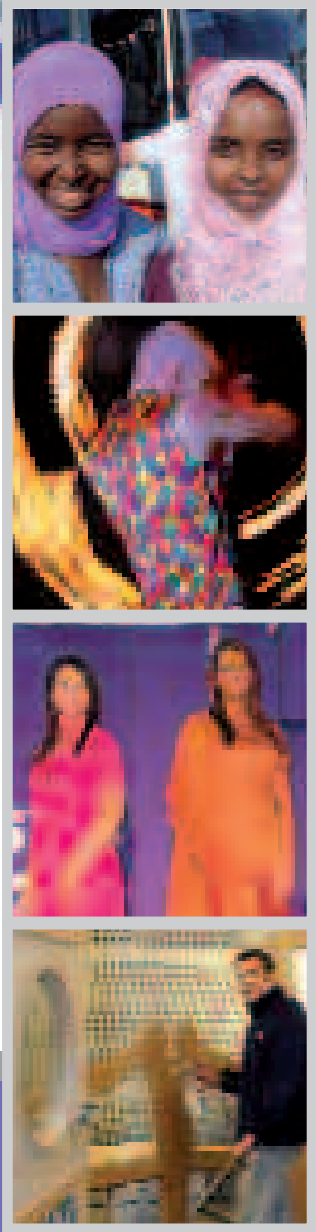


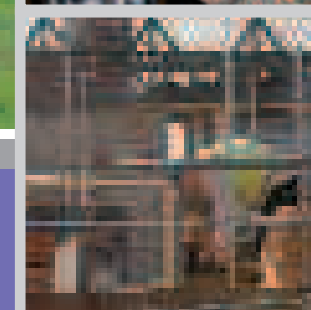
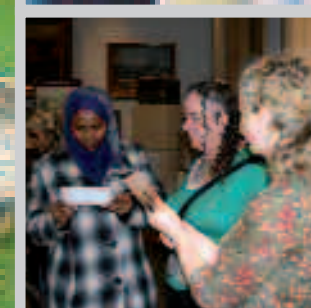
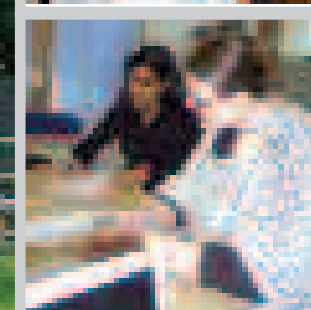
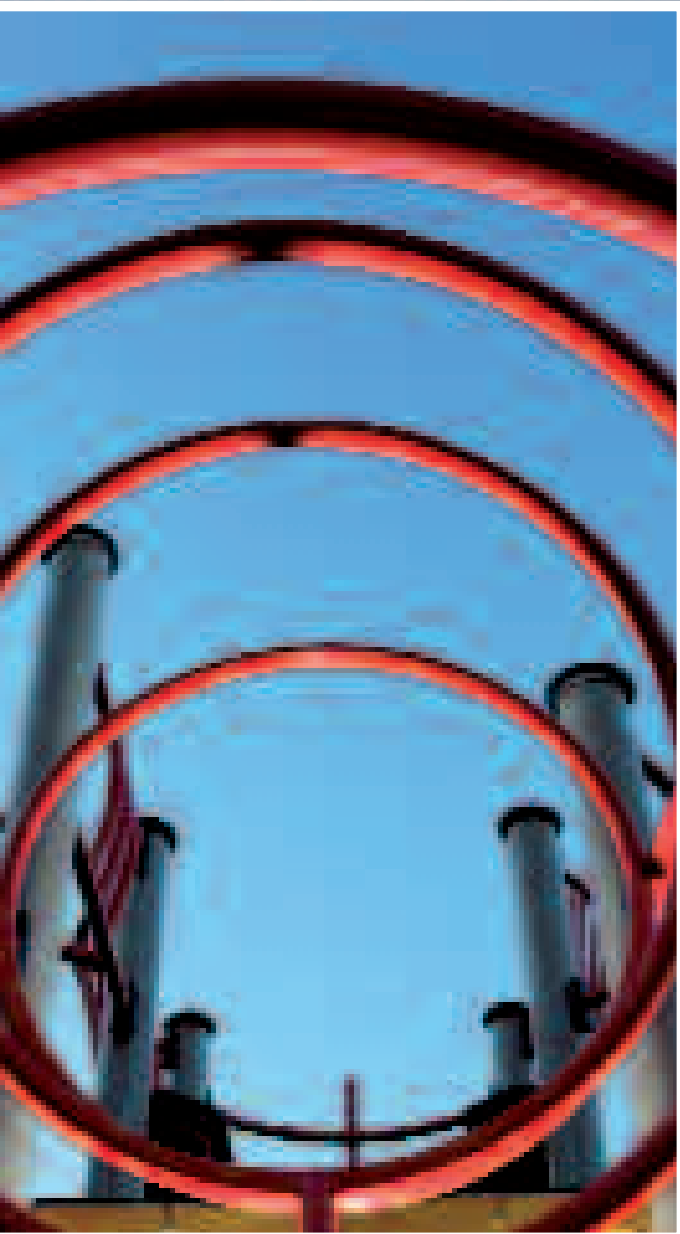
Year 7 Delivery Plan



2007 - 2008



The map displays the BNDIC Area, which is divided into several zones. The central area is marked as 'Newly Planned' (green), surrounded by 'New Land' (orange). Other zones include 'Municipal' (yellow) and 'Water' (blue). The map shows a dense network of streets and a central green area. A compass rose is located in the top left corner.



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“We will be working with the wider community to shape a model for community independence for the future.”

Section 1

Foreword from the Chair

Message from the Chief Executive

Partnership Board Members

Introduction

Partnership Structure

Staff Structure





Foreword from the Chair

In Year 7 I look forward to seeing the New Deal programme come of age and seeing the changes it is bringing about settling into our community for the long term. We can expect to see:

- **Steady progress in education, training and employment opportunities for Burngreave residents**
- **Ongoing maintenance of our area as a greener, cleaner, safer place**
- **The voice of young people coming to the fore through the Youth Council**
- **Sorby House swinging into action as a resource to the community and our partners**
- **The Vestry Hall opening its doors to learners from across Burngreave;**
- **Burngreave leading in the development of Business and Enterprise champions across the city**
- **Community elections in the summer that will refresh the New Deal Partnership Board.**

Year 7 will be about looking forward. It is time to start bringing the New Deal legacy to life through both independence and influence. We will be working with the wider community to shape a model for community independence for the future. Equally, working with our partners and influencing how they deliver services in Burngreave has always been at the heart of BNDfC. In Year 7 we invite our partners to work with us in making plans for the next ten years and consolidating the partnership model that will take those plans forward.

Message from the Chief Executive

It is hard to believe that Burngreave New Deal for Communities (BNDfC) was established six years ago in April 2001, following the award of £52m over 10 years, 2001-2011, by the Neighbourhood Renewal Unit, a Department of the Office of the Deputy Prime Minister.

