![Leicester City Council logo]

Leicester
City Council

Cabinet   **20 May 2002**

A Programme for Neighbourhood Renewal 2002 - 2004

Report of the Director of Housing

1   Purpose of Report

1.1   This report details the priorities of the neighbourhood renewal fund (NRF) in 2002/3 and 2003/4. It also seeks to establish a scheme of delegation for spending the fund and future monitoring and reporting arrangements.

2   Summary

2.1   This report makes recommendations on a programme of use of the NRF that has two elements, one described as core and the other as partnership activities. A full description of both the apportionment and its rationale is given (para 2 and 3); the report provides a description of the priorities established under each element of the fund (para 4 and 5). Details are given of how the fund is to be managed, the effectiveness of its uses measured and the support given to assist partnerships and services realise the funds potential (para 6 and 7). The Balanced Score card and a table of priorities against targets are shown in the appendices.

3   Recommendations

3.1   Cabinet is asked to agree the following recommendations:

a) Agree the priorities developed and funding allocations as agreed by the Leicester Partnership at its meeting on 24 April 2002 and detailed in paras 4 and 5 and table 2.

b) Agree the balanced score card as appended and to confirm it's use as a pre evaluation tool.

c) Agree to delegated authority to be given to the Corporate Directors for Housing and/or Culture and Neighbourhood Renewal in consultation with Cabinet Lead for Housing and Neighbourhood Renewal to approve individual proposals that meet the requirements of the balanced score card and are agreed by the NRF sub group of the Leicester Partnership.

d) A two stage process be adopted for approving individual projects with the following timetable:

Stage One
- At least 50 % of proposals submitted to the core regen team by 15 May 2002
- The NRF sub Group meet to discuss these on 20 May 2002
- Technical appraisal using the scorecard given from 15 May 2002
- Final approvals (under the scheme of delegation in c above) given from 24 May 2002

Stage Two
- All outstanding proposals to be submitted by 28 June 2002
- The NRF sub group meet to discuss these on 3 July 2002
- Technical appraisal using the score card given from 28 June 2002
- Final approvals (under the scheme of delegation in c above) given from 5 July 2002

e) In the event that any partnership or core activity do not put forward proposals by the timetable given in d) above or in the view of the NRF sub group have failed to submit proposals that meet the score card (see para 7) after support and opportunities to resubmit have been given the amount of outstanding funding will be vired between and within partnership and core activities to ensure the full and appropriate use of the fund, the cut off point will be the end of August in each year. In addition if any partnership forecast an underspend on their allocation to agree to that underspend being vired between and within partnership and core activities. Underspends will be identified from December in each financial year.

f) Agree to progress reports to be presented 6 monthly at the following meetings, the Leicester Partnership, and Cabinet briefing on Regeneration and Renewal.

4   **Headline Financial and legal Implications**

4.1   The NRF is £6.3 million this year (2002/3) and £8.4 million next year (2003/4) and comes to the Authority as unhypothecated grant. The Government gives each year's approval after it is satisfied with the performance of the Leicester Partnership and what the fund was used for in the preceding year.

4.2   The Council have to meet the conditions of grant laid out each year in a special report to Parliament in order to access this fund. The recent accreditation of the Leicester Partnership and the implementation of the approach recommended in this report will satisfy those grant conditions.

5   **Report Author/Officer to contact:**

Andy Keeling
Assistant Director of Neighbourhood Renewal
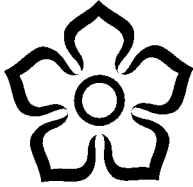
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A Programme for Neighbourhood Renewal 2002 - 2004
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SUPPORTING INFORMATION

1.   Background

1.1   March 31st 2002 marked the end of the first year of Neighbourhood Renewal Funding for the City. Leicester City Council was one of 88 local authorities to be awarded this 3-year programme of funding, with the City receiving around £18 million. Increasing amounts are received each year, based on demonstrating successful application of funding in the previous year.

1.2   The key purpose of NRF funding is to enable Councils and their strategic partners to develop improved methods and types of service delivery to deprived neighbourhoods as a basis for a more effective use of the £1 billion plus that they administer each year between them. The Government have set a range of floor targets across a range of issues that are aimed at raising levels of achievement and quality of life in deprived areas towards national levels overall.

1.3   In the first year, Leicester was allocated a total of £4.18 million and used this to support 39 separate schemes, which between them deliver a range of projects targeting a wide range of issues across the 13 wards in the City identified as key targets according to the Index of Deprivation, 2000.

1.4   Due to the fact that Government did not produce NRF guidelines until half way through the first year and doubled the amount of year one funding available at short notice, all NRF authorities were allowed to carry up to 50% of year one funding forward to the next financial year if necessary. Many NRF areas are struggling to reach this 50% spend mark, however, Leicester should have achieved around 60% of year one spend at the end of the financial year.

1.5   Projects and initiatives supported were developed following a competitive bidding round, which sought ideas from a wide range of groups and agencies across the City. A total of 120 bids were received and judged against their ability to address NRF priorities and Community Plan targets in deprived wards and this process resulted in the 39 projects finally agreed. All initiatives supported in year one received support for one year only. This was a deliberate policy in order to allow for the formation of a Local Strategic Partnership (The Leicester Partnership) which could then provide a platform for a more holistic approach to applying the £14.7 million of funding available in years two and three across the City.

1.6 The Leicester Partnership is the primary consultative body in the Council's decision-making process on the NRF, a practice that is stipulated in the conditions of grant for the fund.

2. Current and Future Developments

2.1 Since December 2001, the six theme partnerships created out of Leicester's first Community Plan have been meeting to develop priorities for action on a strategic basis during the next two years of NRF funding. The partnerships are concerned with: -

- Education
- Health & Social Care
- Crime & Disorder
- Employment & Regeneration
- Environment
- Equality & Diversity

2.2 Each Partnership was allocated an indicative amount of funding with which to begin planning priorities for action. The indicative allocations were based on a formula agreed by the Leicester Partnership in December 2001 and Cabinet in January 2002. A seventh Partnership dealing with Culture in the City was agreed to be considered on a cross cutting basis by the theme partnerships to ensure that cultural issues are accounted for in the action planning process.

2.3 Since those meetings the Council wrote to the NRF Sub Group and Partnership Chairs regarding using the NRF to provide more core support to the change agenda in Council Services. Also the Leicester Partnership requested funding for it's own Executive Support function. The funding needed for the revitalising neighbourhoods project has marginally increased now that accurate costings are available. Finally, all partnerships didn't consider the Cultural Strategy and Partnership as a cross cutting theme in the development of their priorities, and this report details a new small allocation to pump prime the activities within the Cultural Strategy.

2.4 This report sets out the implications of these changes, details the partnership strategies and sets out how all of the activities planned for the NRF can be effectively supported and monitored.

3 Developing a Consensus for Action

3.1 There is a total of £14 730k available through the NRF over the next two years. The Leicester Partnership and Cabinet had previously agreed indicative allocations to the theme partnerships totalling £12 200k. The remaining £2 530 was allocated to revitalising neighbourhoods and to pay for managing the fund, £730k was not allocated at that stage.

3.2 This report makes slight variations to the previous indicative commitments to appropriately deal with the new issues raised in para 2.3 above but gives as much protection as possible to the previously indicated partnership allocations. To protect partnership allocations the Council has reduced it's original request for £1.1million for Social Care Services and now seek support for £600k to principally

achieve Neighbourhood Renewal objectives, this amount will be subject to approval under the balanced score card as will all other activities. This amount will be primarily met from the unallocated £730k detailed in 3.1 above. Detailed in table 2 below are the revised allocations, separated into a core and partnership programme.

