

# Greets Green Partnership business plan 2008/09



# board members

Independent Chair:

**Geoff Fisher, MBE**

Vice Chair:

**Gurbachan Singh Dhinsa, MBE**

Neighbourhood Representatives:

**Jessica Ferguson**

Hamblett's South

**Janet Sayce**

Hamblett's North

**Pam Jackson**

Swan Village

**Paul Green**

Greets Green

**Amy Bahat**, Carters Green

(**Frederick Wright**, Deputy)

**Steven Pye**

Oak House South

**Ann Coll**

Oak House North

**Fajli Bibi**

Lodge Road

**Laurie Spencer**, West Bromwich Central

(**Gordon Spencer**, Deputy)

“I’ve learnt so much from being a Neighbourhood Rep and it’s made me want to do more.”

Amy Bahat

Community

Representatives:

**Stan Simms**

African Caribbean Community

**Abdul Kahar**

Bangladeshi Community

**Madhu Patel**

Indian Community

**Munir Hussain**, Pakistani Community

(**Amraj Khan**, Deputy)

**Gurbachan Singh Dhinsa, MBE**

Sikh Community

**Nasr Muflihi**, Yemeni Community

(**Ragih Muflihi**, Deputy)

“It’s good to be involved – but it’s great to make decisions and see the results.”

Abdul Kahar

Young People

Representatives:

**Rohim Mohammed**

(**Abdul Samid**, Deputy)

**Natasha Woolliscroft**

(**Sean Perry**, Deputy)

“It’s important to show that young people deserve to be heard.”

Rohim Mohammed

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## Professional Representatives:

### Local Authority Representatives:

Cllr Gurcharan Singh Sidhu

Cllr Bob Badham, MBE

Steve Gregory, Executive Director  
Housing & Urban Form

### Public Sector Representatives:

Stuart Cutforth, Sandwell College  
(David Holden, Deputy)

Stephen Phillips,  
Sandwell Primary Care Trust

Inspector Mark Cooper,  
West Midlands Police

### Business Representatives:

Stephen Pickard, Robinson Bros Ltd

Stuart Fell,  
West Bromwich Tool & Engineering

Susan Bartleet-Cross,  
West Bromwich Building Society

### Voluntary Sector Representative:

Reverend Deson,  
Sandwell Council of Voluntary  
Organisations (SCVO)

“Being part of the Board is  
important to us as it gives  
us a real link into the  
community we serve.”

Inspector Mark Cooper

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## A joint message from the Independent Chair and the Executive Director of Greets Green Partnership:



**Geoff Fisher, MBE**  
Independent Chair,  
Greets Green  
Partnership

Welcome to Greets Green Partnership's Year 9 Business Plan. As well as focusing on the key areas of community cohesion and our succession strategy, this document details the performance of each of our Theme areas and sets out a clear vision of how we will complete the delivery of the New Deal for Communities (NDC) programme.

It's an exciting time in terms of the progression of the Partnership's work. We have a strong and adaptable team in place, delivering excellent results, as indicated by our annual Performance Management Framework (PFM) scores which continue to rise year on year.

However in terms of programme management we are facing our most challenging period to date. As you will see, the process of managing the completion of the programme is clearly mapped out, so that as the number of projects directly funded by the Partnership decreases, the emphasis on mainstreaming by partners is increasing.

We have a fully committed programme of work for the next two years, with contingency plans in place against changing circumstances, as any well-managed programme should have.

Although there is still a lot of work to be done, we feel we are well on our way to achieving our goals and on target to leave behind a well-equipped community living in an area they can take pride in, which will continue to flourish in the future.

This sentiment is illustrated by the many activities taking place in Greets Green such as the developers looking to invest in the area, the children achieving excellent grades in our schools, the families choosing to live in Greets Green and the growing number of people who are working with us to give the area a strong foundation for its continued growth.

Finally, as you'll have noticed, this year's Business Plan is more concise than in previous years. This is because it focuses solely on the final two years of the programme, making sure that we deliver against all of the set outcome targets. You will also see that the financial information has been summarised on pages 34 and 35. A full set of the detailed financial tables and performance targets is also available. Contact us for a copy or download it from [www.greetsgreen.sandwell.gov.uk](http://www.greetsgreen.sandwell.gov.uk) clicking on the Business Plan link.



**Ally Allerson**  
Executive Director,  
Greets Green  
Partnership

A handwritten signature in black ink, appearing to read 'Ally Allerson', written over a horizontal line.

A second handwritten signature in black ink, appearing to read 'Ally Allerson', written over a horizontal line.

# overview

**Following another highly successful 12 months, everyone involved with Greets Green Partnership is looking forward to moving into the final, and arguably most crucial, two-year period of the programme.**

The Partnership continues to be recognised for its progression and stability, driving forward a programme of work that has earned it a reputation as one of the best-run New Deal for Communities programmes in the country.

Our ongoing success is reflected by the strength of the Partnership Board, which includes a full complement of Neighbourhood and Community Representatives. Their work as grassroots decision makers for Greets Green residents is invaluable to the Partnership – enabling us to drive the programme forward in the knowledge that our work is scrutinised by the community, whose support is fundamental to everything we do.

Building on last year's Business Plan, extensive work has been carried out to ensure the programme runs efficiently until 2010, while taking into account the inevitable need to manage the phased reduction in staff levels. Adjustments made to the employee structure have already proved an invaluable precursor

to the planned scaling back of the core team during the next 12-18 months.

2008/09 will be a very significant year in the programme. With £6.8 million committed to the planned delivery of nearly 50 projects, Greets Green Partnership will continue to roll out a busy programme.

Parallel to this will be an increasing emphasis on working with our partners to embed successful projects within mainstream provision and ensure that the approaches we have developed over the life of the NDC programme can continue to benefit residents both of Greets Green and across Sandwell.



While we are focused on meeting our remaining targets over the next two years, it is paramount that we also continue to develop and implement our succession strategy. This will ensure that Greets Green continues to be an area where people choose to live and work.

To ensure the delivery of our programme and leave a lasting legacy, we have prioritised the actions required to meet our outstanding high-level outcomes and bring a successful conclusion to the Partnership.

## Key Priorities

We will continue our commitment towards developing and implementing successful exit strategies with succession planning and mainstreaming being integral to the decision-making at all levels of our work.

Our support of Greets Green Community Enterprises (GGCE) will continue to be a priority area of work, as we seek to support its establishment as a voice for the community that will deliver and support aspects of the Partnership's work beyond 2010. The Partnership will closely monitor, support and help raise the profile of GGCE and its board to help it influence the ongoing development and improvement of the area.

Another priority is to ensure the successful delivery of the programme, while managing a phased reduction of the staff team. We are well aware of our responsibility to ensure that all NDC staff are supported and prepared as we move into a period of inevitable change.

A programme-wide evaluation is also underway, which will be completed in Year 10. This will examine the impact of the Partnership and capture the lessons of the programme in an accessible form for the benefit of future regeneration programmes.

Finally, we will be challenging our partners to demonstrate how they will build on the success of our programme. Through these priorities, the Partnership will deliver its high-level outcomes and help create sustainable change.



*Greets Green Community Enterprises (GGCE) is currently in its formation stages and is actively looking to increase its membership base amongst people who live or work in the Greets Green area.*

## Community Cohesion

Promoting community cohesion is a cornerstone of our work and the creation of strong and sustainable relationships between different community groups in Greets Green will be a key aspect of our legacy.

The approach we have adopted to encouraging and promoting community cohesion is multi-tiered and, although led by the Community Services Team, involves work across all Theme areas. The varied approach ranges from organising events and activities that unite people from different communities, to providing business advice to community organisations and holding seminars to encourage understanding about diversity policy.

A good example of cross-thematic work involving community cohesion is the recently re-launched 'Social Swimmers' project. The project, which offers swimming sessions to women who for social or cultural reasons cannot use public baths, is part of the Health Theme's 'Active Lifestyles' programme and brings together women from different social backgrounds in Greets Green. The Department of Communities & Local Government (DCLG) has also highlighted the project as an example of best practice.

*Special swimming sessions are being held for local women who want to go swimming, but are unable to attend a general pool session for cultural reasons. The Social Swimmers project is enabling women of all ages to enjoy fun exercise in Tipton Swimming Pool in an all female environment.*



Our approach to community cohesion is wider than just working to impact on individual lives. We are equally pleased that our work with community and voluntary sector organisations in Greets Green is encouraging long standing groups to work in collaboration for their mutual benefit.

This is illustrated by work being carried out with the Greets Green Community Partners, a collective of six prominent community organisations in the NDC area (the Yemeni Community Association, GGCE, the Guru Nanak Community Centre, OSCAR Sandwell, the YMCA and DORCAS).

