good referral networks. Involvement in the Community Legal Service Partnership has also been very important. Thamesmead LC have regular free adverts in a local paper and around 30% of clients cite publicity as how they found them.

The service is in heavy demand; appointments are booked in advance and caseworkers cannot take on all the cases they would like to. They have sought to manage demand by initially specialising in housing and benefits, only adding other areas of law as additional funding was obtained.

IMPACT
Casework
The housing work prevents loss of homes. The law centre makes lots of applications to suspend warrants of eviction. In the first year of operation they took on 86 housing cases, 37 were threatened evictions.

The benefits work puts money in clients’ pockets and the take-up work makes them aware of benefits they can claim. A take-up campaign for older people helped 65 people successfully claim IS and Attendance Allowance. It generated £53,000 in additional income over 12 months for the clients concerned.

Strategic and social policy work
As well as individual casework the law centre also work in a strategic way. Eg when many residents were hit by asbestos problems as a result of works undertaken by their social landlord, they acted for all 44 homes affected, even though only 10 clients had actually contacted them. They have also, with other voluntary sector groups, pushed for the establishment of a housing benefit forum in Bexley to address the
problems with the HB system that are at the root of many housing cases.

Contact details:
Policy/Development Worker,
Thamesmead Law Centre,
St. Paul’s Church,
Bentham Road,
Thamesmead,
SE28 8SB
Tel: 020–8312–9416
E-mail: vanessa.wheeler@thamesmeadlawcentre.org

5.2.5 PROACTIVE ADVICE FOR REFUGEES AND MIGRANTS

Client Group:
Refugees and Migrants. Based in Kings Cross, London.

Focus of Activity:
Advice services to refugees and migrants, delivered by an advice team from refugee communities. Vocational training in advice skills were provided to the team as part of the project’s aim of developing inclusive working practices. The project is now part of a mainstream Kings Cross Regeneration Partnership project, Tracks towards Employment.

STRATEGIC OBJECTIVES
To give new answers to the problems refugees and migrants face in accessing training and employment by providing a holistic approach to the delivery of refugee advice services.

PROJECT ACTIVITY
- An advice team recruited from within the refugee community so that cultural and language support could be incorporated into the service delivery aspect of the programme. Languages of the advice team were French, Arabic, Somali and Turkish.
- Vocational training for advice workers
- Establishment of a quality controlled case recording system in partnership with the Federation of Information and Advice Centres (FIAC)
- Development of outreach services in community organisations and local estates

- Specific advice targets (see Impact below)
- Peer evaluation overseen by the University of Surrey – methodology used as a means of forwarding empowerment and inclusive working practices

The project was set up as one of 3 complementary projects funded by the Integra stream of the European Social Fund, and began in 1998.

KEY LESSONS
- Respect for community activity as the starting point of any new service devoted to the inclusion of individual refugees into mainstream activity.
- The Project’s strength was its team members and the dynamics that were created from a commitment to see the Project succeed. This aspect ranged from client relationships and services to worker professionalism and management style. Members of the advice team were from refugee backgrounds. They were either refugees themselves or have a close working relationship with refugees. Therefore team members were aware of the needs and problems that refugee communities face. Team members were sensitive about refugee issues and committed to improving and supporting refugees’ lives. The pooled experience and skill of the workers created a far more holistic service than would have otherwise been possible.

DEMAND FOR THE SERVICE
From the outset, very specific quantitative outputs were specified. Due to the quantitative nature of the Project’s outcomes and the desire to provide a proactive response to refugee advice services, the manager devoted time to the implementation of a good marketing strategy. Outreach services were to be its foundation and many advice sessions were undertaken within community groups and on local estates with refugee families. This meant that the team went into the community whilst at the same time telling the community about the centre’s services. In addition a very simple leaflet was designed and delivered in the immediate locality. Through this approach the service received a staggering amount of enquiries, outweighing most people’s expectations. The project was evaluated in 2000, and its success led to it being currently funded as part of a mainstream partnership project, Tracks Towards Employment, at Kings Cross.

