

# A New Deal for Braunstone, Leicester

## Braunstone Community Association (BCA)

### Accountable Body – LHA-ASRA

## NDC Performance Management Review 2006

Final score & banding 2004: 119/200 (Fair)

Final score & banding 2005: 136/200 (Good)

**Total Score, banding and direction of travel 2006**  
**41/50 (Excellent)**  
**Improving strongly**

Context – national performance indicators		2002	2004	2006
Feel part of the community (household survey)	NDC	30	38	42
	All NDCs	35	39	42
	England <sup>1</sup>	51	59	53
Neighbours look out for each other (household survey)	NDC	73	73	76
	All NDCs	59	62	61
	England <sup>2</sup>	73	73	72
Think the NDC has improved the area (household survey)	NDC	22	50	77
	All NDCs	33	51	57
Involved in a local organisation on a voluntary basis (household survey)	NDC	10	9	13
	All NDCs	12	12	13
	England <sup>3</sup>	21	23	23

#### Notes

National performance indicator data has been provided by the National Evaluation Team

1 From Ipsos MORI Social Issues Omnibus 2002, 2004 & 2006

2 From General Household Survey – Social Capital Module 2000, Ipsos MORI Social Issues Omnibus 2004 & 2006

3 From General Household Survey – Social Capital Module 2000, Ipsos MORI Social Issues Omnibus 2004 & 2006

### Direction of travel: overview of NDC performance over the last year

#### 1. Summary of key outcomes for local communities

##### Progress

- Over the last year a number of long-term projects have begun to deliver tangible outcomes that have had a positive impact for local people. Results from the MORI Household Survey and evaluations of key projects demonstrate that more people from across the range of communities in the area feel they have benefited from the NDC's work (77% compared to 50% in 2004, and 22% in 2002). This continues the year-on-year improvement since year 1 baseline. Braunstone residents are now directly benefiting from the provision of a range of services from a range of award-winning facilities:
  - The BRITE Centre - providing the only neighbourhood setting for the City Council's advice services, with a library and community outreach services and resource rooms;
  - The Grove - providing services to young people and facilities for outdoor sport (Multi-Use Games Arena) and a co-location for youth workers across agencies;
  - Braunstone Leisure Centre - providing indoor sporting and health facilities and activities, with up to a 75% subsidy in place for Braunstone residents;
  - Braunstone Health & Social Care - providing all-round expert health and social care facilities from the health and social care sector; and finally,
  - Braunstone Working Centre - providing dedicated support to enable residents to address barriers and develop progression routes into work, training and further/higher education.