The Partnership is supporting the group to work as one business unit sharing certain resources and benefiting financially from increased buying power and greater efficiency. We are encouraging the process of

undertaking 'business MOTs', risk assessments, joint funding applications, shared business plans and tendering/commissioning of services, which will help them develop opportunities for sustainability. The willingness of these diverse groups to work together is a clear indication of the positive attitude to cross-cultural working that exists in the area.

Following the successful delivery of the Partnership's diversity and cohesion strategy, a new two-pronged approach to community cohesion was approved by the Partnership Board in 2008. Over the next year, this will focus on activities and events as one strand and examine the strategic approach to diversity on the other.

Early examples of this new approach include a Women's Food and Fashion Festival and an event for the Loving Cup of England. These events, and a series of others planned during 2008/09, will help break down barriers between communities by encouraging cross-cultural contact.

Alongside this, a number of mini-seminars will be held by the Partnership to help raise awareness and understanding of diversity policy and strategy. Seminars will focus on regeneration and race, disability awareness and the new Equality & Human Rights Commission.

## Succession Strategy

Since its launch in 1999, the Partnership has led the regeneration of Greets Green through a wide range of approaches delivered in association with partner organisations and key stakeholders.

As we approach the final two years of the programme, our primary aim is to ensure the improvements we have made are maintained and built upon once the Partnership has come to an end.

By leaving a long and lasting legacy we will have succeeded where other area-based regeneration schemes have failed and a succession strategy has been devised to realise this aim. The strategy lists the initiatives and changes we want to see sustained by our partners after 2010 and also details the different approaches designed to achieve this. Our succession strategy is built on two core elements, which are set out below. We have already undertaken

*Many events have been staged by Greets Green Partnership to celebrate the diversity of the area. In March 2008, women from Greets Green came together for a fun day at their own Food and Fashion Festival, held to celebrate International Women's Day.*



# Overview

much of the groundwork towards the future mainstreaming of our projects and a successor body for the Partnership has already been created in GGCE. This is part of our strategy to allow elements of our work to be taken on by partner organisations as well as continued through the activities of GGCE.

Over the next two years our succession planning for these key elements can be summarised as follows:

- **Mainstreaming**

Throughout the life of the Partnership we have encouraged the culture of mainstreaming, working with partners to ensure successful projects are identified and continued, without further NDC grant assistance.

One of the many examples of successful project mainstreaming is our Housing Plan, which has been embraced within the Urban Living prospectus, securing regeneration activity beyond the Partnership's life.

Equally, our success in working with George Salter Collegiate Academy (formerly George Salter High School) has seen several approaches pioneered with NDC funding adopted by other schools. This includes the funding of Pastoral Managers, which helped create a support structure at the school that can deal with non-teaching issues such as attendance, behavioural problems and parental support.

Meanwhile, Sandwell Primary Care Trust (PCT) agreed to mainstream our innovative Enhanced Nursing Service project ahead of target and the Partnership is actively involved in influencing the 'Towards 2010' programme.

Further initiatives, first tested in Greets Green, are also set to be mainstreamed by the PCT and will continue to contribute to the long term targets of reducing health inequalities in Greets Green.

Our Community Safety Strategy has influenced the decision for North Sandwell Operational Command Unit (OCU) to become one of the national pilots for neighbourhood policing. The Greets Green Neighbourhood Policing Team has been so successful that it has been mainstreamed across Sandwell. This approach has

*Demolition work continues in the Housing Assessment Area (HAA) as more people move out and the site is freed up for the development of brand new homes. During the next 12 months, the whole site should be cleared.*



also been recently promoted by the Government with the announcement that it is the model for all police forces to aspire to nationally.

Elsewhere, our efforts to reduce crime levels in Greets Green with our partners have been recognised nationally when our Crime Theme was short listed by Regeneration & Renewal magazine as a finalist in the 'Community Safety Project of the Year' category of their inaugural awards in 2007.

These examples illustrate the effectiveness of our partnerships with the likes of Sandwell PCT and West Midlands Police to provide lasting benefits not just for the residents of Greets Green but in many cases, Sandwell as a whole.

We are now working to influence policy on a borough-wide level with Sandwell Partnership (the Local Strategic Partnership (LSP) for Sandwell). This will allow us to share what we've learnt from our programme and embed our succession strategy within the Local Area Agreement (LAA).

We are convinced it is a vital part of our role to lobby for even greater overlap between our goals and Sandwell Partnership's vision for 2020, because of the direct correlations between NDC and LSP targets and indicators.

#### ● **Greets Green Community Enterprises (GGCE)**

In 2006, the Partnership illustrated its commitment to succession planning by establishing GGCE as its successor body. GGCE will provide local services and facilities, whilst acting as a voice for the community.

The Partnership Board agreed that GGCE should be constituted as follows:

- A company limited by guarantee and a registered charity
- An asset owning organisation, with the ability to set up and own subsidiary companies

In the past, some community and voluntary organisations like GGCE have lost their independence by becoming reliant on grants which can dictate and constrain the services they can deliver and how they spend their money. This is precisely why GGCE was set up as an asset owning organisation.



*The neighbourhood policing team in Greets Green is going from strength to strength. Since its launch in November 2005 as Greets Green Crime Fighting Team, the number of offences committed locally has fallen dramatically. In 2005/06 the team cut crime by half and it has continued to come down even more since then.*

Up to £5m has been set aside by the Partnership to fund the acquisition of an asset base, which is expected to generate funds to cover core running costs, with surplus monies being put back into the community.

The Partnership's vision is for GGCE to be entrepreneurial, generating as much income from its own business activities as it will generate via its assets. It is also expected to reinvest no less than half of both its asset-based and earned income back into the community.

GGCE is currently in its formative stages and the Partnership is actively supporting its recruitment of new board members and increasing its membership base amongst people who live and/or work in the Greets Green area.

A substantial membership and experienced board will give GGCE increased recognition and credibility among key agencies and partners as an influencing body that will help it deliver our succession strategy.

## Managing the completion of the programme

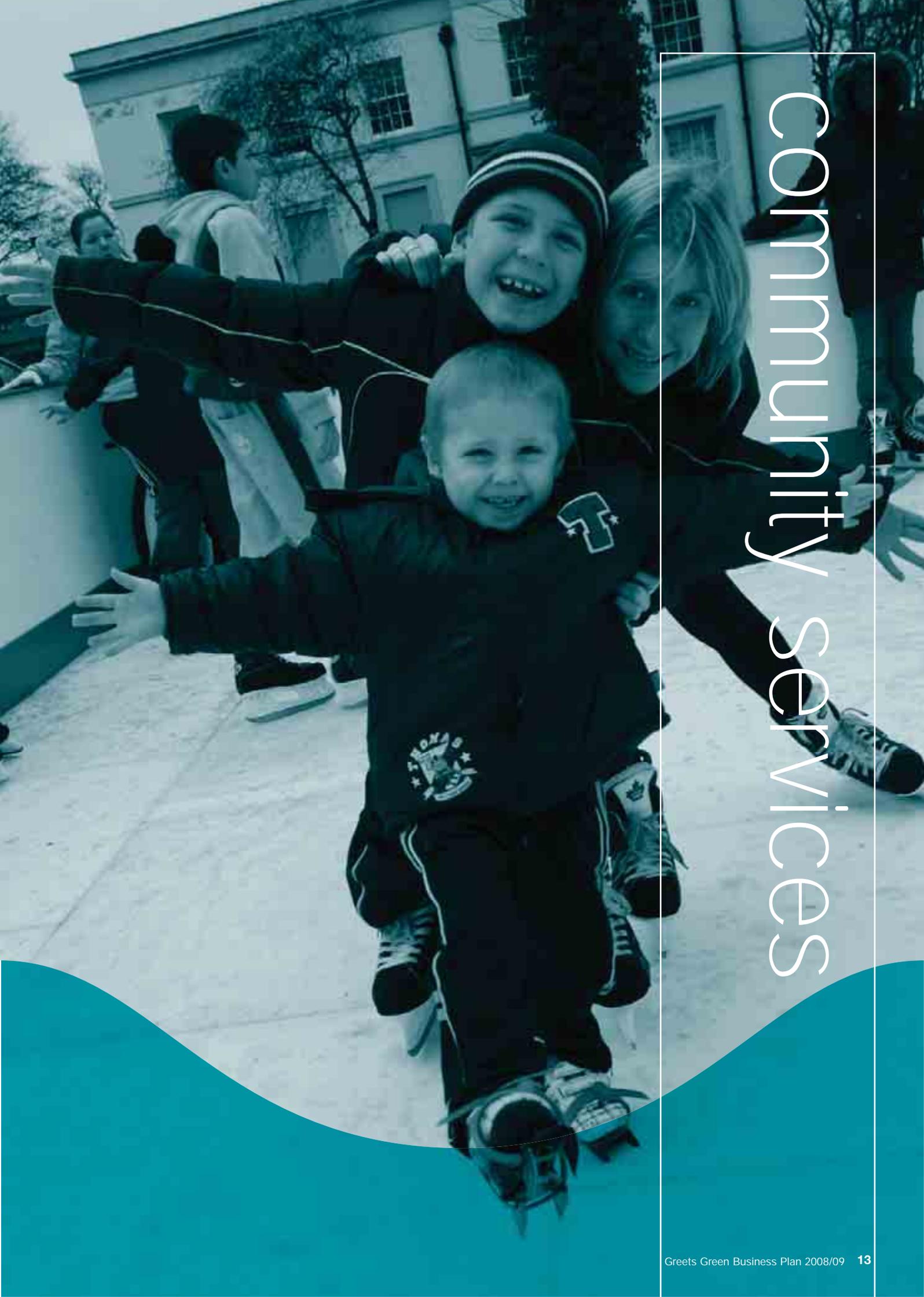
The Partnership's contingency planning reflects our determination to continue to deliver the well managed programme that has earned Greets Green Partnership its reputation for efficiency and quality. A working group, comprising of the Accountable Body, Sandwell Council Personnel and the Executive Director of Greets Green Partnership, has been established and is meeting regularly to plan for and monitor the gradual shrinkage of the NDC team structure.