The change in the area in those six years has been dramatic. The community has become more diverse as Burngreave has embraced new arrivals to the area from Africa, Iraq, Eastern Europe and other parts of the world.

Services in the area have improved and become responsive to local needs resulting in crime levels in Burngreave dropping below the rest of the city; the number of children in the area leaving school with better qualifications increasing year on year and the quality and cleanliness of open space in Burngreave at an all time high.

We have also had to put up with some major inconvenience with significant works being undertaken to develop new housing and improve roads and buildings in the area. As we move into Year 7 of the Burngreave New Deal for Communities programme we will see the benefits of these disruptions with the improvements to the road system in and around Spital Hill and the transformation of Sorby House and Vestry Hall being completed in late summer 2007.

However, this will also signal the beginning of more developments in the area as plans to redevelop Ellesmere Green and the street scene on Spital Hill along with the introduction of a new Supermarket are unveiled.

People across Sheffield, South Yorkshire and nationally have recognised that Burngreave is living up to its vision of being a place where people want

to live and work. Lessons learnt from what is being developed and delivered in Burngreave are being implemented in other areas.

More importantly, people who live in Burngreave have recognised that things have changed. In a recent survey 91% of people who live in the area said Burngreave is a friendly place to live; 82% of people feel they have a good quality of life; 65% of people think Burngreave New Deal for Communities has made a difference; and 33% of people feel they can influence what happens in the area.

In a place like Burngreave which has suffered from a lack of investment for over a generation, there is always more to be done. In 2007 we will see continued investment in our young people; in services that keep people safe; in making our neighbourhoods cleaner and greener; in improving the quality of housing in the area and in ensuring good quality learning and employment opportunities are available for local people.

The Burngreave New Deal for Communities programme has a Partnership Board who are responsible for ensuring these priorities are delivered and in 2007 five of the resident places on the Partnership Board will be filled through local elections.

This is an opportunity for local people to become involved in shaping the future of Burngreave. There are still many challenges to be faced and many opportunities to be seized, not least the development of a succession strategy for the area that builds on and sustains the legacy of the New Deal for Communities programme.

We are all a part of that legacy...





Partnership Board Members (as at March 2006)

Rose Ardron

Chair & Community Representative

Muhammad Iqbal MBE

Vice-Chair & Community Representative

Dorrett Buckley-Greaves

Community Representative

John Errington MBE

Community Representative

Tony Hall

Community Representative

Ronnie Lewin

Community Representative

Beryl Peck

Community Representative

Aisha Special K

Community Representative

Mohammed Younis

Community Representative

Vacant

Community Representative

Vacant

Community Representative

John Vincent

Community/Voluntary Organisation Representative

Vacant

BCAF Representative

Vacant

Community/Voluntary Organisation Representative

Vacant

Community/Voluntary Organisation Representative

Vacant

Youth Place

Vacant

Youth Place

Amanda Wells

Burngreave Business Forum Representative

Vacant

Burngreave Business Forum Representative

Andy Barrs

Chief Inspector - Safer Neighbourhoods

Jane Brown

Sheffield First Partnership

Denise Horsfall

District Manager - Jobcentre Plus

Cllr Ibrar Hussein

Burngreave Councillor - Area Panel Representative

Cllr Steve Jones

Burngreave Councillor

Joanne Roney

Executive Director Neighbourhoods
- Sheffield City Council

Vacant

Learning & Skills Council

Vacant

Sheffield Primary Care Trust

Vacant

Sheffield Chamber of Commerce & Industry

Introduction

What is New Deal for Communities?

New Deal for Communities (NDC) is a government funded programme aimed at regenerating deprived communities.

New Deal for Communities is based on a simple objective: to narrow the gap between the most deprived neighbourhoods and the rest of the country. It is part of the Government's Neighbourhood Renewal Strategy to tackle deprivation. NDC supports plans that bring together local people, community and voluntary sector organisations, public agencies, local authorities and business in an intensive local focus to tackle these problems and make a long lasting improvement.

Burngreave New Deal for Communities (BNDfC) Partnership was awarded £52m in April 2001 over ten years following Government Office for Yorkshire and Humber (GOYH) approval of the ten-year Delivery Plan. The ten-year Delivery Plan explains the Partnership's broad strategy for the Burngreave area over the lifetime of the regeneration programme.

At the end of each Financial Year (April to March), the Partnership must tell GOYH what it intends to do and how much is likely to be spent in the coming year. This plan is for Year 7 of the programme and builds on the plan set out in Year 6. Also, this plan explains changes made to the programme structure in response to the Theme Structure Review undertaken in 2006 by a Neighbourhood Renewal Adviser commissioned through the Neighbourhood Renewal Unit. The programme has now been reorganised from seven Theme Areas into four Priority Areas as described below.

How do we deliver the programme?

A Partnership Board is accountable for the delivery of the BNDfC programme. The Partnership and staff structures are illustrated on pages 10 and 11. The Board was established in April 2001 to direct the work of Burngreave New Deal for Communities. The Board currently comprises of ten elected community representatives; three voluntary sector representatives; two local business representatives; and a local Councillor. Also on the Board is one representative from each of the following organisations: Sheffield Chamber of Commerce; Job Centre Plus; Sheffield City Council; South Yorkshire Police; Sheffield PCT; South Yorkshire Learning and Skills Council; Sheffield First Partnership and Burngreave Community Action Forum.

In addition, there are two youth places for representatives from the Burngreave Youth Council which was formally established in late 2006. We will be working with the Youth Council on a programme of induction and support that will prepare them to take up their places on the Partnership Board. It is anticipated that the Youth Council places will be taken up after the BNDfC elections which are planned to take place in July 2007.

The Partnership Board meets bi-monthly in public and is responsible for setting the New Deal strategy and objectives with the Executive Management Team.

As part of the Theme Structure Review in Year 6, BNDfC carried out a staff assessment to ensure that BNDfC employees had the necessary skills to deliver the agreed programme. The BNDfC Executive Management team have two Executive staff members, comprising the Chief Executive and

the Programme Director. Along with the Partnership Board, Regeneration Managers and the BNDfC staff team, the Executive Management team are responsible for developing the New Deal Strategy and objectives.

BNDfC Regeneration Managers are responsible for managing one of four Priority Areas ensuring that projects are developed and delivered in line with the strategy and objectives identified by the BNDfC Partnership Board. The Managers are also responsible for managing their Priority Area budgets as identified in the Delivery Plan and for ensuring the projects deliver value for money. Section 2 provides further information on how the programme has been reviewed.

The Theme Structure Review identified four Priority Areas:

- **Community Strength and Well Being**
- **Children and Young People**
- **Physical Environment and Safety**
- **Employment and Skills**

Four Strategy Groups have been set up to relate to the four Priority Areas. These are:

- **Community Strength and Well Being Strategy Group**
- **Children and Young People Strategy Group**
- **Physical Environment and Safety Strategy Group**
- **Employment and Skills Strategy Group**

The Strategy Groups are complemented by four Residents' Forums:

- **Community Strength and Well Being Residents Forum**
- **Children and Young People Residents Forum**
- **Physical Environment and Safety Residents Forum**
- **Employment and Skills Residents Forum**

The Forums are open to all residents in the BNDfC area. Two elected community representatives of the Partnership Board attend. The role of the Forums is to give residents an opportunity to raise issues of interest, discuss initial project ideas and look at how services and projects are performing. They then make recommendations to the Strategy Groups.