- All these Centres are now being fully used by local residents. Indeed, the Leisure Centre is finding it difficult to match up with demand. Since the opening of the BRITE Centre there has been a noticeable increase in the number of adults signing up for recreational and vocational courses, with some being full to capacity, something unheard of in the past. These Centres' accessibility and multi purpose nature has resulted in increased take up of training courses and membership of voluntary groups across the range of communities in the area. For a number of these Centres there are now active and effective Management Committees operating, with BCA and local residents playing a pivotal role.
- It is felt that this approach has affected the way the local community perceives itself and its ability to influence its area, matching up to the Respect Agenda, and setting the seeds for better community empowerment. There has been an:
  - increase in residents who feel they can affect their area ( from 20% in 2002 to 27% in 2006);
  - increase in their involvement in local voluntary and community groups (from 10% to 13%);
  - increase in the number of residents who trust the local Council (35% to 46%), trust the Police (49% to 63%), trust the local Health Service (69% to 78%) and trust the local schools (50% to 58%)
- In terms of crime and community safety, Braunstone has seen a massive reduction in domestic burglary and car crime, which has significantly improved community and personal safety.
- In regards, housing and environment issues, there are now hardly any voids on the estate, and 70% of social housing is matching up to a higher standard than the Decent Homes Standard. There has been improvements to off-street parking, enhancements to the living environment, and major improvements to Braunstone Park which has resulted in a much more attractive setting, with reductions of incidents of anti-social behaviour and deliberate ignitions, and an increase in user numbers (especially, elderly and female). All in all, as registered in the Household Survey, there has been a significant increase in residents feeling very or fairly satisfied with Braunstone as a place to live (increasing from 63% in 2002 to 77% in 2006).
- Reviewing education, there have been improvements in educational attainment and attendance and reductions in exclusions. Braunstone's educational facilities are in the process of being redeveloped, with the merger of four separately located schools into two brand new facilities - one of which (Queensmead School) was opened in September. This year saw the delivery of a new family learning programme undertaken by local delivery partners through local volunteers. This is reaping results, with more people than ever before, progressing into some form of learning experience. Indeed, following a consultation exercise in the summer 2006, Education and Family Learning has risen to the top of the community's priority list, demonstrating a positive shift in awareness and aspirations around education and learning.
- In terms of jobs and training, the statistics show that unemployment has dramatically been reduced to a figure in line with the City-average, the worklessness rate has gone down, there are more people with qualifications (NVQ Level 3 or below) and there are more business start-ups than ever before. More importantly, there has been an 8% increase in households that are on incomes of between £220 - £500 per week, and a 6% decrease in households on incomes of less than £180 per week.
- Looking at Health and Wellbeing, there have been improvements in mortality and illness rates over the last 5 years. This year has seen a key emphasis on continuing with integrated health, education, poverty and carers' support .The Household Survey reports that more people are feeling better in themselves: asked whether they have felt down in the dumps, 36% said "some" or "all of the time" in 2002, whereas in 2006 this figure had reduced to 22%. Indeed, 37% said that they felt calm and peaceful "most" or "all of the time", and this had increased to 50%. Ask whether they have been a happy person, 64% said "most" or "all of the time". It seems that the community is happier than they have been for a long time.

**Still need to address:**

- Additional support for the elderly and the wider mental illness agenda.
- Tracking impact of work by all themes on key outcomes needs to improve – e.g. impact of youth outreach work on incidence of anti social behaviour is trackable but evidence of referral to involvement in voluntary activity and training is more anecdotal.
- Increasing work with residents on the development of a neighbourhood engagement and neighbourhood management approach.

## 2. Summary commentary on the partnership's overall gap-narrowing performance and key good and bad points

### Progress

#### Crime:

- The crime figures show that levels of crime are significantly lower than similar areas such as New Parks and Beaumont Leys. Indeed, they are now comparable to the Leicester average. Indicative of this success is that tackling crime has been replaced on the community's priority list by Education and Family Learning.

#### Housing & Environment:

- The level of voids is below the City-average. Rent collection is seen by the Registered Social Landlords as comparable to other areas of the City.

#### Education:

- Increase in GCSE A to C grades has narrowed the gap by 2.6% on those achieved across the LEA.
- The gap between Braunstone and Leicester City performance for English at Key stage 2 has narrowed by 7% over 3 years.

#### Jobs & Training:

- The unemployment rate has decreased down to nearly the City-average. The reduction in the worklessness rate has increased more than that associated with the City as a whole. A similar experience has taken place with the Low Income Count figures.

#### Health & Wellbeing:

- The gap has narrowed both in terms of mortality rates and the illness ratio. There has also been a major reduction in smoking rates that is closing the gap with the City-average.

#### **Still to be addressed:**

- Health remains a problem area: we have continued to have difficulty in securing ongoing commitment to our targets for narrowing the gap with the PCT, whilst access to GP services has improved, performance in narrowing the gap to LA levels is still not on course as local residents face difficulty in getting appointments due to demand.
- Vocational Training and the "Skilling-Up" Agenda are areas that need more attention. The planned development of the Vocational Skills Centre, the Enterprise Campus, with its "hub of expertise and training", along with the redefinition of Braunstone Working should ensure that these issues are addressed.