However, despite our forward planning, it is inevitable that staff turnover will become increasingly difficult to predict as the employment contracts come to an end. In recognition of this, we have put in place a contingency plan that will ensure the continuity of the delivery of the programme in the event of key staff departures.

An example of this approach is that nominated officers from within Sandwell Council have been identified to provide cover for key functions if it becomes necessary. The staff team has already shown great robustness and flexibility in taking on additional duties to meet the demands of the programme.

*Greets Green Community Enterprises (GGCE) has been set up to continue some of the excellent work of Greets Green Partnership once the New Deal funding comes to an end.*





# community services

# community services

**The primary aim of the Community Services Theme is to develop, strengthen and enhance the community's ability to do things for itself.**



**Rohit Mistry,**  
Community Services  
Theme Leader

Following a detailed evaluation and restructuring process, the Community Empowerment, Housing Consultation and Neighbourhood Management elements of the Greets Green Partnership NDC programme merged in 2007 to create the Community Services Theme.

The team is continuing to build on work already carried out by the Partnership to date, empowering local residents and developing the community's capacity for a sustainable future.

In order to achieve its aims, the Community Services Team will spend the next 12 months focusing on four key areas to help meet some of the lifetime outcomes of the Partnership. The team will work on encouraging residents to monitor and challenge the quality of local services, developing the next generation of Community Leaders, building the capacity of community and voluntary organisations and celebrating and nurturing the diversity of the local community.

## High-level outcomes for the Community Services Theme:

### To raise the percentage of residents satisfied with their neighbourhood

In 1999, 74% of residents in Greets Green were fairly or very satisfied with their neighbourhood compared to the national figure of 87%. Latest indicators show 77% of people living in the NDC area are currently satisfied with their neighbourhood.

### To raise the proportion of residents feeling involved in their local community

Figures show Greets Green residents are feeling more involved in their local community. In 1999, just 33% said they felt a part of the community compared to 47% according to the latest available figures. The Partnership has been set a target of 49% of residents feeling involved with their community by the end of the programme in 2010.

### To raise the percentage of residents who feel they can influence decisions in Greets Green

Latest figures show there has been a drop in the number of Greets Green residents who feel they can influence the decisions being made in the NDC area. The Partnership aims to have 31% of residents who feel they can influence decisions. It currently stands at 22%, a drop of 4% from 2002.

## What happens next – how we'll reach our outcomes by 2010?

The Community Services Team will continue to carry out its vital work directly with the residents of Greets Green in order to achieve its outcomes and aims.

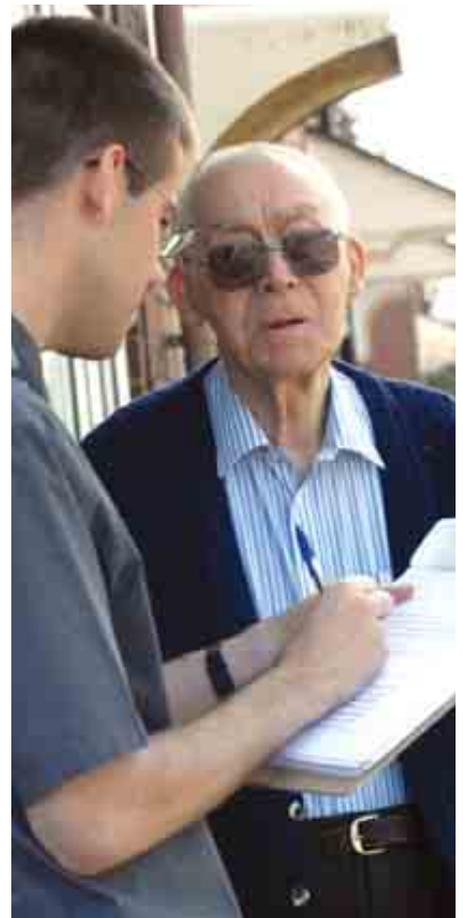
With a budget of £355,450 to run the team until 2009, staff will continue to be the front line representatives of Greets Green Partnership to make sure residents' needs are understood and dealt with.

The Partnership will work closely with voluntary organisations of all sizes in Greets Green to make sure they have a sustainable future when the programme comes to an end in 2010. This will be done by organising risk assessment checks for them and developing links between the groups.

The Team continues to recognise the importance and value of supporting the ongoing development of resident Board Members, and remains focused on delivering a range of initiatives to promote capacity and understanding. The Greets Green Valuing Volunteers project is managed by the Board Representative Support Officer. The project offers a range of benefits for Community and Neighbourhood Representatives, including access to training, computer, internet and mobile phone facilities.

A volunteer training initiative has been lined up to create opportunities for residents to volunteer and become more involved with the work of the Partnership and take a more active role in the community.

There are also plans to build on the good work already carried out involving community cohesion. This will be achieved by holding small-scale events that will bring together people from different communities and help break down social barriers. There will also be up to three conferences to explain the changing strategic approach to diversity.



*The Community Services Team has visited every single resident in Greets Green to gain their views on a whole range of local issues through the Household Survey. All the feedback is being used to ensure that the Partnership focuses on local people's priorities.*

To reach the high-level outcomes, the Community Services team will continue with a number of its activities within the Greets Green NDC area. These include:

**Neighbourhood Forums**

What it will do: The forums offer people living in Greets Green the opportunity to have their say on any issues or concerns they have about life in the NDC area. The forums are attended by Greets Green Partnership staff, local councillors and representatives of key partner agencies such as West Midlands Police and the Primary Care Trust.

**Down Your Street**

What it will do: Members of the Community Services Team regularly make

contact with residents across Greets Green as part of the Down Your Street door-to-door survey. Leaflets are distributed to homes offering all residents the opportunity to talk with Partnership staff about any issues of concern.

**Community Events**

What it will do: The Partnership runs two major annual events that are aimed at bringing the community together. These take place during the summer and at Christmas and are run with the help of community groups in Greets Green.

A range of smaller events also take place that highlight and celebrate different community groups within Greets Green.

**Volunteer Work**

What it will do: This involves working with members of the community who may want to get involved with volunteer work but don't know how to go about it. This will result in residents working with Greets Green Partnership and getting actively involved with shaping services for the community.