TARGETS
- all callers will receive advice
- of these, 33% will be directed into training and employment opportunities
• up to 90% will receive assistance in dealing with housing, social security and legal issues
• 50% will be referred on to specialist agencies (e.g. law centres) or providers (e.g. housing department)
• 75% will be targeted from the most recent arrivals to the country (i.e. less than 2 years in the UK), and hence the most vulnerable and unreached
• 10% of clients will be employers requiring advice about employment of refugees or agencies or providers requiring advice
• 10–15 community organisations will be visited each year for their input and liaison over a) assessment of current needs b) future work, c) mutual co-operation with the service
• all mainstream providers in the area will be contacted during each year to develop better access and progress the planning of services
• all callers who require it, will have interpretation facilities provided
• 70% plus will be unemployed or threatened with unemployment of whom 10–15% will gain employment during the project’s lifetime.

IMPACT
The original output targets for the project were set at a level that many thought would be unachievable. However the outputs actually achieved were significantly higher and were deemed a great achievement in the time scale available for project delivery. The project expected a total of 1,800 enquiries to the service but actually received 2,626 in an 18-month period. 1,912 of these were one-off enquiries and 714 were ongoing cases. The project also reached its target of 33% of clients moving into training and employment opportunities.

The evaluation showed the project made a significant impact in empowering its employees and the users of the service. It promoted equal opportunities and made a great contribution to tackling social exclusion amongst the local communities it served.

The lessons from the project were disseminated through the evaluation papers, and the innovative model has attracted interest amongst policy makers and funders.

Contact details:
Sarah Lee
Capacity Unlimited
64 Essex Road
LONDON
N1 8LR
Tel: 020 7226 0085
E-mail: postmaster@capacity.demon.co.uk

5.2.6 Camden Citizens Advice Bureau (CAB)

Client Group:
Individuals living and working in Camden

Focus of Activity:
Free advice to residents of LB Camden on issues of social welfare law.

STRATEGIC OBJECTIVES
The borough wide service was originally delivered through 7 separate CAB’s. Cuts in budgets during the early 1990’s reduced this to 3. Since then the development of Camden CAB and its strategic objectives have resulted from a focused strategic approach to development and planning and a large dose of ‘opportunism’. The main aim is to deliver a flexible, high quality and consistent range of advice services to meet the needs of residents and workers in Camden. Flexibility is achieved by delivering services through a number of satellite sites often based in GP surgeries, Community Centres, or hosted in local libraries etc and because the service provides appropriate delivery methods: open access, case work, telephone and telephone queue call and outreach. High quality and consistent services are achieved through a large well-established and skilled staff and relatively stable core funding. There are good networking arrangements with the other community and voluntary sector providers, staff sit as members of other management steering committees including chairing Voluntary Action Camden. There are good functional links with other providers based on confidence and longevity. There are also strong partnerships with the borough, health trusts, community and voluntary sector as well as developing new ones with SRB, HAZ etc.

PROJECT ACTIVITY
Camden CAB delivers 5 core activities:

• Advice bureau services: principally
  – Welfare benefits advice and take up
  – Employment rights
  – Housing (e.g. tenancy disagreements, homelessness)
  – Consumer and debt management
  – Immigration issues

The 3 CABx and the Administration office are funded through London Borough of Camden main programme.
- A service for housebound people and their carers. Essentially providing CAB advice services in the home. Take up is mostly for advice on disability benefits, housing, care and ensuring social services support e.g. home help, disabled aids. A 3 year Community Fund grant matched with charitable trust funds pays for 2 full time workers. The plan is to extend this service with additional resources to network and lobby.

- HIV service, which provides CAB advice services to clients with HIV and Aids. These services are provided as needed in the client’s home, hospital, by appointment at a CAB site and through a telephone service. Out of hours telephone advice for people living with HIV and Aids is also provided. Camden and Islington Health Trust pay for this service.

- Welfare Benefits Unit: this service is a quality assured advice service through the CLS providing specialist welfare benefit support in Kilburn. It holds a LSC contract.

- Kilburn Income Maximisation project, sponsored by SRB and HAZ.

Camden CAB do not turn clients away but if they do not live or work in Camden they are referred to the appropriate CAB after the initial consultation. The key client groups served in the last 6 month monitoring period were: Camden residents (83%), women (60%), BME communities (64.5%), people with disabilities (36.5%), refugee and asylum seekers (19%).