## 3. Summary of overall progress against plans/targets and actual outcomes in respect of sustainability

### Progress

- There are really good examples in the NDC Programme of projects ensuring that they are sustainable:
  - The Child Development Project which supports Key Stage 1 and 2 Nurture Groups finishes at the end of the current financial year. All of the current Nurture Groups will be sustained by the schools.
  - The Philosophy for Children and Braunstone Read Write projects are successfully training the primary school workforce to enable these initiatives to continue post-NDC funding.
  - University students supported by the First Degree bursary project provide an example to the community that Braunstone people can achieve at a high level. As positive role models to their families, friends and neighbours, these students will ensure that the investment in them helps to sustain the increase in University entrants from Braunstone.
  - The Braunstone Bus Service is now over 85% commercial.
  - The Enterprise Campus has an outline business plan that will see it become self-financing in 3 years time. It also has incorporated a whole range of environmentally-sustainable design and engineering concepts into the redevelopment work.
  - The Leisure Centre, the BRITE Centre and the Grove are now fully mainstreamed into the Council Service Development Plans.
  - Several projects have now formed into self-sustaining, social enterprises, such as GardenCare (Leicestershire) Ltd and Leicester West Carers Co-operative.
  - By building partnership with Sure start it is now likely that when Surestart transforms into the

children's centre(s) the NDC area will be included in this long term strategy.

- BCA, itself has looked at its future, and is now seen as a pioneering neighbourhood renewal company. The only one of its kind in Leicester. It has agreed its first Corporate Plan – “Gearing Up” (2006-09) that has reshaped its staffing arrangement, and put in place a governance approach that works towards forming a Charitable Trust to hold its assets. BCA's Forward Strategy will centre on an asset management approach, along with delivering services directly. From an operational point of view, BCA has adopted financial reporting that separates the company's business and finances from that of the NDC Programme. This enables the company to see what costs are incurred for the services it delivers and therefore provides information on which to base future plans.
- NDC is currently developing a long-term, shared vision for the area, through the national Mixed Communities Demonstration Project, under the working title “Blueprint for Braunstone”. This will set the platform for a new phase of physical renewal for Braunstone, which will maximise the use of “development value” uplift, so that it can support other regeneration activities over the next 20 years.
- It is anticipated that the new Delivery Plan for 2007-2009 will involve changes to current funding approach and challenges to partners on reducing and removing dependence on NDC funding. We will also support organisations to develop alternative strategies for sustaining service delivery through public procurement, fundraising, social and commercial enterprise and/or asset-based development.
- BCA is engaged with the LSP and the Local Area Agreements to identify partners who will carry our key projects into the mainstream by discussing and negotiating forward funding.

**Still need to address:**

- A trading/enterprise arm will be set up alongside the Charitable Trust to deliver regeneration services and provide a revenue stream for the Trust to utilise to continue regenerating Braunstone beyond the NDC Programme.
- Working with mainstream agencies such as JCP and LSC to look at employability for those furthest from the job market, to increase joined up thinking and sustainable responses to the employment situation. NDC needs to work to add value within the area to change the culture and behaviour of families where no one is in employment.
- Encouraging local employers to invest in workforce training and training for themselves.
- The challenge is getting organisations currently dependant upon NDC funding to change their approach and develop their capacity to become self reliant. Roll-out funding, training and local funding fairs, in collaboration with major stakeholders will start to address this.
- The BCA Trust will need to ensure it is able to develop and utilise its asset base via the removal of claw back to maximise the opportunities for raising additional finance to sustain activities beyond the end of the programme.
- Encouraging mainstream agencies to recognise that mainstreaming may add no extra costs to their budgets eg it may mean working in new and innovative ways.
- Developing exit strategies for services which will not be continued, working with local communities to identify appropriate services.

#### **4. Summary of overall progress against plans/targets and actual outcomes in respect of diversity and equality**

**Progress**

- Whilst still reliant on the 2001 Census key population statistics for the area, we are now much more aware of the diversification of the area through on the ground intelligence provided by key service providers e.g. Social Housing Providers; Sure Start and the Police. A review of property allocations by Leicester City Council (the largest Landlord in the area) reveals that of the properties allocated over the last year ethnicity was 58% White; 15% Black; 7% Asian; 2% Mixed and 18% no Data. This is a stark difference to the 2001 and Census which recorded the ethnic breakdown as 92% white; 1.5% Black; 3% Asian and 1% Mixed. Indeed, the number of people housed in Braunstone from ethnic minorities is increasing by 1% per year.
- The formation of the New Communities Task Group involving a broad range of statutory and voluntary agencies that deliver services in the area has provided a much needed mechanism for sharing information and planning events and services for new communities to the area. It also provides a forum for discussion and action in regards to serious issues such as racial harassment and anti-social behaviour.
- BCA is also an active participating agency with the Racial Harassment Action Group Monitoring Project and thereby contributes to the City's racial harassment Common Monitoring System. This aims to establish a consistent approach in dealing with racist incidents across the City and BCA will provide a lead