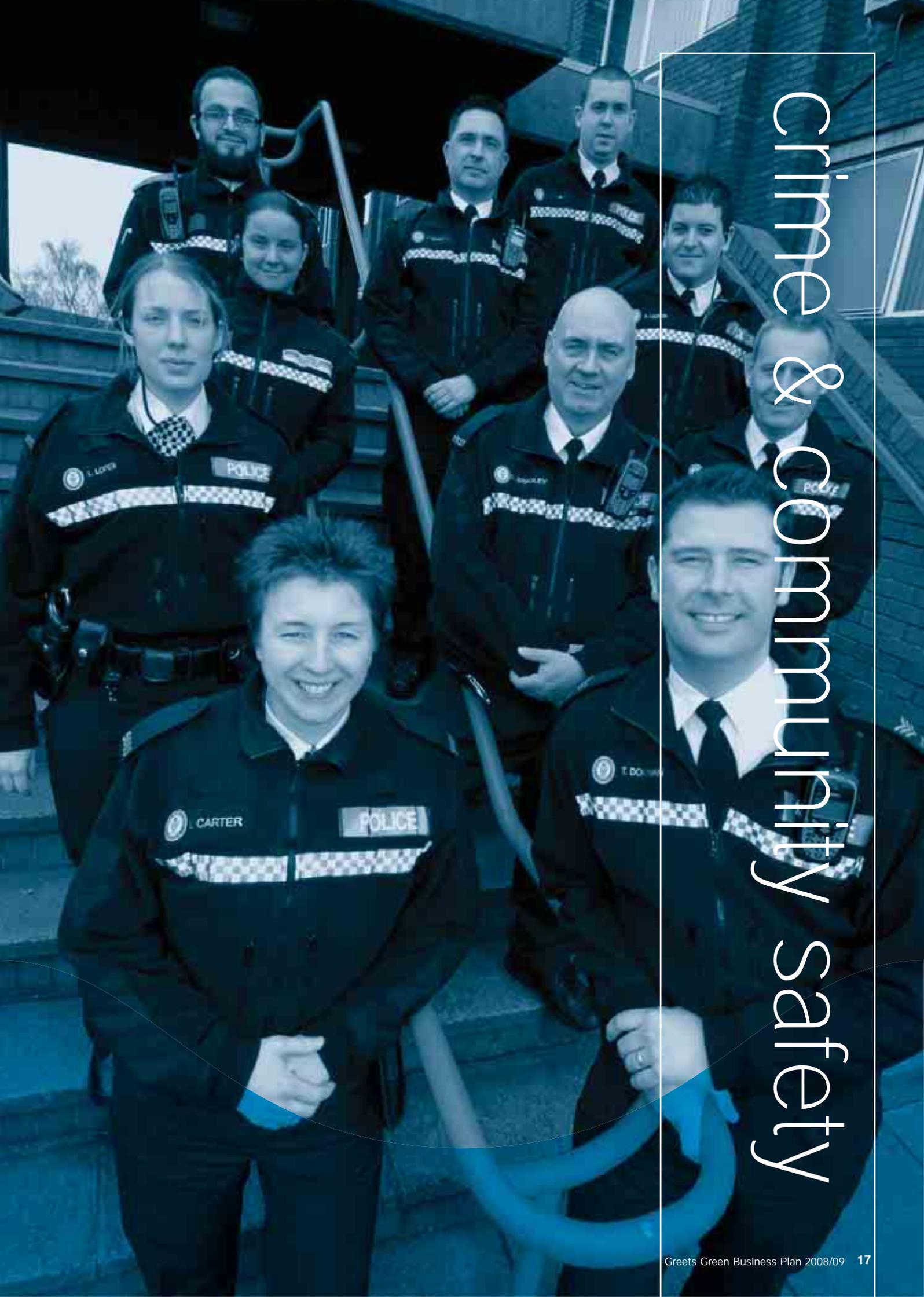
*A new buddying scheme is being run by Greets Green Partnership's Neighbourhood Reps to make residents feel more comfortable about going to Neighbourhood Forums. Any resident can ask a Rep to go along to a meeting with them so that they don't have to walk in on their own. It is hoped that the scheme will encourage more residents to attend Forums and share their views.*

**Priorities:**

- 1 Work with both large and small voluntary organisations to ensure their sustainability once the Partnership has come to an end.
- 2 Make sure the needs of the community are understood and actioned by continuing Neighbourhood Management initiatives.
- 3 Identify and develop volunteers for Greets Green and help create the next generation of Community Leaders.
- 4 Create an integrated and prosperous society in Greets Green by continuing with Community Cohesion work.

**Key events/milestones:**

- June 2008 – Launch of the volunteer training initiative to coincide with National Volunteer Week.
- July 2008 – Annual Greets Green Summer Event.
- December 2008 – Annual Greets Green Winter Event.
- Throughout 2008 – To hold a series of small events relating to diversity. This will include a two-strand approach to raise awareness of diversity policy and strategy as well as more formal events to engage different community groups.



crime & community safety

**The vision for the Crime & Community Safety Theme is to make Greet's Green a place free of crime, anti-social behaviour and alcohol and drug misuse. It aims to make residents feel safe both in their homes and when walking at night, and to create a diverse community that does not feel threatened by harassment.**



**Phil Hartley,**  
Crime & Community  
Safety Theme Leader

The Partnership has met most of its interim targets for 2007/08, and is on course to achieve its high-level outcomes with figures showing a drop in incidents of crime and anti social behaviour, while the number of combined domestic burglaries, vehicle thefts and robberies remained static.

Good progress has also been made towards the 'qualitative' targets of reducing the proportion of people feeling unsafe after dark, improving satisfaction with the police and reducing the fear of being burgled.

The 2006 MORI Poll shows the 2010 outcome targets for these indicators have already been met.

Results from the Citizens' Jury carried out in October/November 2007 found that the impact of the Crime & Community Safety Theme has been recognised by residents. Meanwhile the theme was short listed for a National Regeneration & Renewal award for its innovative approach taken in reducing crime and the fear of crime with the Greet's Green Partnership funded local neighbourhood policing team.

## High-level outcomes for the Crime & Community Safety Theme:

### To reduce the number of crimes committed

In 2001, there were a recorded 200.77 crimes committed per 1,000 people in Greets Green each year. The Partnership



was set the target of reducing that figure to match the borough rate of 95.61 (2007). Latest statistics from 2006 show 107.15 crimes were committed per 1,000 people per year in the NDC area. The Partnership is on target to meet the borough average by 2010.

### To reduce the number of people who feel unsafe after dark

In 2002, 54% of Greets Green residents said they felt unsafe or very unsafe when walking alone at night in the NDC area. The Partnership was set the target of reducing that figure to the national NDC average of 45% by 2010. This outcome

has already been achieved with just 41% of Greets Green residents saying they felt unsafe after dark when asked in 2006.

### Reduction in the level of anti social behaviour

In 2001, there were 136.51 recorded incidents of anti social behaviour per 1,000 people in Greets Green each year. The Partnership was set the target of reducing this figure to within 10% of the borough rate of 16.53 in 2006. Figures from 2006 show just 19.14 recorded cases of criminal damage and disorder per 1,000 people per year in the NDC area.

*Widow, Jean Caddick, is one of the many residents who have benefited from the free Home Fire Risk Assessment which West Midlands Fire Service is offering to local residents.*

## What happens next – how we'll reach our outcomes by 2010?

The Crime & Community Safety Theme is well on course to meet its high-level outcomes by 2010, and has already succeeded in meeting most of its interim targets. There is £157,297 available to spend on work connected with the theme between now and the end of the project, £135,297 of which is already committed and £22,000 uncommitted.

As well as running a number of key projects to help achieve the high-level outcomes, there are also plans to work with partner agencies to tackle the link between poor educational attainment and offending. With the help of West Midlands Police, Drug Referral Workers, Probation, Sandwell College, Adult Education and Job Centre Plus, it is hoped that literacy and numeracy issues can be tackled as part of people's sentences. This will reduce re-offending rates.

There are plans to continue to support, develop and foster new neighbourhood watch programmes, while creating a pub-watch scheme in Greets Green which would make both pubs and clubs safer for people to use, and promote an anti-drink spiking campaign message.

The Partnership will also team up with local employers to encourage them to implement drug and alcohol policies by March 2009.



*A local resident, recruited as a Community Champion for the Greets Green Community Alcohol project, is now heading up the project. Debbie Roberts is helping people to become more aware about alcohol and safer drinking.*

Projects that will directly support the Crime & Community Safety Theme include:

**Community Alcohol Worker**

What it will do: This project is aimed at reducing alcoholism in the area which will lead to cuts in incidents of criminal damage, violent crime, domestic abuse and anti social behaviour. It targets street drinkers, raises awareness of alcohol problems to members of the public and helps people into treatment.

What it will cost: £53,170

**Early Impact on Crime (Phase 2)**

What it will do: This project provides one sergeant, eight police constables, a crime

analyst and a prolific offender manager to work in the Greets Green NDC area. Neighbourhood policing involves tasking police and other agencies to hotspot areas and to target prolific offenders. The Early Impact on Crime project has been mainstreamed by West Midlands Police.

What it will cost: £16,837

**Community Safety Strategy**

What it will do: Establish targets and outcomes until the end of the Greets Green NDC programme and point the way towards sustaining the progress

already made to beyond the life of the programme. It provides a new direction for community safety issues and links into both borough-wide and nationwide community safety strategies.

What it will cost: £65,290

**Drugs & Alcohol Strategy**

What it will do: This will provide projects in schools and within the community to support and deliver the Drugs & Alcohol Strategy.

What it will cost: £22,000

*Residents are feeling much safer now that Greets Green Partnership has replaced hundreds of old lampposts with new stainless steel lights which provide better quality, brighter light. Some of the roads were specifically chosen for the initiative because they had a higher incidence of road accidents and crime.*



**Priorities:**

- 1 Continue to closely analyse levels of crime and fear of crime to ensure the Community Safety Strategy meets its targets and objectives.
- 2 Making sure work carried out by the Greets Green Neighbourhood Policing Team is responsive to the needs of the local community, as well as continuing to strengthen Neighbourhood Watch schemes.
- 3 Continue to work in partnership to reduce crimes that affect the 500 businesses in Greets Green.
- 4 Complete the installation of a further 367 street lights in 2008/09, ensuring that all residential streets in the area have improved lighting that has helped reduce crime and the fear of crime.
- 5 Continue working closely with local police to ensure they are in touch with other regeneration initiatives in the area.
- 6 Carry out risk assessments for all Community Safety projects in order to minimise and manage any risks to the programme.