3.3   The Neighbourhood Renewal Fund is geographically targeted and based on a ward index of deprivation. This is a prime factor of the balanced scorecard. Appendix One shows Leicester's wards according to this index. Action targeted at deprived wards is a recurring factor in the balanced scorecard.

3.4   The Leicester Partnership has requested that consideration be given to developing management information systems of public and voluntary services in Leicester to enable a more co-ordinated planning framework that takes into account the geographical dimension of locality and neighbourhood need. A piece of work is currently underway to help scope this (from year one NRF) and it is recognised in the Diversity Partnership's priorities and in the reasoning of having an Executive Support Team. As this work is currently not properly scoped no specific allocation has been made, however this may need to be revised in year 3.

3.5   Core Programme

i. Executive Support – A figure of £186k supplied by the Leicester Partnership to contribute to providing support to the Partnership and delivering the Leicester Partnership action plan.

ii. Social Services – A figure of £600k supplied by the Social Services department. This will assist the department to achieve a programme of change they are already committed to with the NHS, Sure Start and Children's Fund programmes designed to remove barriers to health and social care, improve primary care facilities, reduce the number of looked after children and prevent delayed discharges from the city's hospitals.

iii. Neighbourhood Management – A figure of £1.72 million provided by the Revitalising Neighbourhoods project team. This is an increase of £220k on the previous indicative estimate given to Cabinet and the Leicester Partnership. Revitalising Neighbourhoods will develop community involvement and service improvements in each neighbourhood area. These are the implementation costs of establishing neighbourhood decision-making forums, neighbourhood planning and co-ordination of services, including the piloting of neighbourhood service delivery.

iv. Management and Monitoring – A figure of £290k supplied by the Assistant Director for Neighbourhood Renewal to provide on going support to the theme partnerships in their NRF activities and to manage and monitor the Neighbourhood Renewal Fund. This has been reduced by £60k since the last NRF report.

3.6   Partnership Programme

The remainder of the fund, £11 916k (81%) is to be allocated to the theme partnerships.   The methodology for apportionment of amounts between the partnership themes is the same as previously reported to Cabinet and the Leicester Partnership (except for a new 4% allocation in both years to the Cultural Partnership), as follows:

1) A base allocation of 5% to each of the 6 community plan theme/action partnerships.

2) A weighting of 1% for each ward deprived by theme from the IMD and 1% for each NRF floor target by theme.

3) In acknowledgement of crime and fear of crime being the biggest single concern of local communities the Crime and Disorder Partnership receives an additional 2%. Also education, receive an additional 10% to the base allocation and Health an additional 8%. This recognises the comparable size of these sectors and the need for more generous pump priming to effect the required change and improvement reflected in the floor targets.

4) The Cultural Partnership is allocated 4% of the partnership fund to pump prime it's strategy and engender new service provision to fit the objectives of the National Strategy for Neighbourhood Renewal.

This information is displayed in the table below.

Table 1

Theme Partnership	5% base allocation	Wards deprived by theme using the IMD at 1% per ward	NR floor targets at 1% per target	% Weighting for Crime and fear of crime, education and health	Sub total	Totals (including culture) %
Crime & Disorder	5	0	1	2	8	7.5
Education	5	17	2	10	34	32.75
Health	5	9	3	8	25	24
Leicester Regeneration Agency	5	4	2	0	11	10.5
Diversity	5	9	1	0	15	14.5
Environment	5	0	2	0	7	6.75
Cultural	0	0	0	0	0	4
Total	30	39	11	20	100	100

3.7 As before the Diversity Partnership benefits from two thirds of their total allocation being derived from housing deprivation and targets. Achieving the Decent Homes Standard in deprived wards will need to be reflected in their programme development as will support for people from abroad. Also the Education and Health Partnerships should seek to link activities with the Children's Fund and it's priorities.

3.8 The table below shows the amounts in figures comparing the position previously reported to the Leicester Partnership and Cabinet.

Table 2

USE	PARTNERSHIP	YEAR 2 £(000S) Previous position	YEAR 2 £(000S) Now	YEAR 3 £(000S) Previous position	YEAR 3 £(000S) Now
An allocation to each (Community Plan) theme partnership.	Crime and Disorder	410	**370**	566	**524**
	Education	1742.5	**1615**	2405.5	**2288**
	Health and Social Care	1281.25	**1183**	1768.75	**1677**
	Regeneration (Jobs)	563.75	**518**	778.25	**733**
	Diversity	768.75	**715**	1061.25	**1013**
	Environment	358.75	**333**	495.25	**471**
	Culture	0	**197**	0	**279**
	Sub Total	**5125**	**4931**	**7075**	**6985**
Exec support team	Leicester Partnership	0	**83**	0	**103**
Refocusing services	SSD	0	**300**	0	**300**
Neighbourhood management and improved neighbourhood services.	Revitalising Neighbourhoods	750	**860**	750	**860**
Management and monitoring costs		150	**140**	200	**150**
TOTAL		**6000**	**6314**	**8000**	**8398**

3.9 An assessment of how each of these activities will contribute to targets identified as fitting with the NRF is provided in appendix 2 which, references the national floor targets the City's PSA targets and the Community Plan targets.

4   Partnership Priorities

4.1   The priorities detailed in this next section are the culmination of over 3 months work and deliberations by the theme partnerships. Each partnership has had full autonomy in this process, except they had to work to the framework already set out by the Leicester Partnership and the Council's Cabinet.

4.2   Education Partnership

   i)   *Language and Literacy*

This priority will address three core areas namely, Early Years – where funding will be provided to support early literacy developments through the Early Years Development and Childcare Partnership working with the Libraries Service, Schools - where funding will be provided to develop the capacity of schools and groups to

engage with local communities on language and literacy issues, and Post 19 - where funding will be provided to support the better coordination of basic skills provision in disadvantaged wards to develop the capacity of voluntary organisations, supply of tutors, coordinate and target providers to key groups and communities.

ii)   *Disaffected Young People*

This priority will be aimed at the development of a team of part-time staff focusing their work, in partnership with cluster youth teams and other agencies on "at-risk" and/or disadvantaged young people in wards covered by NRF.

iii)   *Skills and Knowledge Strategy*

This priority will involve the development of a Learning Strategy which will detail what actions will be taken to develop the capacity of local community leaders and groups to engage in effective community development and regeneration programmes. The Strategy will also cover the skills knowledge and development needs of front line staff and managers who work in regeneration and renewal areas to ensure they have the capacity to work in ways that promote community capacity building.

Members from the Education Partnership indicated at the Leicester Partnership meeting on the 24 April 2002 that the partnership might revise some of their priorities.

4.3   Health & Social Care Partnership

i)   *Existing Commitments*

This priority involves building on and maintaining activity of proven value from NRF Year one.

ii)   *Modernisation/Brokering Change*

This priority will develop short life projects that accelerate change in services, which can be picked up by redirected mainstream funding.

iii)   *Public Service Agreements*

This priority will provide further funding in support of PSA work to accelerate change in NRF areas.

iv)   *Addressing Health Inequalities*

This priority will build on existing HAZ work or develop new short life projects.

v)   *Synergy with other Funding Streams of the NRF*

This priority aims to utilise the opportunity that exists to develop joint bids with other Theme Partnerships.

4.4   Crime & Disorder Partnership

i)   *Adopt a Holistic Approach to Reducing Specific Crimes of Burglary, Violent Crime and Vehicle Crime*

ii)   Reducing Crime in the City Centre

iii)   Domestic Violence

iv)   Racial Harassment

v)   Victims of Crime

vi)   Anti-Social Behaviour

vii)   Drugs

All of these priorities are reflected in the new Crime and Disorder Strategy for the City. These priorities for action will be targeted at the wards most disadvantaged through crime, evidenced from the latest crime and disorder audit of the City.