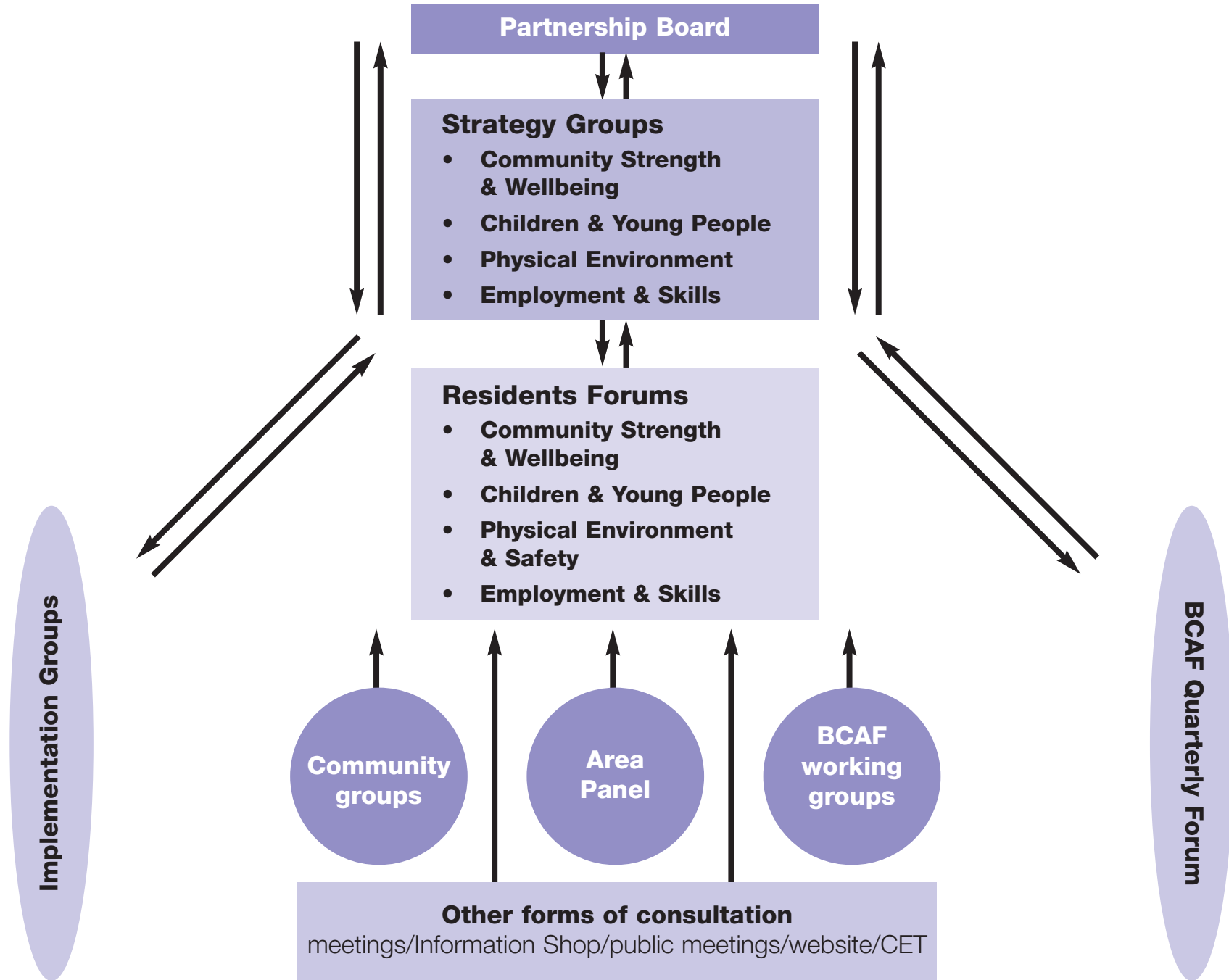
Strategy Groups are made up of nine members (eight voting). They comprise two residents selected from the Residents Forum or wider community through a recruitment process; the two elected community Board members attending the Residents Forum; the relevant Regeneration Manager; two representatives from the voluntary and community sector and two representatives from statutory/mainstream organisations. The Groups' role is to consider recommendations from the Residents Forum; oversee the development of the strategy for the Priority Area and to approve projects on behalf of, and within the delegated limits identified by, the Partnership Board.

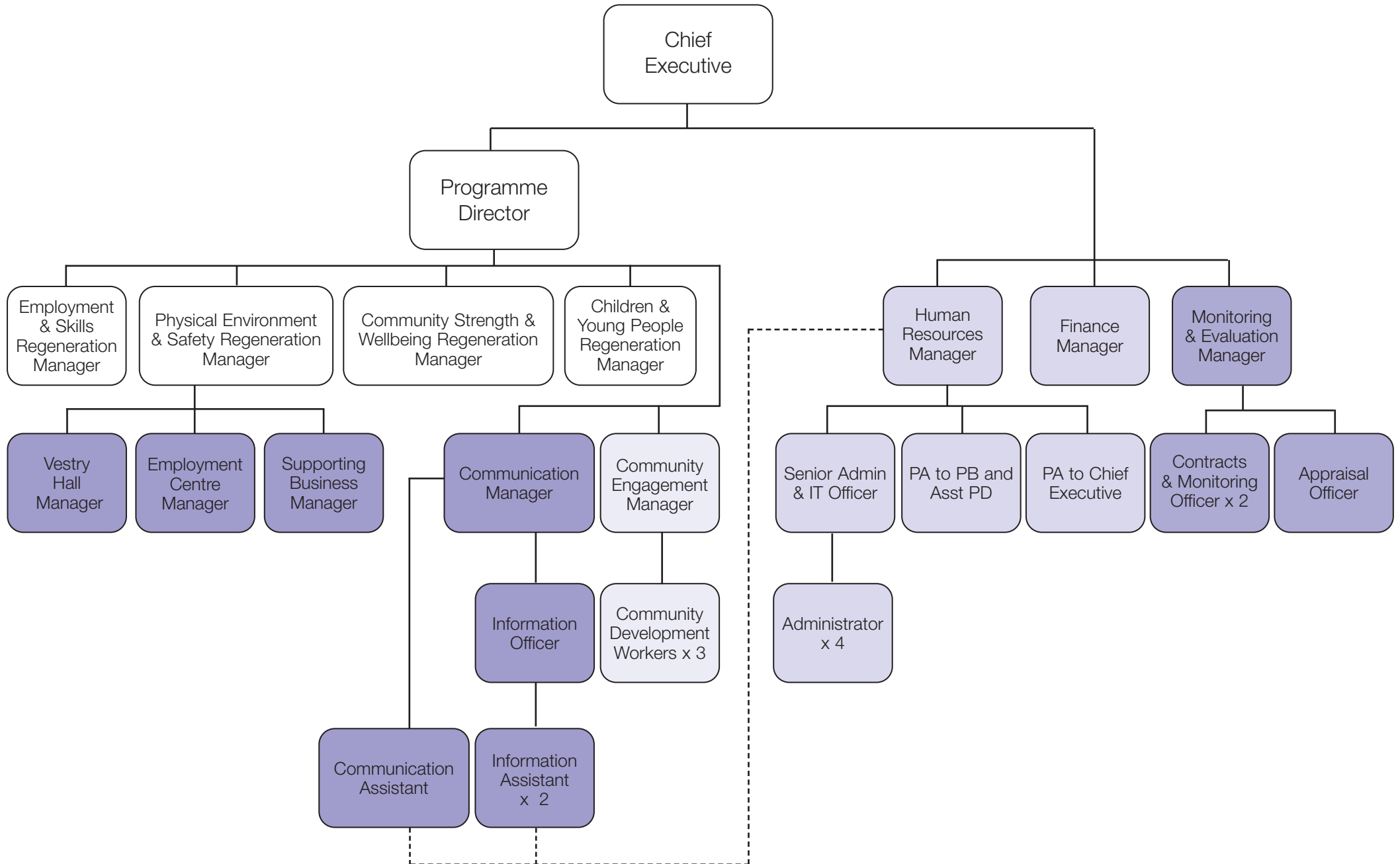
In addition, Implementation Groups representing the Priority Areas meet bi-monthly. The Implementation Group consists of representatives of BNDfC funded projects. The Group will share ideas, information, and progress of their own projects, be consulted upon current issues/projects in development and be given the opportunity to identify solutions within existing resources.