**Key events/milestones:**

- March 2009 – Introduce a programme to work with partners to educate offenders.
- March 2009 – Mainstream the Early Impact on Crime project with West Midlands Police.



# health

**The Health Theme focuses on four priority areas which are; Access to Services and Information, Children and Families, Tackling the Major Killers and Healthy Minds. Projects developed and delivered with Greets Green Partnership funding address these areas of work and have made sure high-level and secondary outcomes for 2010 will be achieved or exceeded.**



**Sally Sandel,**  
Health Theme Leader

The Theme has enjoyed particular success with its secondary indicators for access to GPs and other health care professionals, smoking rates, physical activity levels and mental health. In all of these areas the targets set for 2008 (and in some instances for 2010) have been met. Our success in delivering projects, meeting targets and making a difference to the health of local people has been demonstrated through the annual review process for Government Office where the Health Theme has continued to score very highly.

There has also been continued success in the Health Theme with mainstreaming and sustainability. The majority of Health Theme projects have been continued and mainstreamed through statutory, community or voluntary organisations, which have worked hard to make the projects sustainable for the future. Recent examples of mainstreaming include the Fit for Life project, the New Deal for Healthier Food project and elements of the Active Lifestyles project.

Ensuring local residents have a say in the development, implementation and delivery of new services in the area will continue in the future via Sandwell PCT. This could be through the Community Health Forum, which has already been mainstreamed by the PCT, or through a number of other developments and networks.

## High-level outcomes for the Health Theme:

### To reduce the number of cancer related deaths

Between 1997 and 2001, there were an average of 149.89 cancer related deaths per 100,000 people. The Partnership was set the target of reducing the death rate by 20% to 119.9 by the end of the programme. Latest figures, from between 2002 and 2006, show the number of deaths relating to all forms of cancer has dropped to 137.6 per 100,000 which is lower than the average rate for Sandwell.

### To reduce the number of deaths caused by heart disease

Between 1997 and 2001, there were an average of 106.76 heart disease related deaths in Greetings Green per 100,000 people. The Partnership was set the target of reducing the death rate by 40% to 64.04 by the end of the programme. Latest figures, from between 2002 and

2006, show the number of deaths relating to all forms of coronary heart disease has dropped to 94.59 per 100,000 people.

### To reduce the number of infant deaths within four weeks of birth

Between 1998 and 2002, an average of 6.44 infants born per 1,000 in Greetings Green died within four weeks. This was compared to the Sandwell average of 5.27 infants. The Partnership has already achieved its target of matching the borough average with figures between 2002 and 2006 showing just 2.19 infant deaths under four weeks per 1,000 Greetings Green births.

### To reduce the proportion of babies born underweight

Baseline data shows that 10.3% of babies born in the NDC area weighed less than 2,500g. The Partnership was set the target of reducing that figure to 8% by the end of

the programme. Latest statistics, from between 2001 and 2005, show the number of babies born under the specified weight had risen to 12.2%. However, the Children & Families Programme was not fully in place until 2007, therefore we would expect future data to reflect this.

### To reduce the number of teenage pregnancies

Between 1998 and 2002, there were an average of 62.81 teenage pregnancies per 1,000 people in Greetings Green. The Partnership was set the target of reducing this figure by 55% to 31.1 pregnancies by the end of the programme in 2010. Figures from between 2000 and 2004 show teenage conceptions in Greetings Green have dropped to 52.73 per 1,000 people, which is lower than the borough average.

## What happens next – how we'll reach our outcomes by 2010?

The Partnership's Health Theme is performing well in relation to achieving its high-level outcomes and has enjoyed great success in mainstreaming many of its projects.

As the programme winds down, the Health Theme will not be introducing new projects but will ensure those already in place are continued and that they help to tackle the long-term targets of reducing deaths relating to cancer and heart disease.

This financial year the project has £147,586 to spend, with a further £21,142 available in 2009/10, and the Partnership is working hard to make sure the residents of Greetings Green will be recognised as a priority beyond 2010, and continue to have a say in shaping services in the future.

*Greetings Green Children's Centre is letting dads know that they are just as important as mums when it comes to spending quality time with their children. A special play group has been set up to give local dads and their young children a chance to be together and have fun.*



Many projects are being delivered throughout 2008/09 with the help of Partnership funding and will help achieve the high-level outcomes. These include:

### Active Lifestyles project

What it will do: The Active Lifestyles project provides a wide range of sustainable physical activities to all Greets Green residents including children, older people, and Black & Minority (BME) communities. Activities are delivered at various centres across the NDC area and feature everything from traditional sports sessions to tea dances and fitness sessions for the over 50s.

What it will cost: £49,994

### Hat-trick Community Football project

What it will do: The Hat-trick Community Football project not only encourages more children and adults to get involved in football but other sports as well. It also features smoking cessation initiatives, promotion of community cohesion, volunteer work, educational sessions and training opportunities.

What it will cost: £10,717

### YMCA Healthy Living Centre

What it will do: The YMCA in Carters Green gives Greets Green residents access to a range of high quality and affordable health and fitness services, aimed at improving their quality of life. The Healthy Living Centre also has health education sessions and initiatives to tackle mental health issues, in addition to a community café.

What it will cost: £17,250

### Children and Families Programme

What it will do: The Children and Families Programme focuses on family support, family learning and family health. The programme is delivered through a multi-disciplinary team at Greets Green Children's Centre and consists of a teacher, family support worker, maternity support worker, community involvement

workers, community champions and an early years worker.

What it will cost: £13,862

### Teenage Pregnancy project

What it will do: The Teenage Pregnancy project offers a wide range of information and advice on sexual health and teenage pregnancy issues. It also supports a successful group for young parents in Greets Green.

What it will cost: £10,000

### Place 2 Place project

What it will do: The Place 2 Place project supports young people as they move

from primary to secondary school to help them settle in quickly. A variety of activities are organised so pupils can meet others who will be attending the same school.

What it will cost: £13,074

### Healthy Minds project

What it will do: The Healthy Minds project addresses the stigma attached to mental health by promoting the advice and support services which are available locally. It aims to help local people maintain a healthy mind and promote access to services that offer support.