4.5   Employment and Regeneration Partnership (LRA)

i)   Increasing Employment Rates

ii)   Sustainable Enterprise, including Support to SME's and Alternative Social Enterprises.

iii)   Encourage Established Agencies to Develop Inward Investment in Deprived Areas.

iv)   Develop Themes of Communication and Development in Local Neighbourhoods alongside the City Council's Revitalising Neighbourhoods Initiative.

4.6   Environmental Partnership

i)   Improve Air Quality

This priority aims to improve air quality with the city by reducing the quantity of pollutants produced by transport by reducing car travel and encouraging more journeys by cycling, walking or public transport.

ii)   Waste Reduction and Resources

This priority aims to promote the reduction, re-use or recycling of waste and the sustainable use of water and other resources.

iii)   Wildlife Habitats and Access

This priority aims to protect, promote and enhance wildlife habitats. It will also improve access, use and enjoyment of the local natural or historic environment.

iv)   Environmental Education & Training

This priority aims to increase awareness and understanding or environmental issues through both the formal education system and amongst the wider community.

v)   *Energy*

This priority aims to increase energy efficiency or the use of renewable energy.

vi)   *Pollution*

This priority aims to reduce air, water or land pollution.

4.7   Equality & Diversity Partnership

i)   *Baseline Data Research & Development Programme*

This priority aims to provide a contribution towards the collection and maintenance of baseline data across all Theme Partnerships.

ii)   *Equality & Diversity Awareness Programme*

This priority aims to meet the equality and diversity needs of the LP and the Theme Partnerships by supporting them in the development of their respective strategies.

iii)   *Excluded Groups Capacity Building Programme*

This priority aims to develop a pilot initiative with three separate excluded groups within three of the thirteen most deprived wards, which will address their capacity building needs.

iv)   *Equality & Diversity Theme Partnership Capacity Building Programme*

This priority aims to provide a contribution towards the development of a Capacity Building Programme for the Theme Partnerships in order to enable them to develop their capacity and to carry out their function effectively.

v)   *Equality & Diversity Barrier Identification & Removal Programme*

This priority aims to identify and develop a range of tools that can identify barriers within the statutory, business and voluntary sectors and can be used to create holistic, inclusive services.

vi)   *Equality & Diversity Legislation & Bureaucracy Training Programme*

This priority aims to organise a range of training events to inform individuals and organisations of legislative and other changes that have/will be taking place around the issues of equality and diversity and to develop steps to effect change. The proposal also seeks to inform translators and interpreters of key factors surrounding bureaucratic procedures and practices, which will have an impact on their work.

vii)   *Innovative Equality & Diversity Information Programme*

The aim of this priority is to research and develop a range of innovative initiatives that addresses one of the main barriers for people to participating

fully in society namely, lack of access to appropriate and accurate information in a sustained way.

viii)   *Equality & Diversity Housing Issues Programme*

This priority aims to address the housing related issues surrounding equality and diversity such as accessibility, warmth and factors affecting vulnerable groups such as rough sleepers and people from abroad.

4.8   The Cultural Partnership

i)   *To invest in the development of cultural activity which contributes to the economic, social and personal well-being of individuals at all stages in their lives and to increase access to, and participation in, cultural activity*

ii)   *To invest in cultural activity and opportunity which contributes to the sustainable development of our neighbourhoods by empowering individuals and communities*

iii)   *To increase a city centre which exemplifies the richness of the city's cultural diversity and which is accessible and welcoming to all*

iv)   *To exploit fully the potential of cultural activity to contribute to the economic regeneration of the city*

v)   *To develop the quality and range of cultural activity and opportunity in Leicester in sustainable ways*

vi)   *To sustain and make best use of all existing financial, physical and human resources for the nurture of cultural opportunities and to attract new investment through which to improve and expand Leicester's cultural sector.*

These priorities are reflected in the city's cultural strategy, partners will need to demonstrate how initiatives meet at least one of the above objectives and the criteria of the NRF programme reflected in previous reports and the balanced scorecard.

5   The Core Programme

5.1   Executive Support Team

Leicester Partnership aims to establish a partnership development team to deliver its objectives. This is consistent with government guidance on local strategic partnerships and the findings from the LGA regeneration pathfinders.

The team will work across the city's strategic partnerships to deliver improved public services by tackling some of the known problems around partnership working in the city. These include:

- Lack of a common/shared/unified information base
- Mismatched timescales across partner agencies (i.e. planning)
- Differences in organisational cultures and the need for managed programmes of change across organisational boundaries
- The need for common processes such as community development

- The lack of shared or synergistic strategies
- The lack of common performance management and planning frameworks

Each year Leicester Partnership has to submit an action plan to the Government Office for the East Midlands and go through a process of accreditation. Leicester Partnership has identified that it will not be able to deliver its forthcoming work programme successfully without using an element of year 2 and 3NRF allocation and will shortly submit a business case to GOEM to that effect.

The successful completion of Leicester Partnership's forthcoming work programme is critical to the third year allocation of NRF funding. Since failure to be re-accredited could lead to a delay in or withdrawal of Leicester's allocation which would have a severe impact on the city.

5.2 Social Services

This will assist the department to achieve a programme of change they are already committed to with the NHS, Sure Start and Children's Fund programmes designed to remove barriers to health and social care, improve primary care facilities, reduce the number of looked after children and prevent delayed discharges from the city's hospitals.

5.3 Revitalising Neighbourhoods

The City Council has, over the last twelve months, been planning and developing its most significant programme of change since Local Government Re-organisation in 1997, the Revitalising Neighbourhoods project.

The project has two primary goals: To increase the level of involvement by local people in their communities and in the decisions made about their communities; and to improve the delivery of services to local communities.

These goals reflect the fundamental objectives of the National Strategy for Neighbourhood Renewal and indeed the NRF, in that they will enable the Council to develop improved methods and types of service delivery to identified deprived neighbourhoods.

Examples of planned developments include the establishment of local forums to enable communities to influence decisions about the delivery of services, and to make decisions on the spending of new additional area budgets. A wide range of services will be examined to find ways of improving the extent to which they are locally co-ordinated or managed. There will also be significant improvements to the accessibility of Council services and information. Central to these developments will be the employment of ten 'Neighbourhood Managers' who will work with forums, elected members of the council, partners and service managers to ensure these improvements are brought about.

NRF finance is required to pump prime this two year programme of operational, structural and cultural change that will lead to sustainable improvements in Council services and contribute to addressing social exclusion in the City.

5.4 Management and Monitoring

In the first year the City Council have born the administration, management and monitoring costs of the Neighbourhood Renewal Fund to enable as many proposals

to be developed as possible. This position cannot be continued into years two and three on what will be a £14.7 million programme. This idea reflects that Leicester City Council is ultimately responsible and accountable to Government for this fund and robust management and monitoring mechanisms are necessary (please see section 6 for a fuller explanation of this role).

6   Next Steps and Systems of Delegation

6.1   Each partnership has been given until mid May to send to the Council proposals that account for at least 50% of their total allocation. These proposals will be reviewed by the NRF Sub Group of the Leicester Partnership. The sub group will look at strategic fit, synergy, duplication and value for money aspects of proposals. The proposals will also have a technical appraisal carried out by the Core Regeneration Team using the balanced scorecard. The technical appraisal will include an environmental and equality check involving a specialist of those areas. Partnerships will then have to submit any outstanding proposals by the end of June to go through the same process.   Proposals will need to score at least 50% against the score card.