The BCAF Quarterly Forum is also consulted upon current issues/projects and contribute to the development of solutions.

Sheffield City Council is the 'Accountable Body' for the programme and this is set to continue into Year 7.









“BNDfC is at the forefront of testing ways to overcome barriers.”



Section 2

Strategic Overview

Relationship with National Policy

Relationship with Local Policy

Relationship at Neighbourhood Level

Relationship with the Sheffield
City Strategy

Strategic Overview

The Year 7 Delivery Plan builds on the Year 6 Plan and provides an update on priorities and changes introduced in response to the Theme Structure Review undertaken in 2006. The key priorities remain in line with what was set out in Year 6.

The key priorities for Year 7 will be:

1. Completion of Transformational projects
2. Building on project and programme management, including ongoing monitoring and evaluation and equality and diversity
3. Influencing strategic partnership approaches – links to mainstream working and other initiatives, citywide and in the sub-region
4. Bringing in more money by securing additional resources from private and public sector investment
5. Strengthening community involvement and feedback into the programme through local people and organisations
6. Strengthening and building on youth initiatives
7. Removing barriers – opportunities for all
8. to ensure that the BNDfC programme leave a legacy for the people of Burngreave through effective Succession Strategy planning

In 2006 a Neighbourhood Renewal Adviser carried out a review of the organisation's theme structure. The purpose of the review was to:

'assess whether the proposed new structures, especially those of the focus and strategy groups, are 'fit for purpose' for developing strategy and shaping, influencing and designing local services.'

In August 2006 the Partnership Board approved changes to the organisational structure as a result of the review recommendations. These changes included the move from seven Theme Areas to four Priority Areas reducing the number of meetings and freeing up time for the staff team

and Partnership Board. This will enable staff to concentrate their resources on increasing the involvement of local residents in the design, delivery and evaluation of the programme. The new structure will also assist with the development of a voice for local people in the shaping of service delivery now and beyond the lifetime of the programme. The new structure became fully operational on 1st September 2006.

The four Priority Areas are:

- Community Strength and Well Being
- Children and Young People
- Physical Environment and Safety
- Employment and Skills

In order to enable training and support to be put in place for the new structure, Partnership Board Members have been identified to be 'Champions' of the new Priority Areas. The key purpose of the Priority Area Champions is:

'To support the Regeneration Manager in delivering the Burngreave New Deal for Communities Priority Area Strategy, objectives and outcomes for the Priority Area by championing the Priority Area at organised events, meetings and within the community.'

The exception to this is the Chair and Vice Chair who will not champion specific areas, but will support other Board members in their role as requested.

Policy Drivers for the Delivery Plan

The BNDfC Delivery Plan is driven by a combination of local and national government objectives to improve the quality of life for all residents in the Burngreave New Deal for Communities

Relationship with National Policy:

The Delivery Plan contributes to the delivery of the National Strategy for Neighbourhood Renewal by narrowing the gap between Burngreave and the rest of Britain.

The Delivery Plan aims to ensure that the BNDfC area is enabled to reduce crime, lower worklessness, improve health, education and skills, housing and the physical environment.

Another aim of the Delivery Plan is to contribute to the delivery of significant improvements in Sheffield, meeting Central Government's Floor Targets and raising the quality and standard of core public services in Burngreave.

The Delivery Plan's aims are also in line with the Government's 'Respect' agenda.

A key achievement of BNDfC which will ensure its influence and impact nationally is the announcement that Burngreave will be one of the eleven Mixed Communities Demonstration Areas.

Mixed Communities is a government initiative based on an American model of changing the economic mix of people living in an area. This is achieved through a range of predominantly housing interventions, supported by improvements in public services, particularly around crime, education and employment.

Burngreave is in a unique position of being able to achieve this by creating a mix through new housing developments proposed in the Burngreave and Fir Vale Masterplan, without having to demolish existing housing or by 'gentrifying' the area. Burngreave can also demonstrate positive progress in the key public service areas identified above.

The Mixed Communities initiative does not in itself bring any additional money to the areas where it is implemented. However, there is a clear message from the government that existing agencies and funding streams will be actively encouraged to work with the demonstration areas.

The additional benefits this would bring to the Burngreave area is the active participation of English Partnerships and the Commission for Architecture and the Built Environment (CABE) in assessing and advising on the Masterplan proposals for the three housing developments of Woodside, Catherine Street and Ellesmere Old People's Home and the Spital Hill District Shopping Centre.

A prospectus has been written that provides information on the approach.

Being one of the Demonstration Areas will require Sheffield City Council Cabinet approval to demonstrate political 'buy in' and will strengthen BNDfC's case for more resources from the Sheffield allocation in the South Yorkshire Investment Plan for the transformational projects. Alongside this is the emphasis through Mixed Communities on local governance and accountability which will increase the involvement of BNDfC in local decision-making and concentrate developments through Local Area Agreements on services in the area.

The additional activities in which BNDfC are already investing will be crucial to the success of Mixed Communities in Burngreave. In addition to providing more choice and quality of housing, BNDfC want to ensure that existing Burngreave residents have the skills to find employment, increase their income and, rather than having to move out of the area, move up the property ladder within Burngreave.

Relationship with Local Policy:

There is a clear link between the priorities for the city and the priorities for BNDfC. Sheffield First Partnership, the Local Strategic Partnership (LSP) has a vision for the city, which is:

“Sheffield becoming a successful, distinctive city of European significance, with opportunities for all.”