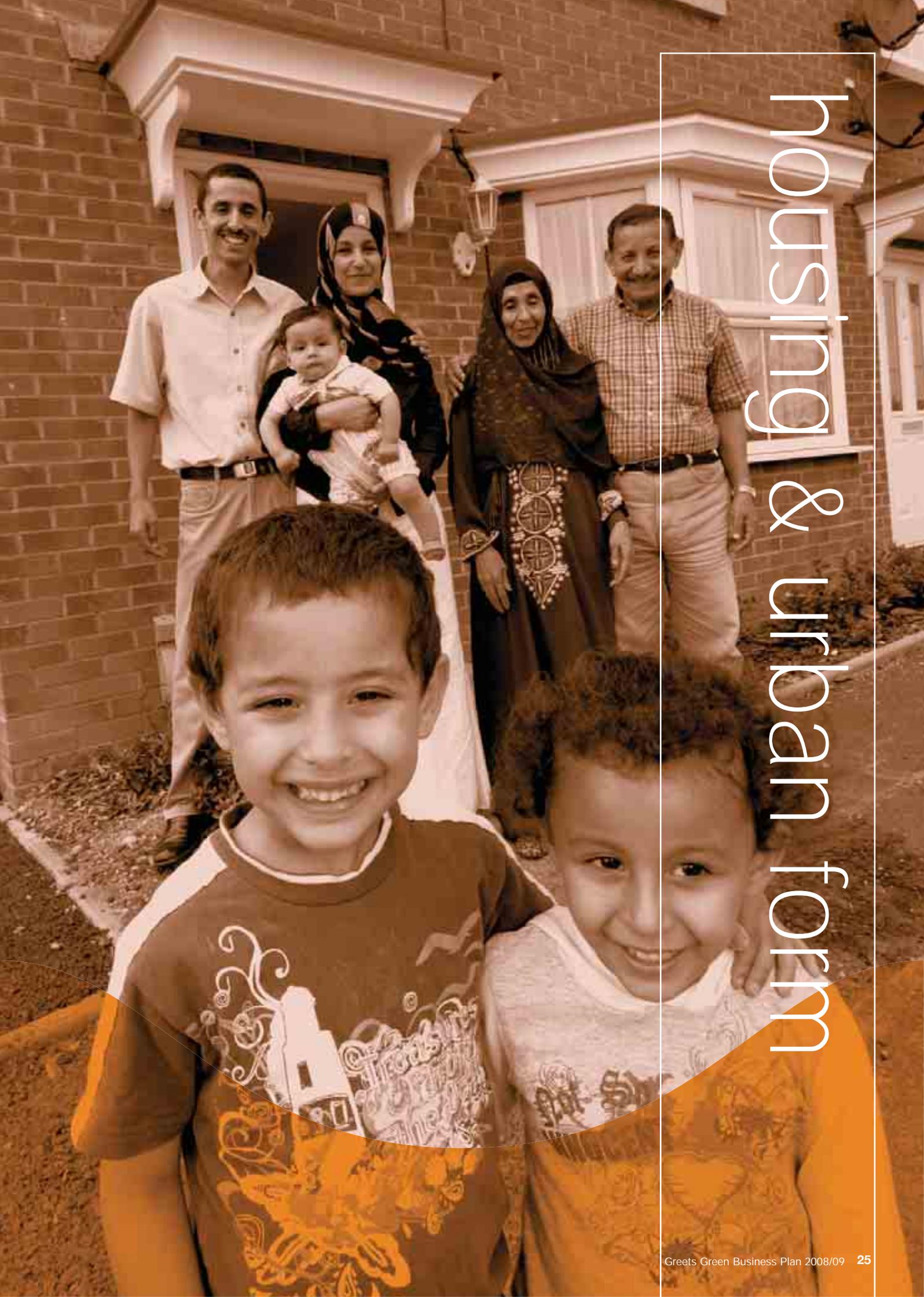
What it will cost: £25,700

## Priorities:

- 1 Regularly monitor the progress being made in reaching our high-level outcomes through accurate, up to date and reliable data.
- 2 Ensure targets around physical activity, diet, smoking cessation etc continue to be met through the delivery of existing projects and mainstreamed services.
- 3 Make sure services delivered by the Children and Families programme will help us achieve outcome targets around teenage conceptions, infant deaths, and low-birth weights.
- 4 Work with partner agencies and the public to make sure the Greets Green NDC area continues to be recognised as a priority area once the programme comes to an end in 2010.
- 5 Ensure Greets Green residents are involved in the development, implementation, delivery and evaluation of all PCT services such as diabetes, dermatology, respiratory etc.
- 6 Make sure the successful mainstreaming of activities continues through the PCT and partner agencies.

## Key events/milestones:

- June 2008 – Outline plans for the Hat-Trick project to be mainstreamed.
- June/July 2008 – Outline plans to fully mainstream the Active Lifestyles project.
- October 2008 – Hold a large-scale event for World Mental Health Day.
- December 2008 – Healthy Minds project will be externally evaluated.
- March 2009 – Develop an exit strategy to show how the work of the Health Theme will be continued via Sandwell PCT, when the NDC programme ceases.



# housing & urban form

**The vision for the Housing & Urban Form Theme is to lay the foundations for sustainable communities in Greets Green. It will do this by building on the aspirations of existing residents, aligning the interests, strategies and funding commitments of key agencies, and by maximising housing investment.**



**Phil Hartley,**  
Housing & Urban  
Form Theme Leader

The Housing Theme has met, or is on course to meet, all of its high-level outcomes by 2010 with more properties meeting the national Decent Homes Standard, fewer unfit private sector homes, more properties with central heating and an increase in the number of residents satisfied with their home.

A host of schemes run by the Partnership's Housing & Urban Form Theme have come into effect to illustrate its ongoing success. This includes the Landlord Accreditation Scheme, which is raising the standard of private sector accommodation and weeding out unscrupulous landlords. Another scheme is 'My Home, My Choice'. This project offers help and advice to any residents looking to move to more suitable accommodation.

The Partnership's Citizens' Juries in 2007 led to feedback from members of the community who said they had noticed improvements to the standard of homes in the area, as well as the new homes being built in Greets Green.

There are also plans to develop Greets Green Recreation Ground, creating the first new public park in Sandwell for more than 100 years. The Partnership is working closely with other agencies to look at improving facilities at the recreation ground and making it safe for families and children to use.

The clearance programme continues at pace and will see all HAA residents re-housed this year and the majority of properties demolished. Clearance sites will transform into redevelopment sites in 2008 and the Claypit/Wattle site will be offered to developers as plans to provide a better housing choice and quality progress.

## High-level outcomes for the Housing & Urban Form Theme:

### Ensure all public sector housing meets decent homes standard

In 2004, just 317 public sector properties (23.6%) in the NDC area were up to Decent Homes Standard – a figure that must be raised to 100% by the end of the programme. Latest figures from 2004 show 930 homes (78.1%) were up to Decent Homes Standard, and it is anticipated the remaining 260 properties (21.9%) will meet the standard before 2010.

### Reduce the proportion of unfit private sector homes

In 2001, 11.7% of private sector homes in Greets Green were deemed to be of an unfit standard. Latest figures reflect an improvement with 9.5% of homes now

classed as unfit. The NDC no longer has figures for the number of unfit properties because the Government's definition of 'unfitness' has changed. However the effect of proposed new build homes, clearance projects and the sustainable warmth project should reduce the figure to less than 6%.

### Reduce the percentage of homes without central heating

In 2001, 33.4% of homes in Greets Green did not have central heating compared to an average of 18.1% of homes across Sandwell. The Partnership was set the target of matching the borough average by 2010. This target has already been achieved, with latest figures showing only 12% of homes in Greets Green were

without central heating in 2007. This figure is expected to drop further to 5.5% as a result of the sustainable warmth programme.

### Increase the number of residents satisfied with their homes

In 2002, 86% of Greets Green residents were very or fairly satisfied with their accommodation. The Partnership was set the target of matching the national average, currently 91%, by 2010. In 2006, figures showed 88.7% of Greets Green residents were satisfied with their homes and it is anticipated the national level will be exceeded in Greets Green by the end of the programme.

## What happens next – how we'll reach our outcomes by 2010?

The Housing & Urban Form Theme is well placed to meet its high-level outcomes by 2010, so is concentrating on secondary outcomes that are not currently being achieved.

These include raising satisfaction levels with the overall quality of the area by 2010, and making sure at least 50% of Greets Green residents feel it is a better place to live by the end of the programme.

To meet these secondary outcomes, a new robust housing programme has been developed for 2007/10 to enhance the environment and street scene in the Greets Green NDC area. The work will add value to and create synergy between ongoing housing developments. With a committed 2008/10 spend of £2,794,823 and uncommitted spend of £11,580, the theme is hopeful of achieving all outcomes by the end of the project.

*With fuel prices soaring, residents in Greets Green are making the most of an alternative way of heating their hot water for less. Greets Green Partnership is funding Sandwell Warm Zone to provide certain owner occupiers with improved insulation and heating systems, including solar panels.*



As well as making sure a robust succession strategy is in place, projects being delivered to make sure the outcomes are achieved include:

### Claypit/Wattle Environmental Improvements

What it will do: The environmental improvements involve a high-quality upgrade to the streets which will include new boundary fencing, gates and walls, off street parking, improved on-street parking and improved pavements. The upgrade includes new street signage, introduction of better traffic-calming measures and improved gateway junctions along the roads.

What it will cost: £978,300 (TBC)

### Dartmouth Street, Wood Lane and Oak Road Environmental Improvements

What it will do: The environmental improvement works will provide a high quality upgrade to the street scene in

Dartmouth Street, Wood Lane and Oak Road including new boundary fencing, gates and walls, street tree planting, reduction in signage clutter and street furniture, street lighting, improved traffic calming measures and the creation of landmark features at key junctions gateways. It will also feature an innovative street scene near Oak House Museum to acknowledge the history of the area and resurface pavements.

What it will cost: £831,656 (TBC)

### Greets Green Park Delivery

What it will do: Provide detailed preparatory work for the delivery of a new park in Greets Green, the first newly created park in Sandwell for over a century.

What it will cost: £11,580

### Street Lighting Phase 3

What it will do: This will further reduce crime and fear of crime in residential and business districts in Greets Green. By the end of this project, all residential streets in Greets Green will have been fitted with new streetlights, which have already proved successful in parts of the NDC area.

What it will cost: £458, 375

### Sustainable Warmth project

What it will do: This project will provide certain owner occupiers with sustainable warmth measures in their homes, including solar panels, central heating, cavity wall and loft insulation.

What it will cost: £737,559

*Plans are underway to turn The Rec on Claypit Lane into Greets Green Park – a place for all local residents to enjoy.*



## Priorities:

- 1 To deliver the housing programme which features environmental improvements to the priority routes.
- 2 Appoint a developer panel with Sandwell MBC to help with the development of Claypit Lane/ Wattle Road and the Housing Assessment Area (HAA).
- 3 Continue to work with Sandwell MBC encouraging private developers to build in the area, and to progress the delivery of a new park on the site of the Greets Green Recreation Ground.
- 4 Ensure that improved insulation and heating systems are installed in 180 private sector properties.
- 5 Deliver the Landlord Accreditation project promoting improved management and stock condition in the Private Rented Sector.
- 6 We will be carrying out robust risk assessments for all Housing Theme projects to minimise and manage any risks to the programme.