The service is growing and recently a pilot CAB service was run in a health centre. The practice had concerns about elders. Camden CAB followed up a mailshot issued by the practice with a telephone call offering their services to everyone over 75 years old registered with the practice. Following this a practice in Somertown has asked the CAB to work with them to target young Bangladeshi families. In this way they are picking up clients who do not otherwise access their services for a variety of reasons. Their aspiration is to provide CAB services in every GP practice in the borough. The CAB are currently negotiating the potential for a pilot with the Open Access College in Westminster seeking to provide services for students.

Camden CAB receives the majority of its funding, about £900k annually, through Local Authority main programme. The remainder of its overall £1.4 m – £1.5m budget is generated through LSC, The Community Fund, Health Trusts, charitable trusts. Contracting is increasingly competitive.

**KEY LESSONS**

Camden CAB has:

- developed appropriate and flexible delivery mechanisms to meet the needs of the various client groups. Many of those reached e.g. through GP practices or in community centres are not those who would ring or walk into the CAB offices

- planned and developed a strategic approach/range of services and continuously reviewed the strategy whilst maintaining flexibility for opportunistic development

- built constant monitoring, review and evaluation into all advice services to evidence impact

- delivered their services through accessible, appropriately trained and professional workers

- built trust (of the community and funders) through the delivery of the appropriate range of free, independent and impartial advice services at all levels

- worked hard to network and develop a partnership approach

- identified a real need for the positive targeting of advice services towards disadvantaged communities with the appropriate partner(s)

- dedicated the manager to development and networking

**DEMAND FOR SERVICE**

Camden CAB has generated client demand by identifying gaps in provision and working with other partners to develop new outlets, particularly with partners capable of ‘buying’ or ‘hosting’ services. The service has grown because of the flexible delivery mechanisms and services provided as follows:

- telephone service (including a dedicated service for clients living with HIV and Aids)
  - Monday – Friday, 10 a.m. – 4 p.m.

- queue call service (providing call queuing when the service is busy and full 24 hours 7 days per week telephone support)

- ‘open door’ advice: Monday – Friday, 10 a.m. to 4 p.m. and out of hours Monday and Thursday evenings and Saturday morning

- appointments/casework (21 hours per centre)

- outreach sessions (as negotiated with the host organisations but currently from 26 locations)

- house visits to disabled clients: Monday – Friday, 10 a.m. – 4 p.m.

- house visits, hospital visits to HIV and Aids clients: Monday – Friday, 10 a.m. – 4 p.m.

**IMPACT**

Across core services in the period April 2001 to September 2001, Camden CAB had 18,296 new inquiries resulting in 13,064 case files/users of their services, exceeding the targets they agreed with the borough by 33.3%. Of these:
4,234 were telephone users
11,331 were personal contact
3,361 casework

In all categories: benefits advice, consumer advice, employment advice, housing advice etc all targets were exceeded.

Recently Camden CAB has invested about £8–£9k to develop a new monitoring system which will better enable them to measure the impact they have on the lives of their clients. They have identified a series of performance indicators against which to measure the difference their service makes but the system has yet to be tested for validity. They currently use the NACAB performance indicators which are not as sensitive as those now proposed in illustrating the effectiveness of their services. In particular they propose to use analysis of casework to trace the impact on individual clients. NACAB and CLS indicators include:

<table>
<thead>
<tr>
<th>Specific difference</th>
<th>Indicator</th>
</tr>
</thead>
</table>
| **1 To ensure that people who live or work in Camden have increased access to good quality advice, advocacy and representation.** | • Number of people using CAB service  
• Successful outcome of cases  
• Meet requirements laid down by NACAB & CLS  
• Feedback from clients |
| **2 To empower service users to exercise their rights** | • Number of people using CAB services  
• Successful outcome of cases  
• Increased nos. of clients using self-help method |
| **3 To exercise a responsible influence on the development of social policies and services both nationally and locally** | • Attendance at Camden Social Policy Group  
• Attendance at NACAB London Region Social Policy Group  
• Media Coverage  
• CAB’s responses to changes in legislation |
| **4 Establishing a sound financial position for people in debt** | • Number of service users  
• Successful outcome of cases  
(e.g. clients able to manage debt, reductions in debt)  
• Responses to client survey |
| **5 Enabling clients to obtain better/more appropriate housing conditions and improved housing costs** | • Number of service users  
• Successful outcome of cases  
• Responses to client survey |
| **6 Enabling clients to maximise their entitlement to state welfare benefit** | • Number of service users  
• Successful outcome of cases  
• Responses to client survey |

In addition various funders: SRB, HAZ, PCG require their own monitoring requirements and outputs to be met.