6.2   Once proposals have been appraised they will be sent to the Cabinet Lead for Neighbourhood Renewal and the Service Director for Neighbourhood Renewal/Assistant Director for Neighbourhood Renewal under delegated authority from Cabinet for approval.

7   Support, Monitoring and Management

7.1   In the last report to both the Leicester Partnership and Cabinet on uses of the NRF, it was agreed that a balanced scorecard should be developed and used to assess all detailed projects/initiatives developed to deliver the NRF priorities. The scorecard refined by the NRF sub-group is detailed in appendix 3 attached.

7.2   The City Council's Regeneration Team will have the responsibility for appraising all individual projects developed by the theme partnerships prior to them being approved to commence spend. The balanced scorecard will be used as a basis for the appraisal process and all individuals or organisations developing ideas will be aware of the scorecard and, hence, the issues that they will be judged on. This process should ensure that projects developed are: -

- Well justified in terms of need
- Practical and deliverable – with capable management arrangements
- Have clear targets for improvements which satisfy national and local targets for improvement
- Can be effectively evaluated to demonstrate good practice

It is extremely important that this process is objective and robust in order to satisfy both the requirements of the Government's Regional Office, which will closely monitor activities and progress on a regular basis and ourselves.

7.3   The Regeneration Team, will also work closely with the Theme Partnerships to assist them develop robust action plans and the individual projects that will deliver the partnerships priorities. This will be in an advisory and facilitating capacity, with the prime responsibility for developing and managing individual projects clearly resting within the Partnerships and their member organisations. It is, however

recognised that there must be a clear distinction between those officers working on developing projects and those responsible for appraising them and this distinction will be ensured to avoid potential conflict of interest.

7.4   The Regeneration Team will formally monitor the progress of individual projects over the life of NRF, providing regular reports to the Leicester Partnership, Cabinet and GOEM as required. The Team will also work actively with projects experiencing difficulties to help resolve problems where possible.

7.5   One of the most important aspects of the whole monitoring and management arrangements will be in ensuring a robust system of evaluation. Establishing a clear mechanism for evaluation will need to be built into individual projects from day one to allow clear targets for improvements to be set and for outcomes and good practice to be monitored over time. This process will provide a sound platform for ensuring that good and cost-effective practice established through the application of NRF funding, is sustained through mainstream funding in the future.

8   Other Implications

OTHER IMPLICATIONS	YES/NO	Paragraph References Within Supporting information
Equal Opportunities	Y	Throughout
Policy	Y	Throughout
Sustainable and Environmental	Y	Throughout
Crime and Disorder	Y	Throughout
Human Rights Act	N	
Elderly/People on Low Income	Y	Throughout

9   Background Papers

9.1   Background papers are held at the Braunstone Police Station and include:

- Local Strategic Partnerships – Government Guidance (2001)
- Notes of the NRF Sub Group (2001)
- Lessons Learnt from 1st Year (Leicester City Council 2001)
- Report to Cabinet (Jan 2002)
- Report to the Leicester Partnership (Dec 2001)
- Government's conditions of grant (March 2002)
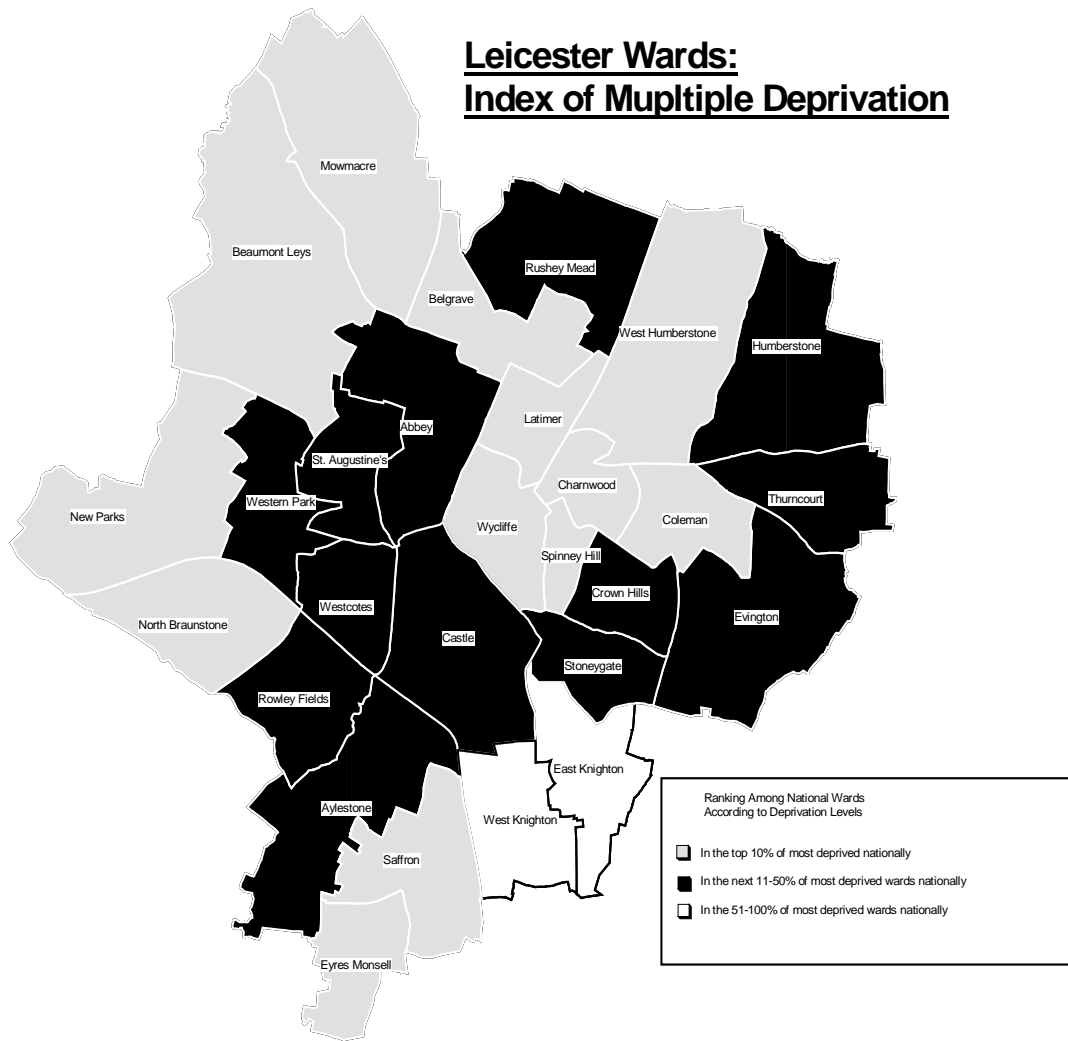
10.   Consultations

10.1   This report has been developed by the NRF sub group of the Leicester Partnership. The sub group includes representation from each of the Community Plan theme partnerships and the Cultural Partnership.

11.   Report Author

Andy Keeling
Assistant Director – Neighbourhood Renewal

Leicester Wards:
Index of Mupltiple Deprivation

Ranking Among National Wards
According to Deprivation Levels

☐ In the top 10% of most deprived nationally

■ In the next 11-50% of most deprived wards nationally

☐ In the 51-100% of most deprived wards nationally

Analysis of Leicester Partnerships Six Theme Partnership Priorities and the NRF Floor Targets, PSA Targets and Community Plan Targets

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Introduction

The tables below combines the three sets of targets which initiatives supported under NRF Years 2 & 3 funding are expected to take into consideration when being developed. Initiatives are expected to hit where possible at least one of the NRF Floor Targets and one or more of the PSA and/or Community Plan Targets.