to other agencies working within Braunstone to encourage them to become a participating agency.

- Through partnership with Braunstone Sure Start and BCA, local service providers were offered a series of high quality training events for both strategic managers and field workers. Training included “Culturally Competent Services”, “The Race Equality Agenda”, “How to communicate effectively with non-English speakers” and “Equality Impact Assessment”. Agencies involved have made an in principle commitment to apply the training, in particular the Equality Impact Assessment, to their local service provision.
- During 2006, BCA has lead on a range of events that have been inclusive and diverse. Braunstone Community Carnival in July saw 15,000 attendees and was clearly diverse in its effort to reach all sections of the community. Joint planning by the New Communities Task Group has also provided a series of ‘Welcome to Braunstone’ events, specifically targeted at newcomers to the area, who are in the main from New Communities. These events are aimed at making people feel welcome and valued and providing them with pertinent information on local services. Other local events have included the Cultures Week on our local community radio Vision FM, Black History Week at the Grove (Young Peoples Centre), Exchange events between the local Older Peoples Sheltered Housing Schemes.
- Targeted work with local residents with “special needs” has continued through the Red Cross Disability Programme. In addition, the play services provided by St.Peters Church offer truly integrated and inclusive opportunities for children over 8 years.
- The peer-led approach within the Families in Focus project is successfully training local residents to engage with families who are isolated and would normally be considered ‘hard to reach’. This involves volunteers supporting residents in their homes.
- Philosophy for Children is based upon a community of enquiry and develops tolerance and understanding of others in a safe environment where children are able to discuss differences. This approach has had a noticeable impact on bullying and anti social behaviour in schools.
- A number of new projects have been launched during the last year that provide better services and support for elderly people, low income and financially excluded families e.g. Clockwise Credit Union (Braunstone Branch), Benefits Advice, Legal Advice and the Age Concern Be-friending service.
- The Streetvibe Youth Inclusion Project continues to engage with those groups of young people who are not accessing other young peoples provision in the area. As a result the project has enabled more young people from varied backgrounds, genders, ethnic origins and with different abilities to engage with the structures and processes that directly affect them as young people or members of the wider community.
- The Youth Action Fund has enabled more young people to access resources and equipment so that they and their groups can have a positive impact on their surroundings. The Youth Action Fund and the Youth Project has proven a good method of engagement, especially with young people from new communities in Braunstone.
- The programme has now adopted a much more accessible and pro-active approach to equality monitoring for projects. This has resulted in a much better response from projects.
- A joint regular programme of awareness sessions for Directors and staff has been established on all aspects of equality and diversity to ensure knowledge and skills are up-to-date
- All Directors, and Resident Directors in particular, are encouraged to take advantage of training events and awareness sessions that are provided either in-house or externally to widen their knowledge, expand their network of contacts throughout the City and the regeneration field as a whole and encourage them to bring forward new ideas and ways of working
- BCA has adopted a Corporate Communications Strategy which, together with a Branding & Public Relations Support pack, has ensured a consistency of approach and one that has ready recognition

#### **Still to be addressed**

- There needs to be a comprehensive socio-economic database and in-depth understanding of varied communities and their needs developed and shared with all major partners, supported by embedded community involvement and consultation.
- Ensure that local agencies carry forward their in principle commitment to Equality Impact Assessment into action.
- Ensure that all Project delivery agencies within the programme are pro-active in their approach to the equality element of monitoring and providing information and evidence on beneficiaries, in order to understand reach and gaps.
- Ways of re-energizing the Equality and Fairness Policy and activity, ensuring it remains at the forefront of partners’ agendas.
- Impact assessment procedures need to be developed further
- Development of further methods of measuring more effectively the level of access to projects and mainstream services by hard to reach groups.
- An independent evaluation of resident involvement will identify any gaps in engagement and participation and inform future activity
- Ensuring that a robust monitoring system regarding project and theme outputs is incorporated. Additionally, current information sources need to be analysed with regard to equalities issues rather than for general population trends in key areas.