The recent revisions of BNDfC priorities are mapped out below to show how the programme can work with, and influence, the city priorities:

- Wealth - links to Neighbourhoods and Inclusive & Cosmopolitan
- Governance - links to Area Action
- Safety - links to Safer Communities
- Health - links to Health & Wellbeing
- Physical Appearance
- Welcoming - links to Successful Neighbourhoods, Children & Young People and Strong Economy
- Arts - links to Inclusive & Cosmopolitan

We also have a number of agreements with Sheffield City Council which set out how we will work with them and in return how they will work with us. These agreements are called 'Advancing Together'. We have developed a successful relationship with Sheffield City Council through the Advancing Together Agreements which enables us to communicate successes and issues to the Chief Executive of Sheffield City Council. These arrangements have been evaluated and we are now looking to move these onto the next strategic stage.

A number of our Board Members and Executive team have places on the Sheffield First family of Boards and are able to utilise this to share learning from the BNDfC programme.

The Sheffield First Partnership has identified ten important features of a successful city, namely:

- A Strong Economy
- A Well-Educated Workforce
- A Vibrant City Centre
- Attractive, Successful Neighbourhoods
- A Healthy Population
- Low Crime
- Good Transport Systems
- A good Cultural and Sporting offer
- Cosmopolitan and Inclusive
- Well-run, sustainable and well-regarded

The Sheffield First Agreement sets out how the city will work with Government to achieve the transformation needed to meet ambitions. This agreement will grow in importance as more funding streams are added and new freedoms and flexibilities negotiated. The agreement will become one of the key tools for success and help ensure better outcomes for local people. BNDfC is at the forefront of testing ways to overcome barriers, for example, addressing the alignment of outputs and funding streams, (DON'T UNDERSTAND THIS POINT) which are key aims of the agreement.

BNDfC have a key role in contributing to the Sheffield City Strategy, this is set out in the table 'Relationship with the Sheffield City Strategy' on page 17.



Relationship at Neighbourhood Level:

Within the ethos of a Successful City, the Sheffield First Partnership's aspiration for Burngreave is a Successful Neighbourhood in a Successful City.

The vision for Burngreave is to be:

- One of Sheffield's most vibrant and sought-after neighbourhoods
- A flagship community for recognising and celebrating diversity
- A community recognised as having led its regeneration in partnership with the Council and developed new ways of delivering local services

The BNDfC Partnership's long-term vision:

'We look forward to the day when Burngreave has a reputation as positive as the current reputation is negative...**when we say to a friend "I live in Burngreave" and they reply "That's nice, I wish I did!"**

The long-term vision of the Partnership will be realised by taking action to address the causes as well as the effects of disadvantage. For the BNDfC Partnership to achieve its objectives it cannot act alone, or in isolation. Indeed, attracting resources for tackling disadvantage and improving the quality of local services remains a priority for BNDfC and its partners.

Attracting new resources will happen principally through the LSP (through Local Area Agreements) and through the Mixed Communities Initiative.

This will strengthen our case for more resources from the Sheffield allocation in the South Yorkshire Investment Plan for transformational projects, in which Sheffield City Council has identified Spital Hill identified as a priority.

In addition, we have accessed resources to strengthen our programme from Objective 1 and these are available until 2007/08. We are aware that opportunities are likely to be available through other providers, for example, Jobcentre Plus/LSC commissioning and we will work pro- actively to ensure we access these.

Think wider (national, regional and city-wide) but act local

The challenge for the BNDfC Partnership is to think and act locally by devising local solutions to local problems with local people that improve Burngreave and contribute to regional and national policies.

BNDfC has enormous impact locally through its Neighbourhood Management and other approaches such as Local Voice, Service Charter, No Wrong Door etc and this will increase through involvement in the Neighbourhood Arrangements pilot exploring Sheffield's approach to Neighbourhood Management.

City Strategy Feature	Contributing BNDfC Theme	Contributing BNDfC Priority
A strong economy	Employment and Skills	Burngreave will be an area where unemployment is low in a thriving local economy. Local people are properly educated and trained, have access to local support and the opportunities and skills for work. BNDfC is also bringing in additional resources from the public and private sector.
A well-educated workforce	Employment and Skills	The vision for the Employment and Skills Priority Area is to encourage a step-change in the development of a thriving learning culture in Burngreave by raising skills and tackling the structural problems of unemployment.
A vibrant city centre	Employment and Skills Environment and Safety	Burngreave to be a place where all the local centres, parks, open spaces and community buildings are well maintained and used by residents and visitors in Burngreave alongside bringing in additional resources from the public and private sector.
Attractive, successful neighbourhoods	Community Strength and Well Being Children and Young People Physical Environment and Safety Employment and Skills	Through the delivery of Transformational Projects.
A healthy population	Community Strength and Well Being	The vision is to build a healthier community through the development and delivery of health initiatives.
Low crime	Physical Environment and Safety	BNDfC will make Burngreave a safer place to live through the delivery of Transformational projects.
Good transport systems	Physical Environment and Safety	Burngreave & Fir Vale Transport Strategy delivers a cleaner, greener, safer and sustainable Burngreave by bringing together a variety of public and private funding sources.
A good cultural and sporting offer	Community Strength and Well Being Children and Young People Employment and Skills	Projects will provide positive options and initiatives for young people within BNDfC areas
Cosmopolitan and inclusive	Community Strength and Well Being Children and Young People Physical Environment and Safety Employment and Skills	Burngreave will be a strong and involved community with barriers to participation addressed, young people fully engaged, positive communication across the area and the arts and culture of our whole community fully celebrated.
Well-run, sustainable and well-regarded	Community Strength and Well Being Children and Young People Physical Environment and Safety Employment and Skills	Strengthening project and programme management, including monitoring and evaluation and equality and diversity. This will include a review of what works and what happens next. Developing an Asset Management Strategy and identifying a model for holding assets beyond the lifetime of BNDfC.



“It is essential that this sector have the infrastructure to continue to influence and deliver services of lasting benefit to the area beyond the lifetime of the BNDfC programme.”



Section 3

The Year Ahead – Year 7

The Year Ahead – Year 7

Planning for Succession

The Year 7 Delivery Plan builds on the plans and outcomes of the Year 5 and 6 Delivery Plans which were about 'Building the Future'. This phase of the programme will continue into Year 7 and be strengthened by intensive work on the exit strategy or 'succession plans' for the programme.

Year 6 saw the consolidation and review of structures in readiness for the Exit/Succession Strategy. There has been significant progress made on the physical appearance of the area through the Transformational projects, Sorby House and Vestry Hall.

The key priorities for Year 7 as set out in Section 2 are:

1. Completion of Transformational projects – Sorby and Vestry
2. Building on project and programme management, including ongoing monitoring and evaluation and equality and diversity
3. Influencing strategic partnership approaches – links to mainstream working and other initiatives, citywide and in the sub-region
4. Bringing in more money by securing additional resources from private and public sector investment
5. Strengthening community involvement and feedback into the programme through local people and organisations
6. Strengthening and building on youth initiatives
7. Removing barriers – opportunities for all
8. to ensure that the BNDfC programme leave a legacy for the people of Burngreave through effective Succession Strategy planning

In Year 5 the Partnership Board and the Executive team spent some considerable time re-examining the priorities for the future. This resulted in a

number of key decisions regarding which projects would continue into Year 6 and beyond. Projects that were identified to continue were those that went furthest to delivering programme priorities and outcomes. These projects are identified in Section 4.