**Contact details:**

Jonathan Merrison  
Director  
Camden CAB  
118–122 Grafton Rd  
Kentish Town NW5 4BA  
Tel: 020 7284 0667
AN OVERVIEW OF REGENERATION AND RENEWAL

Displacement: The extent to which a programme or project replaces existing activities/markets. Displacement is not necessarily a bad thing if a conscious and balanced decision has been made that the replacement service provides better value for money on the basis of quality and appropriateness of service.

Forward Strategy: Arrangements to continue the process of regeneration and development after funding from the programme or project stops. Sometimes described as exit or succession strategy.

Government Office for the Region (GOR): Set up in 1994, these brought together the regional offices for 4 departments: Environment, Transport, Trade and Industry and Education and Employment. They currently represent the interests of 7 Whitehall Departments in their delivery of policy and programmes in the regions:
- Department of Trade and Industry (DTI)
- Department for Education and Skills (DfES)
- The Department for Environment, Food and Rural Affairs (DEFRA)
- The Home Office
- The Department of Culture, Media and Sport
- The Department of Health (DoH)
- Department of Work and Pensions (DWP)
In London the GOR is the Government Office for London (GoL) and supports the Local Strategic Partnerships through its Neighbourhood Renewal Team.

Impact: How the world is different as a result of a project or programme. Impact is a measure of success over time. It is less immediate than an outcome, and it is therefore easier to identify the impact of a programme with a range of activity, rather than a single project.

Learning and Skills Councils (LSC – but not abbreviated in this guide): Responsible for funding and planning education and training for over 16-year-olds in England.

Legal Services Commission (LSC): The Legal Services Commission is an executive non-departmental public body created under the Access to Justice Act 1999 to replace the Legal Aid Board.
It is responsible for developing and running the Community Legal Service (see above), and the Criminal Defence Service.

**Leverage:**
In regeneration programmes leverage usually means private sector funds which are committed to a programme or project to complement the programme funding.

**Local Strategic Partnership (LSP):**
Implementing neighbourhood renewal at local level is the responsibility of LSPs. In London these Partnerships are borough based. They bring together the public, private and voluntary sectors service providers with the community and business sectors. They offer the opportunity to rationalise the many partnerships that exist already.

**London Development Agency (LDA):**
The LDA is a Regional Development Agency. In London, the LDA is accountable to the Mayor of London at the Greater London Authority (GLA). The remit of the LDA is to be an economic development and regeneration agency delivering the Mayor’s vision for London.

**Lord Chancellor’s Department (LCD):**
Government department responsible for the administration of justice in England and Wales, including the CLS.

**Main programme:**
Central and local government funding (usually statutory) which relates to its core service provision, and is not tied to ABIs.

**Milestones:**
Key events, with dates, marking a clear stage of progress towards a final output, e.g. site identified as suitable for individual development; planning consent granted; training agreement signed.

**Neighbourhood Renewal Unit (NRU):**
Responsible for co-ordinating and monitoring the implementation of the National Strategy Action Plan (2.1.2) to ensure that it has a “decisive and durable” effect upon deprived neighbourhoods across the country.
The NRU is within DTLR.

**Outcomes:**
The wider effects on an area of a scheme or project. Outcomes should be measured against defined baselines.

**Outputs:**
The physical products, or measurable results, of schemes or projects, e.g. number of jobs created; number of people trained obtaining jobs, number of volunteers providing mentoring support, number of clients advised.

**Pan London Community Regeneration Consortium (PLCRC):**
The SRB funded Consortium provides free organisation development and technical consultancy to voluntary and community based organisations in London that are either already involved in, or hoping to become involved in regeneration partnerships.

**Projects:**
The individual components or elements of a scheme which may or may not receive funding from the SRB.

**Project Appraisal:**
A process of assessing the merits of a project to make sure it is worthwhile and gives value for money.

**Regional Coordination Unit (RCU):**
Remit to co-ordinate Government activity in the regions. The RCU was established as the Headquarters function of the GORs (see above) in 2000.

**Regional Legal Services Committee (RLSC):**
The London RLSC is responsible for overseeing the development of the CLS across London. It makes recommendations to the Legal Services Commission (LSC) about letting contracts in different areas of social welfare law in London boroughs.