The table is divided into five columns:

Column 1 – Theme Partnership

This column identifies which of the six Theme Partnerships the table relates to.

Column 2 – Theme Partnership Priorities

The various priorities identified in the Outline Action Plans of the 6 Theme Partnerships are listed in this column. Where a priority directly relates to one or more of the targets within the three sets of targets it is colour coded to indicate this. Where there is no direct relationship the priority is coloured in grey. Some of the priorities are very general in nature and the grey colouring can in some cases indicates that the priority could indirectly achieve some of the targets.

Column 3 – NRF Floor Targets

The NRF Floor Targets are taken from the NRF documentation. Any of the targets which could relate to the priorities of the Theme Partnership are listed.

Column 4 – PSA Targets

The PSA targets are the local targets taken from the LCC "Local Public Service Agreements March 2002" Draft document. These targets have yet to be agreed with the Government and may be subject to change. Any of the targets which could relate to the priorities of the Theme Partnership are listed.

Column 5 – Community Plan Targets

The Community Plan Targets were taken from the Community Plan Progress Report of 27th February 2002. Please note that any targets with a target date prior to April 2002 are not included in the table. Any of the targets which could relate to the priorities of the Theme Partnership are listed.

How the Tables Work

Each table contains the priorities of the respective Theme Partnership, where the priority relates to one of the 3 sets of targets it has been colour coded in the same colour, e.g. Under the Education Issue the Education Theme Partnership priority of Disaffected Young People relates to the NRF, PSA and Community Plan Targets dealing with improvements in GCSE grades, thus this priority has been colour coded in light green.

Where there is a similarity between the two or all three sets of target within each issue these have been shaded in the same colour, e.g. under the Theme Partnership of Education there is a similarity between the NRF, PSA and Community Plan Targets on the topic of GCSE grades thus these are all shaded in green. Also under the Theme Partnership on Crime and Disorder there is a similarity between the NRF and PSA targets on the topic of domestic burglary thus these have been shaded in yellow.

Where there is no direct similarity between a Theme Partnership Priority and any of the targets it is shaded in grey. This indicates that the priority could indirectly contribute to meeting one or more of the targets but that more details of the precise nature of the priority would need to be provided.

In addition, a number of the Theme Partnership priorities have an endnote which indicates where there may be an opportunity for synergy with the priorities of other Theme Partnerships.

Theme P/S	Theme P/S Priorities	NRF Floor Targets	PSA Targets	Community Plan Targets
E D U C A T I O N	Disaffected Young People	Increase the percentage of pupils obtaining 5 or more GCSEs at A* to C, with at least 38% to achieve this standard in every local authority area by 2004.	46% of pupils obtaining 5 or more GCSEs at grades A*-C in the summer 2004 examinations.	By July 2002 41% of pupils to achieve five or more A-C at GCSE.
				By July 2002 95% of pupils will achieve one or more A-G at GCSE.
			7 children leaving care achieving 5 GCSEs Grade A*-C.	Reduce pregnancies amongst those aged under 18 by 55% by 2010.
		Increase the percentage of pupils obtaining five or more GCSE's at A*-C, with at least 25% in every school by 2006 (20% by 2004).	5.8 looked after children per 1000 of all children aged 0-17 years.	To reduce the number of permanent exclusions to 78 by July 2000-2002.
				Reduce number of permanent exclusions among KS3 & KS4 (yr. 9) by 50%.
		All local education authorities to have at least 78% of their 11 year olds at level 4 or above in English and Mathematics by 2004.		Reduce number of children who need to be looked after by Local Authority annually in April.
				Reduce number of children who have been on the Child Protection Register for more than 2 years annually in April.
		Reduce by at least 60% by 2010 the conception rate among under 18's in the worst 20% of wards, thereby reducing the level of inequality between these areas and the average by at least 26% by 2010.		Reduce number of looked after children permanently excluded from school.
	Language & Literacy	All local education authorities to have at least 78% of their 11 year olds at level 4 or above in English and Mathematics by 2004.		By July 2002 75% of all 11 year olds to achieve the national standards in reading, and 70% of all 11 year olds to achieve the national standards in mathematics.
	Skills & Knowledge Strategy		Increase ICT accesses by an additional 7% to 86,220 accesses.	Increase opportunities for independent learning by increasing the number of public access PC's in libraries from 55 to 160 by April 2003.
			8 workstations per 10,000 population by 2004/05	
	Supporting Mainstream Education Spending in NRF Wards		912,489 people attending arts activities and events.	To enable at least 30,000 children aged 4-18 to experience visiting a museum in an organised group. April each year.
			7.33 visits to public libraries per head of population.	Raise the number of pupils receiving high quality inclusive education in mainstream school settings by July 2002.
			1,067 visits to museums per 1000 population	
			80% increase in the take up of electronically delivered services at march 2003 baseline plus 100%.	Provide free family events in all museums by April 2002.
			10% increase in paid for Council services capable of electronic payment by March 2003.	Schools placed in special measures to be removed from this category within by July 2004.
			Increase the efficiency, economy and effectiveness of council services by greater than 2% per year	Schools with serious weaknesses to have addressed the key issues by July 2004
				Provide a free part-time place for every three year old whose parents want one by Sept 2004.
				Have set up at least 360 new Out of School Childcare places for 720 children by July 2003.
				Increase the number of learners accessing Lifelong Learning working with the Leicester Lifelong Learning P/S by August 2002.
				By 2004 there should be a childcare place in the most disadvantaged areas for every lone parent entering employment.
				To address the under-representation of ethnic minority teachers, governors and education staff.
				To hold a partnership conference each year.
				To expand the development of arts and craft activities for children 5-16 years of age from May 2001 – March 2003.
				In partnership with LCC and the Youth Sport Trust to support the continued work of the "Sport through Education" strategy which seeks to improve PE and sport opportunities within schools.

Theme P/S	Theme P/S Priorities	NRF Floor Targets	PSA Targets	Community Plan Targets
E M P L O Y M E N T & R E G E N E R A T I O N	Increasing Employment Rates	Over the 3 years to 2004, taking into account the economic cycle, increase the employment rates of the 30 local authority districts with the poorest initial labour market position. Ensure a reduction in the difference between employment rates in these areas and the overall rate.	1,409 referrals by the Employment Service to Work Based Learning for adults (baseline + 10% year on year)	Increase employment in the regeneration area by 2000 new jobs by 2010.
			Government target plus 10% (current target is 40% of starts on training programme into jobs)	Safeguard 2000 textile jobs by 2009.
			120 Somalians helped into employment by the City Council and Jobcentre plus.	Safeguard 1500 tech jobs by 2009.
				Increase new jobs in printing and publishing by 1600 by 2009.
		Over the 3 years to 2004, taking into account the economic cycle, increase the employment rates of people with disabilities, lone parents, ethnic minorities and over 50's, and narrow the gap between these rates and the overall rate.		
	Sustainable Enterprise, Including Support of SME's and Alternative Social Enterprises	Generate more sustainable enterprises in disadvantaged communities.		Support new initiatives and Time Banks equivalent to 5 new schemes by July 2002.
				Support at least 20 newly established and start-up co-ops, community enterprises each year at April.
	Encourage Established Agencies to Develop Inward Investment in Deprived Areas	Improve the economic performance of all regions, measured by the trend growth in each region's gross domestic product per capita.		Develop a Cultural Quarter for the city in St George's Square by Dec 2008/09.
				Develop a major new sports and leisure community facility in Braunstone by 2002/03.
	Develop Themes of Communication and Development in Local Neighbourhoods Alongside the Revitalising Neighbourhoods Initiative			Develop a Heritage quarter in the Castle Park area by March 2005.