A review of the organisation's theme structure was undertaken by a Neighbourhood Renewal Adviser in 2006.

As a result of the review, changes to the organisational structure were agreed in Year 6. These changes included the move from seven Theme Areas to four Priority Areas reducing the number of meetings and freeing up time for the staff team and Partnership Board. The new structure became fully operational on 1st September 2006.

The four Priority Areas are:

- **Community Strength and Well Being**
- **Children and Young People**
- **Physical Environment and Safety**
- **Employment and Skills**

The new structure has enabled better cross-working between projects through the Implementation Groups where projects come together to share expertise, exchange information and improve service delivery. Further information on this is provided in Section 1.

In addition this approach has enabled us to align ourselves with city structures hence we are able to work more closely with key stakeholders in the city to influence how services are delivered and where resources are allocated.

Significant work was undertaken in Year 6 on the development of an Exit/Succession Strategy for the programme. This work will be continued into Year 7 through the development of two possible options for succession for the programme.

These are:

- Area Regeneration Partnership (Neighbourhood Arrangements); and
- Local Independent Body ('the Burngreave Entity')

As part of the discussions around succession the infrastructure of the voluntary and community sector is a key area for development. It is essential that this sector have the infrastructure to continue to influence and deliver services of lasting benefit to the area beyond the lifetime of the BNDfC programme. In addition, a period of consultation with the local community will underpin the further development of both of these models. Further information on the two models is provided in Section 7.

We have also played a pivotal role in three key developments in the area/city:

- Neighbourhood Arrangements
- Local Enterprise Growth Initiative (LEGI)
- Mixed Communities

We will continue to work through the developments of these initiatives to ensure that there are lasting benefits to the area. Further information is provided in Section 7.

Monitoring and evaluation is a key feature in project delivery with a particular emphasis being paid to resident feedback in a variety of ways. We have set up an evaluation panel and are in the process of training local residents to 'mystery shop' at the projects we run. By doing this we continue to put resident involvement and feedback at the centre of project design and delivery. Further information on this is provided in Section 6.



Improving Core Public Services

BNDfC provides a vehicle for engaging with local communities to improve core public services and ensure local accountability for local services.

We have a number of agreements with Sheffield City Council which set out how we will work with them and in return how they will work with us. These agreements are called ‘Advancing Together’ (ATA).

We have spent Year 6 reviewing and evaluating the ATA and we are now moving into a period of implementing changes that will enable the improvements that have been made in mainstream services to be maintained and continued. As part of our Exit/Succession Strategy we are looking at how we continue to influence the way services are shaped and delivered in the area through area-based arrangements and community governance.

By piloting innovative approaches BNDfC and its partners learn and develop and develop examples of Good Practice. This further understanding assists service providers in shaping their budgets and mainstreaming activities that work for Burngreave.



“Engaging local adults in employment and education projects and involving them with their children’s education is critical to the long-term improvement of young people’s achievement.”



Section 4

Year 7 Priority Area Action Plans

Summary



Year 7 Priority Area Action Plan

Children and Young People

There will be a full evaluation of the work of the Children and Young people's Priority Area this year and new projects will be developed to sustain improvements in educational achievement delivered by the current LEA 'Advancing Together' projects. We will continue to deliver and strengthen other projects such as Study Support, Burngreave Sports Development and Streetworx and ensure that they work together and with partners to support young people.

Priority Area Vision

'To encourage the development of a thriving learning culture in Burngreave'.

Context

- **New Arrivals** Burngreave continues to attract new arrivals and to have a growing and relatively mobile pupil population. For example, there were 66 Eastern European school children in the area in 2006.
- **Service Districts** the Local Education Authority has been transformed into the Children and Young People's Service and local Service Districts have been developed. The Burngreave/Shiregreen Service District has been established in the last 12 months and incorporates the BNDfC area.
- **Fir Vale School** around 40% of our secondary age children attend Fir Vale, one of the most improved schools in the country, with an "outstanding" Ofsted report (top 5%). The other major secondary schools serving our area have also done well over the last few years.

- **Further Education** we have seen the re-shaping of further education in the area with the opening of the Longley Park Sixth Form College and Hillsborough College in the last couple of years. However, there is a threat to adult education and training and in particular to ESOL provision, as a result of changing national policy.
- **Primary Schools** Sheffield primary schools are recognised as under-performing generally and this is reflected in the Burngreave area. However, at least one school in the area has shown outstanding improvement over the last few years.

Our main achievements have been:

- **Study Support** we have consolidated the five community study support groups into the Burngreave Study Support Consortium with firm evidence of value-added at both GCSE (aged 16) and Key Stage 2 (aged 11)
- **Advancing Together** the BNDfC/LEA Advancing Together projects have contributed to improving the engagement of schools with parents and responsiveness to the community
- **High Quality Data** we receive high quality and detailed data from the Data and Analysis section of the City Council's Children and Young People's Service. This information enables us to target our resources where they are most needed.
- **Youth projects** we have established the Streetworx youth project and seen the election of a Youth Council in 2006

- **Employment and Engagement** the work we do with young people in collaboration with the Employment and Skills Priority Area, recognises the important correlation between young people's achievement and that of their parents. Engaging local adults in employment and education projects and involving them with their children's education is critical to the long-term improvement of young people's achievement.

Our priorities for Year 7 and beyond:

- **Advancing Together** we will plan and implement, with our partners in schools and the Service District, the follow up projects to the Advancing Together projects
- **Youth Work** we will ensure that the Youth Council and Streetworx project develop effectively
- **Community Study Support** we will continue to consolidate the Community Study Support work and ensure that it works closely with schools and the Service District
- **Pre school education and childcare** we will continue to support voluntary sector childcare organisations and work with the Early Years Service to ensure that there is sufficient pre-school and childcare provision in the area
- **Collaboration and Focus** we will ensure that study support, youth and sports projects collaborate and work closely with mainstream organisations to focus on supporting the most disadvantaged young people



The Projects we will fund in Year 7 are:

- **Burngreave Sports Development**
Delivering a variety of sports sessions and weekly activity sessions
- **Community Education Coordinators**
working with schools to engage parents in family learning and adult education classes, and supporting their children's learning.
- **Breakfast and After School Clubs**
delivering out-of-school support to children
- **Bilingual Teaching Assistants** supporting children in schools
- **Language Learning**
- **Half Term and Weekend Clubs**
- **Book fairs and Theatre Trips**
- **Burngreave Community Study Support Consortium** A Consortium of projects aiming to help young people from the Somali, Yemeni and Pakistani communities to achieve their full potential. The project offers after-school study support in Maths, English and Science.
- **Bookstart** Project delivering free book packs and advice for families with young children (five years and under) on book sharing.
- **Childcare Consortium**
- **Streetworx** A detached Streetworx initiative based in the BNDfC area.