## Key events/milestones:

- Autumn 2008 - Appointment of new developer for Claypit Lane/Wattle Road.
- March 2009 - New insulation and heating systems installed in 180 private sector properties.

# Jobs & Skills



The Jobs & Skills Theme was set up to increase the focus on employment and adult education, two areas where the Partnership is performing less well against lifetime targets. This new theme amalgamates the former themes of Jobs & Enterprise and Education & Lifelong Learning.



**Katherine Hewitt,**  
Jobs & Skills Theme  
Leader

All projects formed under the Jobs & Enterprise Theme were reviewed and revised, with each one having to clearly justify its role in achieving Jobs & Skills outcomes. The Become and Business Support projects met with favourable reviews and were identified as the Partnership's two principle job creation projects. A primary focus has been placed on reducing unemployment and worklessness, raising household incomes and reducing the level of working aged residents with no formal qualifications.

The review of the Jobs & Enterprise Theme, and its subsequent merging with Education & Lifelong Learning, has led to a more collaborative approach. A Jobs & Skills Reference Group has been set up to monitor the theme's progress and performance. It works with project sponsors and representatives of key partners, and discussions are underway to ensure the group remains in place beyond the end of the programme in 2010. The reference group also has a sub-division, which is devising projects to fill in any remaining gaps in provisions, utilising a small amount of uncommitted funds identified for Jobs & Skills in Year 9.

## High-level outcomes for the Jobs & Skills Theme:

### To increase employment

In 2002, the employment level in Greets Green stood at just 41%. A target was set of raising that figure to 46% by the end of the programme in 2010. The latest available figures were taken from the 2006 MORI poll which stated 42% of Greets Green residents were in employment, leaving the Partnership with four years to close the gap by a further 4%.

### To reduce levels of worklessness

The level of worklessness (anyone in receipt of a work means tested benefit) in Greets Green was recorded at 19.4% in 1999. The Partnership was set the target of reducing the number of 'workless' individuals in the NDC area to meet the Sandwell borough-wide figure of 14.5% in 1999 – a gap of 4.9%. The Sandwell figure currently stands at 13.5%, compared to 16.7% in Greets Green – showing the gap has narrowed to 3.2%.

### To reduce the number of people claiming Job Seekers Allowance

In 1999, the percentage of Greets Green residents aged between 16 and 59 collecting Job Seekers Allowance (JSA) stood at 9.4%. The Partnership was set the target of getting within 10% of the borough-wide figure for Sandwell which then stood at 6.3%. The latest figures show a Sandwell average of 5.2% compared to the Greets Green NDC area average of 6.7%.

### To increase the level of household income

In 2002, 57% of households in Greets Green had an annual income of less than £15,600 per year. The Partnership was set the target of reducing that figure to 48% by the end of the programme. By

2006, the figure had already dropped 7% to 50% leaving the Partnership four years to close the gap by a further 2%.

### To increase the number of 3 & 4 year old children who have access to nursery education or childcare

The Partnership was set the target of providing nursery education and/or childcare for 100% of children in the Greets Green NDC area. In 2002, just 80% of children aged 3 and 4 had access to such facilities, however this outcome has already been achieved with latest figures revealing 100% of 3 and 4-year-olds having access to nursery education or childcare.

### GCSE attainment to match borough average

In 1999, 22% of GCSE students in Greets Green achieved five or more A\*-C grades compared to the Sandwell average of 30%. The Partnership was tasked with matching the borough average, which has already been achieved. Latest figures for 2007 show that 85% of GCSE students are now achieving five or more A\*-C grades compared to the borough average of 55% and 62% nationally.

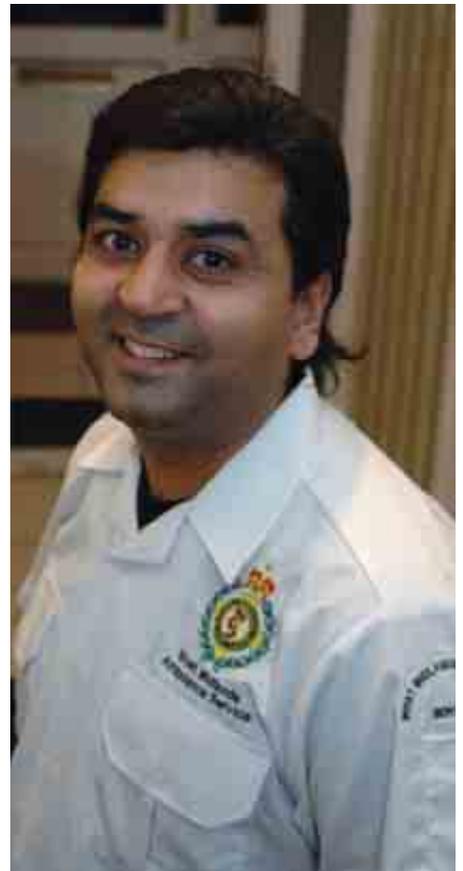
*\*Note; these figures relate specifically to George Salter High School, now George Salter Collegiate Academy.*

### To improve the percentage of school leavers progressing to positive destinations

The Partnership was set the target of getting 95% of school leavers into higher education, employment or training by 2010. In 1998, the level of NEET school leavers (Not in Education, Employment or Training) stood at 15%. Latest figures from 2006 show the level still stands at 15%.

### To increase the percentage of working age residents with NVQ level two or higher qualifications

In 2002, 47% of Greets Green residents had an NVQ Level 2 or higher. Greets Green Partnership was set the target of raising the level to 55% by the end of the programme. The latest figures, taken from 2006, show that 46% of residents currently have a qualification equivalent to NVQ Level 2.



*The Become project is helping local people to develop their skills and find employment. Hundreds of residents aged 16 to 60 have already received help with writing their CVs, accessing training and preparing for interviews. These include Raj Duggal who was unemployed for four years before becoming an Emergency Medical Despatch Call Assessor at the West Midlands Ambulance HQ.*

## What happens next – how we'll reach our outcomes by 2010?

The Jobs & Skills Theme will continue to build on its solid foundations between now and the end of the programme to achieve its high level outcomes. With a budget of £2,925,480 in the next financial year, and £1,927,583 in the final year of the Partnership, projects run by the theme will help reduce unemployment and worklessness, get residents from all backgrounds into sustainable work which will produce an increase in the average income for Greetings Green households.

Built into the Year 9 budget for Jobs & Skills is £2.4m ring-fenced for capital investments. The Partnership Board is looking to support initiatives to acquire assets for the longer term benefit of Greetings Green and is exploring potential options with GGCE and George Salter Collegiate Academy as we seek to encourage their wider community-based activities.

Projects that will directly support the Jobs & Skills Theme include:

### **The Become project**

**What it will do:** The Become project's primary aim is to get Greetings Green residents into work. It identifies and works with unemployed people by offering coaching, mentoring and job search. Delivered in partnership with A4e (Action for Employment) and Steps to Work, part of the African Caribbean Resource Centre, the project also offers career advice and aims to get 60 people into work over the coming year.

**What it will cost:** £127,669

### **Business Support project**

**What it will do:** This project offers tailored support to Greetings Green residents who are thinking about setting up their own business. The project funds a business advisor who works on a one-to-one basis with residents. In addition to helping start up new businesses, the project also

works with existing businesses, helping them grow and develop, therefore retaining staff and identifying opportunities to create new employment. It is planned the project will help 28 people set up their own businesses.

**What it will cost:** £80,000

### **Pastoral Managers at George Salter Collegiate Academy**

**What it will do:** This project has seen the school take on specialist tutors who work closely with students in a bid to cut truancy, short and long term exclusions, and improve behaviour. It also provides support for students who struggle in the education environment and is to be mainstreamed by George Salter once Greetings Green funding ends in April 2009.

**What it will cost:** £21,000

### **Adult and Community Learning project**

**What it will do:** This project offers incentives to adults in Greetings Green, in an effort to get them back into education. This may include paying part of or the entire cost of course fees, thus providing people on low incomes the opportunity to learn. Uptake for the project has been very high with

a quarter of Greetings Green residents accessing it in the past two years although the programme is still to reap the benefits in terms of outcome indicators. Forecasts show a further 179 residents will achieve NVQ Level 2 or equivalent in Year 9, on top of 225 in Year 8.

**What it will cost:** £71,560 per year.

### **Greetings Green Youth project**

**What it will do:** Structured youth activities and detached youth work are both core elements of the project and the key focus for the coming year will be the engagement of the 'junior youth' age group of 8-11. The Youth project also provides school holiday activities and operates the Greetings Green Youth Forum. It is managed by Sandwell Youth Service.

**What it will cost:** £63,863

### **Young Advisors project**

**What it will do:** Employ a team of six young people who will be trained as Young Advisors through the National Young Advisors Programme. The Greetings Green scheme will be the first in Sandwell, although there are in excess of 30 schemes in operation nationally. A grant from the DCLG will part-fund the project.