## 5. Key examples of learning that has taken place, and which has benefited outcomes, over the year

### Progress

In terms of the NDC Programme:

- The BRITE Centre has been open for around 12 months, and is now seen as a “flagship” example of a “one-stop-shop” approach for City Council advice/contact points. There is clear intention for the BRITE Centre model to be “rolled-out” in neighbourhoods across the City.
- Improvements at key stage 4 will clearly not happen whilst the curriculum on offer remains a predominantly academic one with GCSEs as the measure of success. For this reason we have decided to tackle the problem head on by developing a purpose built Vocational Skills Centre for the delivery of a vocational curriculum at 14+. This project will be the leading initiative in the City’s response to the Governments 14 -19 agenda and will bring real kudos to Braunstone.
- We have learned that creative approaches and content in projects delivers the biggest improvements in changing self esteem and confidence in schools and communities. Future focus will therefore be around creativity and the arts.
- Several Interim Evaluations have generated knowledge and ensured continued support for a number of projects (e.g. Clockwise Credit Union). Final Evaluations have also demonstrated that in many aspects of the NDC Programme the “Invest to Save” concept has actually been fully realised.

In terms of BCA:

- The BCA Board has matured and become stronger as it sees the positive impact of decisions taken some years ago come to fruition. It has tackled difficult issues in a determined manner and has, again, seen the positive impact of its decisions.
- BCA has adopted a Corporate Communications Strategy which, together with a Branding & Public Relations Support pack, has ensured that a consistency of approach is adopted
- The BCA Board meets regularly and separates its business into that relating to the NDC Programme and that relating to the Company. This enables Directors to see the two as inter-related yet not the same which is important in terms of the future of the company after the NDC Programme has ended.
- Tighter internal monitoring of projects, especially in terms of ethnic minority reporting, has helped to focus on improving performance across all themes in terms of outputs, milestones & budgets.
- BCA’s excellent demonstration of good practice was recognised in being awarded “Runner-Up” in the “Most Outstanding NDC” category at the national NDC awards. As well as being a “Finalist” in the Deputy Prime Ministers Award for Sustainable Communities.
- The Residents Survey at the Community Carnival, undertaken by BCA in July 2006, has enabled the Board to review and re-prioritise the main issues for the next 2 years
- There has also been extensive learning from elsewhere including:
  - Being part of the national learning events, as part of the Mixed Communities Demonstration Project. This has ensured that new models, relating to capturing “development value” and working with developers, are now being seriously investigated to see if appropriate for Braunstone
  - NDC national and regional learning theme meeting
  - Hosting and attendance at National Conferences
  - Being host and case study for the Common Purpose Programme in Leicester and Leicestershire

### Still to be addressed:

- Theme leads and groups should make more systematic use of evaluation during the projects’ lifetimes to inform their decision-making.
- All NDC projects are audited by the Accountable body, but we need to develop a framework to make best use of the audit report to develop the agency and link them in with other infrastructural agencies
- Organise Evaluation seminars on good practice in a range of theme and regeneration areas involving mainstream partners and NGOs.

## 6. Summary of issues to be addressed and which will form the basis of the year’s action/delivery plan

- Agree and finalise shared vision for the future of the area to the end of the programme and beyond
- Focus on the key priorities expressed in the Report, especially driving forward the agenda around vocational training and “Skilling-Up”.
- Ensure tracking of outcomes for all projects becomes tighter
- Introduce and embed methods to measure more effectively the level of access to projects and mainstream services by hard to reach groups
- Secure commitment from service providers to narrow the gap in health inequalities between the NDC area and the wider LA boundary.