Children and Young People

Priority Area Outcome	Starting point	Where we are now	Where we want to be by Year 10	Closing the gap with the city	Sports Development	Community Education Co-ordinators	Breakfast & After School Clubs	Bilingual Teaching Assistants	Language Learning	Half-term & Weekend Clubs	Bookfairs & Theatre Trips	Study Support Consortium	Bookstart	Streetworx	Childcare Consortium
CYP1 Key Stage 2 Increase in the number of Burngreave children achieving level 4 at Key Stage 2	English: Gap: 20.1% Maths: Gap: 23.1% Science Gap: 25.7%	17.7 16.4 23.5	Achieve and maintain LA average	% of BNDfC pupils and Sheffield pupils gaining Level 4 at Key Stage 2 has risen since 2000, but not by a great deal in either case. In all three subjects the gap has narrowed slightly.		●						●			
CYP2 GCSE Increase in the number of Burngreave children achieving five or more grade A* to C at GCSE	LEA – 41.1% BNDfC – 18.9% Gap - 22.2%	LEA – 47.5% BNDfC – 41.2% 6.3%	Achieve and maintain LA average	% of BNDfC pupils getting 5A*-C GCSEs has more than doubled, rising by 22.3% from 18.9% in 2000. The gap between BNDfC and the LEA is now only 6.3%. Real and sustained progress has been made.		●						●			
CYP3 School Attendance More secondary school children attending school	BNDfC (2002/03) 89.4% attendance	BNDfC: 90.8 (City: 90.9%)	91% attendance	School attendance has improved. By achieving 91.4% last year it exceeded the programme target of 91%. It also overtook the city average of 91.1%								●			

Note: All data used in this table is supplied by the Data and Analysis Section of the Children and Young People's Directorate of Sheffield City Council through the BNDfC Education Data Project.



Year 7 Priority Area Action Plan

Employment & Skills

Priority Area Vision

‘Burngreave will be an area where unemployment is low in a thriving local economy. Local people are properly educated and trained, have access to local support and the opportunities and skills for work.’

Context

- **The economic growth of the city** Sheffield has been successful in a recent City Strategy bid which will aim to combine successful economic transformation with effective social inclusion. BNDfC has actively participated in this development which will enable Burngreave to benefit from the city’s challenge; to close the gap between communities and the city average for employment, learning, training and skills development.
- **Local Economic Development Strategy** We have developed a strategy which sets out how we can benefit from, and contribute to, the growth of the city, whilst responding to the needs and priorities of local people.
- **Unemployment is at an all time low** Although the numbers claiming Jobseekers Allowance has continued to fall, there is a continued challenge to support those who are economically inactive; for example, lone parents and people claiming income support or incapacity benefit.
- **Distinctive and diverse community** Burngreave welcomes new arrivals and asylum seekers, especially for the skills and talents they bring to the area. This does mean

however, that additional support and assistance is required to enable them to achieve their potential. The recent changes to ESOL provision will make this a greater challenge as there are:

- 40% of residents with low or no skills
- 40% of residents with English as a second language
- **Local Enterprise Growth Initiative** Sheffield has successfully secured £17million to support the growth of new and existing business enterprise. BNDfC has been a key partner in the development of this successful bid. The growth of new business within the city is far below that of the national average. Although we have had some success with our own project (programme?), the additional resources to the area will enable further activity and support.
- **Mainstream Agency Re-structure** Jobcentre Plus and Learning & Skills Council have recently undergone significant change and this presents challenges to the re-shaping of resources and provision.

Main achievements:

- **Forum House** a hub for employment and skills has been developed by co-locating key projects in one building. This provides a no-wrong-door approach for learning, training, apprenticeships and jobs for local people and employers. The projects based there are: Burngreave Opportunities; Burngreave Community Learning Campaign; Apprenticeships for All; Creating Enterprise Supporting Business; and a non-NDC funded project, Work and Wellbeing. The range of services provide practical solutions for many of the barriers local people face when they seek

to engage with learning, training and jobs. For example, CV’s, advice, guidance, connecting training and a flexible discretionary fund to meet individual work needs - clothes, tools and travel passes.

- **Inward Investment** support to new, existing business and private investment within the area. Confidence continues to grow in the area with the work now well underway for our key developments, Vestry Hall and Sorby House. These developments are contributing to the increasing private sector interest in the area.
- **Wealth** the work undertaken to improve local peoples’ income rates, both in terms of increased numbers into work and targeted support and advice can be clearly seen. For example, through the work in Forum House and the work through the Supporting Advice Project.
- **Local Enterprise Growth Initiative** BNDfC has worked closely with the city to develop the successful bid. The success with our own national award winning project, the Creating Enterprise Support Business Project has been adopted as the model for the city bid. BNDfC has been chosen to manage the implementation of the Creating Enterprise Champions across the four key areas within the city.
- **Employment and Skills** through joined up work across a number of priority areas and projects there is a wider impact than just improving the skill levels of adults. For example, the ILM Classroom Assistant Project not only improves the skills of those involved and connects them to jobs locally and city wide, but, it also benefits the children’s education in the schools where the additional resources are located.



Our priorities for Year 7 and beyond:

- **Vestry Hall** we are currently working to develop a programme of provision and activities to respond to local needs for learning and training.
- **Economic Development** we are continuing to work with our partners to meet the needs of our under-served markets and harness the opportunities offered through the economic and physical development of Spital Hill.
- **Local Economic Development Strategy ~ A Targeted Local Approach** Forum House is effective in supporting local people who pro-actively seek training and employment. In 2007/08 we will develop a targeted outreach service providing whole family solutions (employment, skills, wealth) for the 100 most disadvantaged households in the area using Super Output Area information.
- **Progression** we will work with our partners and local projects to measure individual progression from learning and training through to employment.
- **Diverse Community** we will build on the work already underway with local organisations, partners, projects and employers to support refugees, asylum seekers and black minority ethnic groups within the area to access the support they need to benefit from learning, training and employment opportunities both locally and within the city.