Theme P/S	Theme P/S Priorities	NRF Floor Targets	PSA Targets	Community Plan Targets
C R I M E & D I S O R D E R	Adopt a Holistic Approach to Reducing Specific Crimes of Burglary, Violent Crime and Vehicle Crime	Reduce domestic burglary by 25% with no local authority district having a rate more than 3 times the national average by 2005.	Reduce domestic burglary in Leicester by x% (Figure to be agreed with C&D P/S 28th March 2002).	
	Reducing Crime in the City Centre ii			
	Domestic Violence			
	Racial Harassment			
	Victims of Crime			
	Anti-Social Behaviour iii			
	Drugs iv			
			Reduce to 89 the number of people killed or seriously injured on all roads in Leicester	20% reduction in people killed/seriously injured in road accidents by 2005.
				25% reduction in the number of children killed/seriously injured in road accidents by 2005.

Theme P/S	Theme P/S Priorities	NRF Floor Targets	PSA Targets	Community Plan Targets
H E A L T H & S O C I A L C A R E	Existing Commitments	By 2010, to reduce the conception rate among under 18's in the worst quintile of wards by at least 60%, thereby reducing the level of inequality between the worst quintile and the average by at least 26% by 2010.		Reduce pregnancies amongst those aged under 18 by 55% by 2010.
	Modernisation / Brokering Change			
	Public Service Agreements	Starting with Health Authorities, by 2010 to reduce by at least 10% the gap between the quintile of areas with the lowest life expectancy at birth and the population as a whole.		
	Synergy with Other Funding Streams of the NRF			
	Addressing Health Inequalities		30% overall manual workers smoking by 2005.	Reduce smoking amongst children to less than 11% and adults to less than 26% by 2005.
			12 households receiving intensive home care per 1000 adults aged 65+	Increase number of people 65+ who are helped to live at home by 2004.
			5.8 looked after children per 1000 of all children aged 0-17 years.	Reduce number of children who need to be looked after by Local Authority annually in April.
				Reduce number of children who have been on the Child Protection Register for more than 2 years annually in April.
				Reduce number of looked after children permanently excluded from school.
			110 admissions of supported residents aged 65+ to residential care	Reduce number of deaths from coronary heart disease by 40% in under 75's and 20% from cancer by 2010.
			1.5% growth rate in emergency admissions for older people 75+	Have a unified planning process for health & social care services which determines priorities for service development by December 2002.
			5,586 swims and visits to sports facilities per 1000 population.	Reduce maximum wait for inpatient treatment to 6 months by end 2005.
			80% increase in the take up of electronically delivered services at march 2003 baseline plus 100%.	Reduce maximum wait for outpatient appointment and improve access to primary care professional within 24hrs and GP within 48hrs by 2004.
			10% increase in paid for Council services capable of electronic payment by March 2003.	Develop wider range of integrated intermediate care schemes for older people by reducing admissions to hospital by April 2004.
			Increase the efficiency, economy and effectiveness of council services by greater than 2% per year	Continuously improve educational attainment of children in care annually in July.
				Continuously increase access for disabled children to community activities annually in April.
				Increase participation of problem drug users in drug treatment programmes by 55% by 2004.
				Increase number of people who have regularly walked continuously for a mile at a brisk pace by 30% by 2007.
				Increase designated smoking free public areas and workplaces by 10% year on year.
				Reduce mortality rate arising from suicide and undetermined injury by 20% by 2010.
				Reduce the number of older people needing hospitalisation as a result of a fall by 10% by April 2005
				Reduce by 30% the number of children aged 14 and under attending A&E for treatment of accidental injuries by April 2005.

Theme P/S	Theme P/S Priorities	NRF Floor Targets	PSA Targets	Community Plan Targets
E N V I R O N M E N T	Pollution v		75% of street inspections meeting the grade acceptable or above in the city centre under the Public Cleansing Contract Cleansing Index	4% reduction in car trips to city centre in the morning by 2006.
				20% increase in bus trips by 2006.
	Improve Air Quality vi	Improve air quality in the most deprived areas by meeting our National Air Quality Strategy targets for carbon monoxide, lead, nitrogen dioxide, particles, sulphur dioxide, benzene and 1-3 butadiene, in line with the dates set out in the strategy.	Baseline minus 25% reduction in the amount of graffiti/fly-posting and fly-tipping in the city centre.	Ensure statutory air quality objectives are achieved throughout city annually in February.
	Energy vii vii			Reduce energy use by 50% by 2025 and have 20% of all energy supply to come from renewable energy system by 2020.
	Waste Reduction & Resources viii	Increase by 2003 the recycling and composting of household waste as set out in the Governments Waste Strategy with 17% of household		Set up a municipal composting facility which will recover 40% of household waste by 2004/05.
	Wildlife Habitats & Access ix			Ensure all trees & woodland managed by A&L have corporate management plans in place by 2005.
				Ensure all parks and open spaces managed by A&L have corporate management plans in place by 2005.
				Complete a phase 1 Habitat Survey for whole of Leicester by 2003.
				Complete a phase 2 survey of all identified sites of importance for Nature Conservation (SINC'S) by 2005.
				Implement a habitat monitoring programme for all SINC's by 2006.
				Ensure all council owned SINC's contain at least as much land as in 1999 (480 ha) and all managed by SINC's schedules by 2005.
				Improve at least 10% of biodiversity enhancement sites to SINC status.
	Environmental Education & Training x			Encourage people to take practical action to improve environment through partnership approach between local voluntary orgs. and local authority by April 2003.
				Establish urban archaeological database (UAD) for Leicester to assist with protection and maintenance by 2004.
				Achieve 60% of new housing provision on brownfield sites by 2004.
				30% of new housing provision to be affordable housing by 2011.
				Work towards appropriate regeneration of Special Policy Areas by 2011.

Theme P/S	Theme P/S Priorities	NRF Floor Targets	PSA Targets	Community Plan Targets
E Q U A L I T Y & D I V E R S I T Y	Baseline Data Research & Development xi			Build a Credit Union network across the city by October 2003.
	Equality & Diversity Legislation & Bureaucracy Training xii			Increase the number of multi-cultural and faith events, and attendees to, in neighbourhoods by Dec 2002.
	Equality & Diversity Awareness xiii			Increase attendance to multi-cultural and faith events in neighbourhoods by 5% by Dec 2002.
	Equality & Diversity Barrier Identification & Removal xiv			
	Excluded Groups Capacity Building xv			Develop multi-agency strategy for recording sharing response to investigation/prosecution of racist incidents by April 2003.
	Equality & Diversity Theme P/S Capacity Building			Provide facilities to ensure racial incidents can be reported 24 hrs a day by April 2003.
	Innovative Equality & Diversity Information xvii			Assist in National support services – provide access. = 214 units in first 12 months of contract by May 2002.
	Equality & Diversity Housing Issues xvii	Ensure that all social housing is of a decent standard by 2010, by reducing the number of households living in social housing that does not meet these standards by a third between 2001 and 2004, with most of the improvements taking place in the most deprived local authority areas as part of a comprehensive regeneration strategy.	Average Standard Assessment Procedure (SAP) rating of Local Authority dwellings =63.5	30% energy efficiency improvement in all dwellings based on 1996 base level report by 2006.
			Average SAP rating of Private sector dwellings = baseline plus 7 points.	Bring 35 pre year empty private sector properties back into use annually at Spring.
			Reduce to 5 the number of rough sleepers.	Reduce number of rough sleepers to 7 annually at April.
			80% increase in the take up of electronically delivered services at march 2003 baseline plus 100%.	Achieve 25% of all new build social housing to wheelchair standard & 20% to lifetime standards annually at April.
			10% increase in paid for Council services capable of electronic payment by March 2003.	Re-check and re-wire where necessary all council properties not done in the last 30 years annually at July.
			Increase the efficiency, economy and effectiveness of council services by greater than 2% per year	Install central heating for all council properties wanting it by 2003.
				Undertake gas safety check on all council dwellings each year annually at July.
				Target renewal advice & support within declared areas to low incomes, disability & older groups annually August.
				Undertake a programme of installing new UPVC windows in every council house, excluding those modernised in a previous scheme by 2007.
				All rehabilitated social rented housing to achieve a min 6.4 NHE energy rating annually April.
				All new social housing to achieve a NHE rating of 9.0 from 2001-2006.