**Social Exclusion Unit (SEU):**
The Social Exclusion Unit (SEU) was set up in 1997. Its remit is to help improve Government action to reduce social exclusion by producing 'joined up solutions to joined up problems.' It works mainly on specific projects and is based within the Cabinet Office.

**Stakeholders:**
Someone for whom the success of the project or programme is important.

**Sustainability:**
- The creation of lasting or permanent benefits
- The extent of the capacity of an activity to continue without further intervention or protection
- A diverse and mixed community that can grow and adapt
- Meeting the needs of the present while at the same time not compromising the ability of future generations to meet their own needs (often called environmental sustainability)

**Synergy:**
The process by which programmes, projects or other partners interact with each other and give added value, achieving something more than individual programmes, projects or partners would.
Organisations working on regeneration and renewal

The Audit Commission................................................................. www.audit-commission.gov.uk
Black Training and Enterprise Group ............................................. www.ncvo-vol.org.uk/bteg.html
British Urban Regeneration Association (BURA)............................. www.bura.org.uk
Cabinet Office .............................................................................. www.cabinet-office.gov.uk
Commission for Racial Equality .................................................. www.cre.gov.uk
Government Office for London...................................................... Gol@go-regions.gsi.gov.uk
The Improvement and Development Agency (IdeA)....................... www.idea.gov.uk
Local Government Association ..................................................... www.lga.gov.uk
London Development Agency ...................................................... www.ldea.gov.uk
London Regeneration Network .................................................. www.lvsc.org.uk/lrn
National Council for Voluntary Organisations ................................ www.ncvo-vol.org.uk
Neighbourhood Renewal Unit ....................................................... www.neighbourhood.dtlr.gov.uk
NCVO .......................................................................................... www.ncvo-vol.org.uk
Pan London Regeneration Consortium ........................................ www.lvsc.org.uk/plcr/index
Regeneration UK ........................................................................ www.regenerationuk.com
Regional Co-ordination Unit ....................................................... www.rcu.gov.uk
Treasury ....................................................................................... www.hm-treasury.gov.uk
Urban Forum ............................................................................... www.urbanforum.org.uk

Useful texts

Advice: Responses to Social Exclusion in London. Lasa, 2000
Local Strategic Partnerships: a guide for community and voluntary groups. Community Development Foundation, August 2001
New Deal for Communities and the Single Regeneration Budget Project appraisal and approval. DETR, October 2000
Project Management. Mike Field and Laurie Keller, Open University Press, 1998
Monitoring and Evaluation. and Appraisal. University of West England, Faculty of the Built Environment, Distance Learning Programme. Available via www.uwe.ac.uk, or tel: 0117 344 3000
Whose Zone Is It Anyway?:The guide to area based initiatives. Local Government Association, 1999

APPENDIX 3:
ORGANISATIONS SUPPORTING ADVICE AGENCIES IN LONDON

- **Las**a
  Universal House,
  88–94 Wentworth Street,
  London,
  E1 7SA
  Tel: 020 7377 2748
  Email: info@lasa.org.uk
  Website: www.lasa.org.uk

- **Federation of Independent Advice Centres – London Region**
  4 Deans Court,
  St. Paul’s Churchyard,
  London,
  EC4V 5AA
  Tel: 020 7489 7920
  Email: london@fiac.org.uk
  Website: www.fiac.org.uk

- **National Association of Citizens Advice Bureaux – London Region**
  136–144 City Road,
  London,
  EC1V 2RL
  Tel: 020 7549 0800
  Email: london.region@nacab.org.uk
  Website: www.nacab.org.uk

- **Law Centres Federation – London Unit**
  Duchess House,
  18–19 Warren Street,
  London,
  W1P 5DP
  Tel: 020 7387 8570
  Email: info@lawcentres.org.uk
  Website: www.lawcentres.org.uk

- **DIAL UK**
  Park Lodge,
  St. Catherine’s Hospital,
  Tickhill Road,
  Balby,
  Doncaster,
  DN4 8QN
  Tel: 01302 310 123
  Email: dialuk@aol.com
  Website: www.dialuk.org.uk

- **bassac**
  Winchester House,
  11 Cranmer Road,
  London,
  SW9 6EJ
  Tel: 020 7735 1075
  Email: info@bassac.org.uk
  Website: www.bassac.org.uk