**What it will cost:** £8,552



*New businesses are getting off the ground in Greetings Green thanks to start-up grants and business advice from the Business Start-up Support project. The CHANGEurSHAPE gym is one of the new ventures which are being given the muscle they need to succeed.*

## Priorities:

- 1 Ensure the Partnership achieves its outcome target with regard to reducing worklessness and unemployment while maximising job opportunities in Greets Green, which will reduce both the level of households with low incomes and the number of income support and JSA claimants.
- 2 Work with borough and region-wide strategies such as City Strategy, South Black Country ERDF package and the soon to be established, Working Neighbourhoods Fund, that tackle worklessness and create employment.
- 3 Complete a Jobs & Skills strategy for the next two years that will be led and delivered by the Jobs & Skills Reference Group.
- 4 Work closely with agencies such as Connexions and other training providers who will help school leavers progress to positive destinations.
- 5 Assist GGCE in developing and implementing a number of income generation opportunities.
- 6 Work with partnership agencies via the Adult and Community Learning project to improve residents' skills and qualifications.
- 7 Progress the proposal for the Partnership to be part sponsor of the George Salter Academy and that all Partnership involvement with schools is mainstreamed through the Extended Schools programme.



*Pictured here are four of the six Young Advisors, aged between 15 and 21, who have recently been appointed by Greets Green Partnership to help community leaders and decision makers engage with young people. They are already getting involved in consultation, helping solve problems experienced by their peers and assisting in the production of booklets and documents to make them more accessible to other people their age.*

## Key events/milestones:

- April 2008 – Approximately £80,000 currently uncommitted funds to be allocated to new projects.
- May 2008 – Submit a Jobs & Skills strategy for the final two years of the programme.
- May 2008 – Ensure the Jobs & Skills strategy is closely aligned to the Partnership succession strategy.
- Summer 2008 – Sponsor an employment day/fair with partners aimed at raising awareness of the help available for unemployed residents in Greets Green.
- September 2008 – Announce achievement of secondary outcomes (key stage 1 & 2).
- April 2008/March 2009 – Announce end of term achievement rates of working age adults in Greets Green achieving NVQ level two or higher.

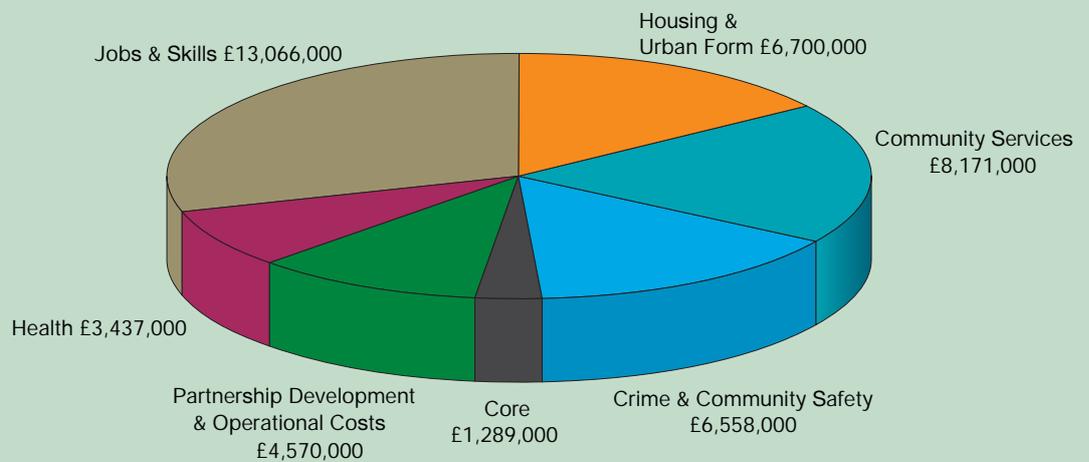
**Comparison of spend**

Theme	Spend to date (Years 1 to 8)	Year 9 (2008/09)	Year 10 (2009/10)	Total all years
<b>Health</b>	<b>£3,437,000</b>	<b>£148,000</b>	<b>£21,000</b>	<b>£3,606,000</b>
Jobs & Skills*	£13,066,000	£2,926,000	£1,928,000	£17,917,000
<b>Housing &amp; Urban Form</b>	<b>£6,700,000</b>	<b>£2,048,000</b>	<b>£758,000</b>	<b>£9,506,000</b>
Community Services	£8,171,000	£538,000	£82,000	£8,790,000
Crime & Community Safety	£6,558,000	£157,000	£0	£6,716,000
Core**	£1,289,000	£339,000	£2,238,000	£3,865,000
<b>Partnership Development &amp; Operational Costs</b>	<b>£4,570,000</b>	<b>£621,000</b>	<b>£408,000</b>	<b>£5,600,000</b>
<b>Programme Total</b>	<b>£43,791,000</b>	<b>£6,777,000</b>	<b>£5,435,000</b>	<b>£56,000,000</b>

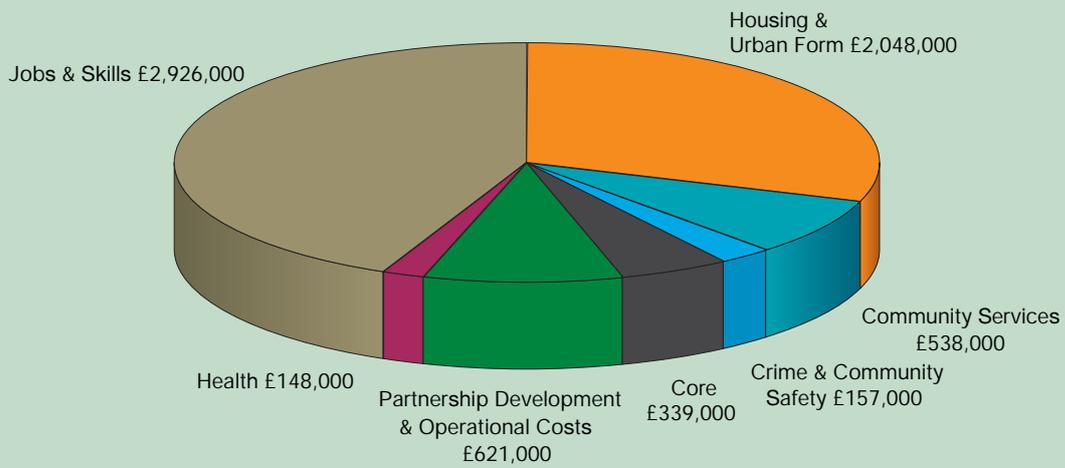
\*The Jobs & Skills Theme was created in 2007 through the merging together of the former Education & Lifelong Learning and Jobs & Enterprise Themes.

\*\*Includes the capital allocation set aside to fund the asset base for GGCE.

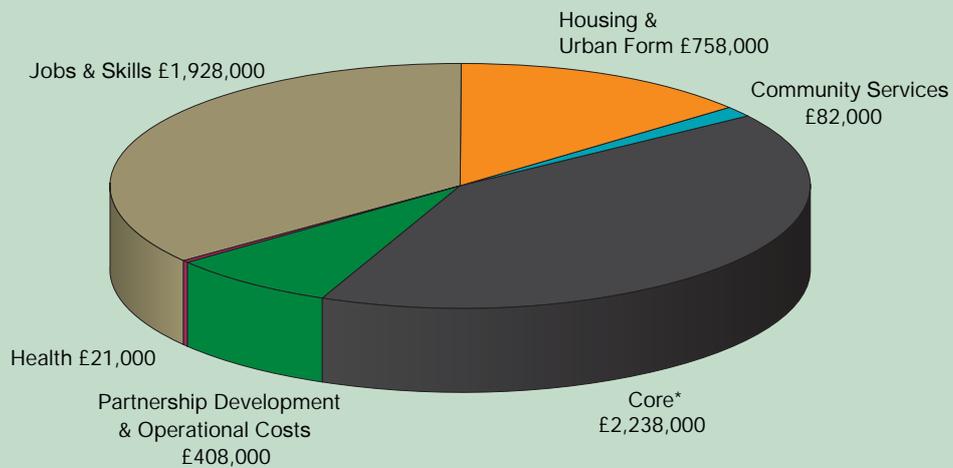
**Total spend to 31st March 2008 (Years 1 to 8)**



**This is what we will spend during Year 9 (2008/09)**



**This is what we will spend during Year 10 (2009/10)**



\*This includes £1,559,000 unconfirmed allocation for environmental improvements.

**Greets Green Partnership**  
Court House, 335-337 High Street  
West Bromwich B70 8LU  
[www.greetsgreen.sandwell.gov.uk](http://www.greetsgreen.sandwell.gov.uk)



freephone  
**0800 953 0215**