ENDNOTES

The following endnotes indicate based on the information contained in the Outline Action Plans provided by the six Theme Partnerships where possible opportunities exists for synergies between Theme Partnerships on their respective priorities.

i) This priority has possible opportunities for synergy with the following: Crime & Disorder P/S – Anti-Social Behaviour Priority & Drugs Priority, and some of the Health Priorities.

ii) This priority has possible opportunities for synergy with the following: Education P/S – Disaffected Young People Priority.

iii) This priority has possible opportunities for synergy with the following: Education P/S – Disaffected Young People Priority.

iv) This priority has possible opportunities for synergy with the following: Education P/S – Disaffected Young People Priority.

v) This priority has possible opportunities for synergy with the following: Some of the Health & Social Care, Education, Crime & Disorder and Employment & Regeneration Priorities. As a case could be made that by reducing the levels of pollution in an area there could be a positive impact on health, education, crime and employment priorities.

vi) This priority has possible opportunities for synergy with the following: Some of the Health & Social Care, Education, Crime & Disorder and Employment & Regeneration Priorities. As a case could be made that by improving air quality in an area there could be a positive impact on health, education, crime and employment priorities.

vii) This priority has possible opportunities for synergy with the following: Some of the Health & Social Care, Education and Employment & Regeneration Priorities. As a case could be made that by increasing energy efficiency in an area there could be a positive impact on health, education and employment priorities.

viii) This priority has possible opportunities for synergy with the following: Some of the Employment & Regeneration Priorities. As a case could be made that by increasing the levels of waste reduction, re-use and recycling in an area there could be a positive impact on health, education, crime and employment priorities.

ix) This priority has possible opportunities for synergy with the following: Some of the Health & Social Care, Education and Employment & Regeneration and Crime & Disorder Priorities. As a case could be made that by providing, improving and allowing access to wildlife habitats in an area there could be a positive impact on health, education and employment priorities.

x) This priority has possible opportunities for synergy with the following: Some of the Health & Social Care, and Education Priorities. As a case could be made that by increasing awareness and understanding on environmental issues in an area there could be a positive impact on health and education priorities.

xi) This priority has possible opportunities for synergy with all of the priorities of the other Theme Partnerships as a case could be made that the collection and maintenance of a baseline data across all Theme Partnerships would have a positive impact on all priorities.

xii) This priority has possible opportunities for synergy with all of the priorities of the other Theme Partnerships as a case could be made that the provision of training on legislation dealing with equality and diversity matter would have a positive impact on all priorities.

xiii) This priority has possible opportunities for synergy with all of the priorities of the other Theme Partnerships as a case could be made that the provision of an equality and diversity awareness programme across all Theme Partnerships would have a positive impact on all priorities.

xiv) This priority has possible opportunities for synergy with all of the priorities of the other Theme Partnerships as a case could be made that the identification and development of a range of tools that can identify barriers within service provision would have a positive impact on all priorities.

xv) This priority has possible opportunities for synergy with the following: Education P/S – Disaffected Young People Priority.

xvi) This priority has possible opportunities for synergy with all of the priorities of the other Theme Partnerships as a case could be made that the development of a range of innovative initiatives to address one of the main barriers to people fully participating in society, namely, the lack of access to appropriate and accurate information in a sustained way would have a positive impact on all priorities.

xvii) This priority has possible opportunities for synergy with the following: Education P/S – Language & Literacy Priority and Disaffected Young People Priority, Environment P/S – Energy Priority and Pollution Priority and some of the Health & Social Care Priorities.

Extract from Project Specification Guidance on Balanced Score Card

> **Part 2 - Balanced Score Card**

This is your opportunity to think through the key issues in delivering your project idea using NRF funding. Please take careful notice of each entry under sections 1 and 2 and answer each of the points. They are designed to assist you in specifying the project as comprehensively as possible. This work done now will help your project immensely in the future. Please see appendix 3 for the final version of the balanced score card.

> **Score Card Section 1**

(The total score for section 1 is 20. Each point (2.1 to 2.5) is scored out of 4. The minimum score expected to approve the project immediately is 10 out of the maximum total of 20 with **no major failings in any one point.)**

This is where you evidence the suitability of your organisation to deliver this kind of project.

2.1   Deprived communities could mean geographical areas e.g. the St Matthew's Estate, or it could mean communities of interest e.g. young men from the Bangladeshi community. If you have experience of both please include examples of both.

2.2   By managing financial resources we mean: budgeting, keeping accounts (preferably using spreadsheets), cash flow forecasting and preparing financial statements. Please explain your financial management systems here.

2.3   This is your opportunity to show how you have met targets in a comparable project.

2.4   Partnership working can include loose arrangements or being part of a legally constituted body. Please explain what your organisation's partnership experience covers. We require written references from at least two partners.

2.5   The Neighbourhood Renewal Fund is based on the government's views on social exclusionary processes and particularly those that occur in a neighbourhood experiencing multiple deprivation. Here you have the opportunity to explain how your organisation has tackled social exclusion and multiple deprivation.

> **Score Card Section 2**

Please answer all parts of section 2. Here you detail the rational for your project from identifying the need, specifying objectives, outcomes and the activities that will have impact on them to details about project costs and how you will monitor and evaluate performance.

2.6   Aims and Objectives – Relationship to Strategic Priorities (please enter information for all the points below.)

a) We need you to clearly state what you hope to achieve through this project, what is the overall vision?

b) Please explain how your project contributes to the strategic priorities in the action plan of the relevant theme partnership.

c) It is particularly important to indicate which of the targets listed in appendix 2 (floor targets, PSAs and Community Plan Targets) you intend to have impact on. You

should tick the relevant boxes in appendix 2. Don't panic if you are not directly contributing to a floor target, the relevant theme partnership will have a number of priorities. Contact the lead person for the relevant theme partnership.

d) Please explain why NRF funding is needed for this project and other funding sources are not available.

2.7   Outcomes for the Community (please enter information for all the points below.)

a) Please detail what communities geographical or other are being targeted. (In terms of geographical impact explain how the impact happens at city and neighbourhood level - a list of the 13 most deprived wards can be found in appendix 1).

b) Please explain how the outcomes and outputs (changes produced by your activities) of your work are going to make changes, improvements and have impact in these communities.

c) Please explain and evidence how you have identified the need(s) that this project addresses. Include reference to any supporting research, consultation and/or study to justify the need.

2.8   Methodology. (Please enter information for all the points below.)

This is the largest section on the form. It is where you explain in some detail the practicalities of how you will deliver the activities that create the outcomes you want to achieve.

a) Describe your project in terms of the activities that you will undertake.

b) Explain how your activities will deliver the impact you suggest in 2.6 and 2.7 above. Think through the link between the activity and the intended impact and outcomes you mention above. Explain why you have chosen this activity e.g. through researching evidenced based good practice. In 2.13 below you will be asked to specify how you will measure progress towards these impacts. See box below for an example.

c) Please list in part 3 'Project Delivery' a set of main milestones that represent key events in project delivery. This may relate to the filling of a post, the receipt of planning approval or the opening of a new service.

d) Append details related to all the inputs you are contributing to make the project happen e.g. include job descriptions of any posts, marketing strategies, outreach sessions. Where it is a capital project please fill in the separate box provided (2.8.1).