- **Age Concern in London**
  54 Knatchbull Road,
  London,
  SE5 9QY
  Tel: 020 7737 3456
  Email: general@aclondon.org.uk
  Website: www.aclondon.org.uk

- **Youth Access**
  1a Taylor’s Yard,
  67 Alderbrook Road,
  London,
  SW12 8AD
  Tel: 020 8772 9900
  Email: admin@youthaccess.org.uk

- **Shelter South and London Region**
  Kingsbourne House,
  229/231 High Holborn,
  London,
  WC1V 7DA
  Tel: 020 7404 6939
  Website: www.shelter.org.uk

- **Advice Services Alliance (ASA)**
  4 Deans Court,
  St. Paul’s Churchyard,
  London,
  EC4V 5AA
  ASA undertakes strategic policy work around the CLS on behalf of the UK advice networks. ASA’s CLS Support Project offers direct support to advice agencies around LSC contracting and the Quality Mark.

  **CLS Support Project**: Tel: 0870 7700447
## APPENDIX 4:
LONDON REGION NEIGHBOURHOOD RENEWAL FUND BOROUGHS

<table>
<thead>
<tr>
<th>Borough</th>
<th>NRF allocation (£m)</th>
<th>2001/2</th>
<th>2002/3</th>
<th>2003/4</th>
<th>Total</th>
</tr>
</thead>
<tbody>
<tr>
<td>Barking and Dagenham</td>
<td></td>
<td>0.816</td>
<td>1.225</td>
<td>1.633</td>
<td>3.673</td>
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<tr>
<td>Brent</td>
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<td>Kensington and Chelsea</td>
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<td>Lambeth</td>
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<td>Waltham Forest</td>
<td></td>
<td>1.276</td>
<td>1.915</td>
<td>2.553</td>
<td>5.745</td>
</tr>
<tr>
<td>Wandsworth</td>
<td></td>
<td>0.200</td>
<td>0.300</td>
<td>0.400</td>
<td>0.900</td>
</tr>
<tr>
<td>Westminster</td>
<td></td>
<td>0.748</td>
<td>1.123</td>
<td>1.497</td>
<td>3.369</td>
</tr>
<tr>
<td>Total</td>
<td></td>
<td>41.020</td>
<td>61.536</td>
<td>82.047</td>
<td>184.60</td>
</tr>
</tbody>
</table>
### Characteristics of a sustainable society

<table>
<thead>
<tr>
<th>Protect and enhance the environment</th>
<th>Environment</th>
</tr>
</thead>
<tbody>
<tr>
<td>Use energy, water and other natural resources efficiently and with care</td>
<td>Prudent use of resources</td>
</tr>
<tr>
<td>Minimise waste, then re-use or recover it through recycling, composting or energy recovery and finally dispose of what is left</td>
<td>Energy use (gas and electricity) (1)</td>
</tr>
<tr>
<td>Limit pollution to levels which do not damage natural systems</td>
<td>Domestic water use (2)</td>
</tr>
<tr>
<td>Value and protect the diversity of nature</td>
<td>Household waste raisings (3)</td>
</tr>
</tbody>
</table>

### Meet social needs

<table>
<thead>
<tr>
<th>Meet social needs</th>
<th>Social</th>
</tr>
</thead>
<tbody>
<tr>
<td>Protect human health and amenity through safe, clean, pleasant environments</td>
<td>Better health and education for all</td>
</tr>
<tr>
<td>Emphasise health service prevention action as well as care</td>
<td>Mortality by cause (9)</td>
</tr>
<tr>
<td>Maximise everyone’s access to the skills and knowledge needed to play a full part in society</td>
<td>Qualifications of young people (10)</td>
</tr>
<tr>
<td>Ensure access to good food, water, housing and fuel at a reasonable cost</td>
<td>Adult education (11)</td>
</tr>
<tr>
<td>Encourage necessary access to facilities, services, goods and other people in ways which make less use of the car and minimise impacts on the environment</td>
<td></td>
</tr>
<tr>
<td>Make opportunities for culture, leisure and recreation readily available to all</td>
<td></td>
</tr>
<tr>
<td>Meet local needs locally wherever possible</td>
<td></td>
</tr>
</tbody>
</table>

### Shaping our surroundings

<table>
<thead>
<tr>
<th>Shaping our surroundings</th>
<th>Empowerment and participation</th>
</tr>
</thead>
<tbody>
<tr>
<td>Create or enhance places, spaces and buildings that work well, wear well and look well</td>
<td>Social participation (22)</td>
</tr>
<tr>
<td>Make settlements ‘human’ in scale and form</td>
<td>Community well being (23)</td>
</tr>
<tr>
<td>Value and protect diversity and local distinctiveness and strengthen local community and cultural identity</td>
<td>Tenant satisfaction/participation (24)</td>
</tr>
</tbody>
</table>

<p>| | |</p>
<table>
<thead>
<tr>
<th></th>
<th></th>
</tr>
</thead>
<tbody>
<tr>
<td>New homes built on previously developed land (18)</td>
<td></td>
</tr>
<tr>
<td>Public concern over noise (19)</td>
<td></td>
</tr>
<tr>
<td>Recorded crime per 1,000 population (20)</td>
<td></td>
</tr>
<tr>
<td>Fear of crime (21)</td>
<td></td>
</tr>
</tbody>
</table>

(continued)
Characteristics of a sustainable society

<table>
<thead>
<tr>
<th>Promote economic success</th>
<th>Local quality of life indicators in the menu</th>
</tr>
</thead>
<tbody>
<tr>
<td>• Create a vibrant local economy that gives access to satisfying and rewarding work without damaging the local, national or global environment</td>
<td>Economic</td>
</tr>
<tr>
<td>• Value unpaid work</td>
<td>Sustainable local economy</td>
</tr>
<tr>
<td></td>
<td>Employment/unemployment (25)</td>
</tr>
<tr>
<td></td>
<td>Benefit recipients (26)</td>
</tr>
<tr>
<td></td>
<td>Business start-ups and closures (27)</td>
</tr>
<tr>
<td></td>
<td>Companies with environment management systems (28)</td>
</tr>
<tr>
<td></td>
<td>Social and community enterprises (29)</td>
</tr>
</tbody>
</table>

LDA’s targets

The final detail of their floor targets have yet to be negotiated with the LDA but outcome targets under 2 of their 4 objectives, as set out below, could apply to funding advice services.

<table>
<thead>
<tr>
<th>Objectives</th>
<th>Outcome targets by 2004/05</th>
</tr>
</thead>
<tbody>
<tr>
<td>To promote social cohesion and sustainable development through integrated local regeneration programmes</td>
<td>1 Regeneration: work with the LSP’s to tackle poverty and social exclusion through promoting economic development in the most deprived areas by reducing deprivation by 10% in those wards that are currently in the bottom 20% of the region as identified in the Indices of Multiple Deprivation.</td>
</tr>
<tr>
<td>To help those without a job into work by promoting employment and enhancing the development of skills relevant to employment</td>
<td>2 Employment: work with the Employment Service and Learning and Skills Council (LSC) to increase employment over the economic cycle – by increasing the ILO employment rate by 2004.</td>
</tr>
<tr>
<td></td>
<td>3 Skills: work with the LSC to increase by 3% by 2004 the number of 19 year olds achieving a qualification equivalent to NVQ level 2 compared to 2002. Improve the levels of qualifications in the workforce in order to meet future learning targets.</td>
</tr>
</tbody>
</table>
AN OVERVIEW OF REGENERATION AND RENEWAL

2. The CLS Directory is available at www.justask.org.uk
7. www.rcu.gov.uk/
8. Local Strategic Partnerships: Consultation Document (October 2000) DETR
9. Accreditation Guidance for Local Strategic Partnerships (October 2001) NRU
12. www.go–london.gov.uk
15. Local Quality of Life Counts: Sustainable Development Indicators: a Handbook, DTLR, July 2000
16. Minister David Lock MP, at the launch of Coventry CLSP, June 2000, described the CLS as “a key weapon in combating social exclusion”, and CLS White Paper Modernising Justice, LCD (1998), para 3.4. “Social exclusion would increase, and the rule of law itself would be threatened, if less well off people … were effectively excluded from justice.” See also Legal and Advice Services: A pathway out of social exclusion, Lord Chancellor’s Dept. & the Law Centres Federation, 2001
18. Nacab/Mori survey (September 2001)
21. Formerly called the National Lottery Charities Board.
22. For more details about the range of ABI’s or to find more details about who funds them, funding criteria and where schemes exist use the Regional Co-ordination web-site at www.rcu.gov.uk/ www.connexions.gov.uk (in development)