> **RELATING ACTIVITIES TO OUTCOMES AND OBJECTIVES**
>
> **Objective –** reduce the rate of teenage pregnancies in wards with disproportionately high rates**.**
>
> **Activity-** a neighbourhood based health worker will recruit and train young people to undertake peer education work.
>
> **Outcome** - This will aim to raise awareness amongst school age children of the reality of teenage parenthood and equip young people with the skills and knowledge to make informed choices about parenting.

e) Explain who will have day-to-day responsibility for managing the project and who has overall responsibility for budgets.

f) Here we require you to list the project costs including all funding from public and private sources. Please use the table in Part 4 for this information.

g) Please detail what mainstream resources you have identified for the project.

h) Equal opportunities concerns and environmental impact are key issues to address when developing renewal activities. Please explain how you have considered these issues in reference to your project. (If you have them include equal opportunities and environmental impact policies.)

2.9 Potential for Partnership/Multi-Agency Working.
(Please enter information for all the points below.)

A key element of the Neighbourhood Renewal Strategy approach is to promote joined up working at local and national levels to tackle multiple deprivation..

a) Please detail the partners you are working with and the nature of the joint working planned.

b) What other partners might have a stake in this work? How might new partners get involved or how might the partnerships develop over time.

2.10 Value for money. (Please enter information for all the points below.)

NRF is public money and it is incumbent on us to achieve good value for the money being spent.

a) Please refer to any similar approaches elsewhere that are valid comparisons. Explain how your project is similar or different and how that shows value for money.

b) Develop a figure that shows the cost per unit for the activities you are proposing. This is often used in relation to job creation for example, where you can calculate a figure for cost per job created. Please contact the URT team if you require assistance in calculating a cost per unit.

VALUE FOR MONEY
A fictitious example regarding a teenage pregnancy project.

a) The Trumpton Young People Plus project in Coventry has shown considerable success in training peer educators. They work in one estate and their revenue costs are 30K p.a. Our costs are similar but we feel with the right support the project could work across the five target wards with the worst rate.

b) Based on the Trumpton example we would estimate a cost per client of 300, taking into account equipment, training and staff costs.

c) The project is a gateway to a whole range of services that is its biggest strength. We could have put the funding into classroom assistants in school, but feel the peer led approach is likely to be more effective in accessing young people.

d) The funding is needed to pilot an innovative approach that will be mainstreamed if successful.

c) Please explain here what other options are possible to achieve the same objectives of this project. Why have you discarded them?

d) Explain the impact of doing nothing. Why wouldn't mainstream budgets and priorities bend anyway to make the improvements you intend?

2.11 Impact on existing plans, strategies and policies.
(Please enter information for all the points below.)

A key purpose of NRF is to influence the mainstream work of local agencies in addressing multiple deprivation. Here you need to show how this will work in the case of your project.

a) Please explain how your project is new, innovative, complementary or additional to your current portfolio of services.

b) Please explain how your NRF project aims to aid, 'kick' start or impact on shaping future core services and 'bending' mainstream resources.

2.13 Performance (please enter information for all the points below.)

This is where you explain how you will know if the project is performing in the way you planned. Your initial task is to specify the information you need to know to be able to measure this and then to collect the required information to produce a baseline. Note that you can use qualitative and quantitative information here, e.g. number of young people attending a job counselling interview or level of confidence of young people who have attended a job interview. The indicators need to be valid in relation to what you are trying to achieve e.g. increased attendance at community safety forum meetings evidences increased levels of community involvement but not necessarily increased community satisfaction. They also need to be repeatable to show progress over time.

Please detail:
a) The indicators you will use to decide if the outcomes in are being achieved. Where possible include facts and figures to show how you are achieving those outcomes. The indicators should be valid (i.e. widely accepted and with a causal link between your activity and its impact) and repeatable – to show change over time.

b) How you will collect the information for the indicators (e.g. through questionnaires, log books, attendance sheets, expert examination, community assessment etc).

c) How often you will collect the information.

d) Please explain how changes may have to be made to current data collection to enable you to evaluate progress in the future.

Objectives – reduce teenage pregnancy rates where they are disproportionately high.

Overall target – reduce pregnancies amongst under 18 in poorest 13 wards.

Intermediate Indicators
- Increased numbers of under-18 clients for peer led education project in target wards.
- Increased distribution of condoms
- Level of use of 'artificial babies' as educational tool.
- Increased awareness of reality of teenage parent hood and risk of STDs.

Current Baselines
- For overall target will need to establish a baseline %. The baselines for the intermediate indicators to be set within 3 months of project starting.

Data Collection Instruments
- Health worker and young volunteers log-books, reviewed monthly.
- Monthly count of stock in condom machines.
- Annual survey and some in-depth interviews with appropriate samples of clients.
- Annual count to produce updates related to the floor target.

2.14   Bending Mainstream Programmes and Exit Strategy
(please enter information for all the points below.)

NRF is only here for two years and funding is not promised beyond that. Therefore at this stage you need to plan for the end of NRF funding. Neighbourhood Renewal Fund (NRF) is particularly designed to influence the budgets and work practices of mainstream organisations such as the Primary Care Trusts, the Police, Leicester City Council or Voluntary Action Leicester. We would like to know how your organisation will influence the mainstream programmes of these organisations. Please detail:

a)   How long the project is to run; and

b)   If this is beyond NRF funding please explain what form the project will take in the future and where you expect any continuation funding will come from.

c)   What is the nature of the commitment you have from mainstream partners? (You will be asked to detail this in a table in part 4 where there is a financial commitment). Where relevant state the sponsoring department of an organisation such as Housing in the City Council.

d)   Please explain how mainstream review processes will happen (i.e. what strategies and policies will be reviewed, at what intervals, who will take responsibility for the review, what review bodies or other structures have to be consulted.)

e)   How will financial priorities be reviewed?

2.15   Views on Likely Success (please enter information for all the points below.)

Please summarise here why you feel this project will be a success. Make particular reference to risk factors and the likelihood of you falling foul of them. This summary will assist the appraisal panel in scoring on this part of the scorecard.

As described in 2.8 (c) please list your main milestones.

NRF Year 2 & 3 Balanced Scorecard

SECTION ONE	%	SCORE
Organisation's Capacity to Deliver. **Issues to consider when scoring for block total**	20%	
a) Evidence of previous experience of working with deprived communities.	4%	
b) Previous evidence of managing financial resources and accounts.	4%	
c) Evidence of meeting targets.	4%	
d) Evidence of Partnership working including references.	4%	
e) Previous and current social inclusion strategies.	4%	

SECTION TWO	%	SCORE
The Proposal	80%	
1. Aims & Objectives of Proposal and fit with Strategic Priorities of relevant Theme Partnership(s).	20%	
2. Outcomes for Community.	5%	
3. Potential for Partnership/multi-agency working.	5%	
4. Value for money.	5%	
5. Impact on existing plans, strategies and policies. (integrated baselines and service planning)	5%	
6. How is performance going to be measured? b) then use it to review their own policies and effectiveness of the proposal.	10%	
7. Bending Mainstream Programme and Exit Strategy.	20%	
8. Predictability of Success – Success measures, including impact on neighbourhood, city and target groups.	10%	