The Projects we will fund in Year 7 are:

- **Burngreave Opportunities** - one stop shop for jobs and training
- **Burngreave Community Learning Campaign**
- **Apprenticeship For All**
- **Creating Enterprise Supporting Business**
- **ILM Classroom Assistants**
- **Vestry Hall Manager**
- **Supporting Advice Provision**
- **Local Economic Development Strategy**

Employment & Skills

Priority Area Outcome	Starting point	Where we are now	Where we want to be by Year 10	Closing the gap with the city	Burngreave Opportunities	Community Learning Campaign	Apprenticeships for All	Creating Enterprise Supporting Business	ILM Classroom Assistants
ES1 Reducing unemployment	The gap is 17.3% Burngreave unemployment rate is 24.1%* city average 6.8%* (*CRESR NDC Baseline study April 2001)	Unemployment rate is 8.9% Dec 2006. (NOMIS) Against a rise for the city from 2.7% to 3% (NOMIS Dec 06)	Reduce the gap between Burngreave and the city average by 3.6% at the end of Year 10	The gap has narrowed from 17.3% to 5.9%. The unemployment rate reduced significantly from 24.1% to 8.9% (NOMIS DEC06)	●	●	●	●	
ES2 / CSW9 Household Income Reduce the number of residents who earn less than £5,000 ES3 / CSW10 Reduce the number of residents who earn between £5,000 - £8,000	31.3% 22.4% MORI 2002 <£3,120 to £5,200; 24% £5,200 to £10,400 30% £10,400 to £15,600 11%	Household incomes - MORI 2006 <£3,120 to £5,200 10% £5,200 to £10,400 30% £10,400 to £15,600 15%	Aspirational target: Reduce to 25% by the end of Year 10. Minimum target: reduce to 17.4% at the end of Year 10.	There has been a significant reduction from 24% 2002, to 10%. (MORI 2006)	●	●	●	●	
ES4 Raising Skills % of 16 yr olds with NVQ 2 to 4 ES5 % of 16 yr olds with literacy and numeracy skills.	The gap was 9.7% in 2001. Post 16 residents with NVQ or above: Burngreave : 42.2% Sheffield: 52.1% (census 2001) The gap in literacy skills was 7.2% and 9.1% in numeracy skills in 2001.	Burngreave has the highest % of adults engaged in learning than any other area of the city. (Source – LSC) MORI 2006 NVQ2 – NVQ4 53% (2002 46%)	Reduce the gap between Burngreave and the city by 9.7% by Year 10 Reduce the gap between Burngreave and the city average by 7.2% in literacy and 9.1% in numeracy skills by Year 10.	Impact of staying on rates 16years + higher now than any other area in the city. 75% haven't undertaken any training in last 12 mths (2002), this has dropped to 63% in 2006. (MORI) Burngreave has the highest levels of engagement in learning. (LSC 2006/7)		●	●	●	●

Employment & Skills

Priority Area Outcome	Starting point	Where we are now	Where we want to be by Year 10	Closing the gap with the city	Burngreave Opportunities	Community Learning Campaign	Apprenticeships for All	Creating Enterprise Supporting Business	ILM Classroom Assistants
ES6 Attract new businesses, start-ups and Small to Medium Enterprises (SMEs) into the area	No base line information	In this year: Support to 3 new investments; 6 start ups and 3 SME (will be more – confirm final figures)	10 new investments 25 SMEs by Year 10	To date: Support has been given to 16 new start-ups (64% of target) 75 businesses have received support against a target of 65 in the year. (Cumulatively 247 businesses have received support against local target of 172, +43%) New investments, this target is on line to be exceeded by 2010.	●		●	●	
ES7	33% of households have an income of between £5,000 and £8,000	Reduce to 25% by the end of Year 10			●				
ES8	22.4% of households have an income of between %5,000 and £8,000	Reduce to 17.4% by the end of Year 10			●				



Year 7 Priority Area Action Plan

Physical Environment & Safety

This Priority Area encompasses the former Crime and Housing & Environment themes.

Priority Area Vision

‘To make Burngreave a safer place to live with good quality housing, well maintained and well used local centres, parks and open spaces’

Context

- **Burngreave/Fir Vale Masterplan**
- **Housing Market Renewal in Burngreave**
- **Burngreave Green spaces**- a major environmental and quality of life resource
- **Neighbourhood Safety teams in Burngreave** – the New Deal Police team, the Anti-Social Behaviour team and the Community Wardens team.
- Total recorded crime in Burngreave has reduced from 43.4 per 1000 residents in 2002 to 33.8 per 1000 in 2006.
- People feel safer when walking alone after dark (50% in 2006 compared with 38% in 2002)
- Satisfaction with Burngreave as a place to live improved to 76% in 2006

Main achievements in Year 6:

- **Cleaner Greener Safer** Investment in mainstream cleansing services raised the standards of cleanliness in Burngreave
- **Sorby House and Vestry Hall** Work started on turning these prominent buildings into key community assets
- **Improved levels of enforcement** have been made possible through the additional resources provided through the Burngreave New Deal Police team
- **Improvements to green spaces** undertaken to help bring them back into better and safer use for all the community
- **Improved security** through grants to commercial premises and distribution of Smartwater kits for home security
- The work of the **Anti-Social Behaviour team** in conjunction with greater use of mediation to resolve neighbourhood conflicts has helped to change and improve behaviour in Burngreave
- **The Community Wardens** have provided a visible presence on the streets of Burngreave addressing problems and nuisance behaviour, providing information and assistance to residents and raising pride and community engagement in the area
- The three **Neighbourhood Safety** teams have been evaluated and improved and recently approved for their next phase of support from BNDfC

Our priorities for Year 7 and beyond:

- **Housing Developments** To ensure continued influence over the new housing developments proposed for the area. Benefits to Burngreave are maximized by ensuring local people are given choice and can access new housing
- **Sorby House** due for completion in late summer 2007 to provide high quality office accommodation and the co-location of local community services including neighbourhood safety teams. Strategic plan in place to ensure viability and sustainability
- **Vestry Hall** open as a learning centre for the start of the academic year 07/08. Strategic plan in place to ensure viability and sustainability
- **Maintenance of Green Spaces** Identification of maintenance responsibility for green spaces. Green City Action are being supported for a further two years to improve green space condition, use and safety around Burngreave. However, it is imperative that ongoing satisfactory mainstream maintenance of these areas is sustained in the future
- **Public Realm** ensure the successful continued development and implementation of plans for the transformational improvements to Spital Hill and Ellesmere Green at the heart of Burngreave
- **Abbeyfield Park** working with Sheffield City Council to lever in £2m of Heritage Lottery funding and other funding, to carry out comprehensive enhancements to the heritage park
- **Cleaner, Greener, Safer** working with Sheffield City Council to maintain the improved levels of cleanliness on the streets of Burngreave



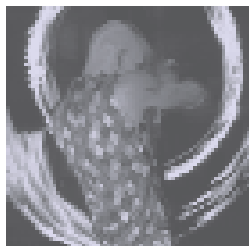
- **Maintain Low Crime Levels** we have had considerable success in the reduction of crime and fear of crime but it is important to avoid complacency and maintain the current low crime levels
- **Address Commercial Crime** whilst overall levels of crime have reduced, there have been increases in levels of burglary to commercial premises. This needs addressing to help raise confidence of business in Burngreave. The relationship between the police and the community need to continue to be developed.
- **Community Engagement** further community development work to empower the community in line with the principles of the succession strategy. Evaluate the success of projects and continue to raise community awareness in the BNDfC programme.
- **Adventure Playground** work with Sheffield City Council on plans to develop Phase 3.
- **Information on Drug use** work with the police and other partners to gain a better picture of the extent of drug use in Burngreave. Develop a collaborative approach with partners to address drug related issues.
- **Police team** a police team of one Police Sergeant and four Constables solely dedicated to Burngreave. The police team focus on community policing
- **Deliver It Green (Dig) Project** the community-led delivery of improvements to the green spaces and parks in Burngreave through Green City Action
- **Transport Strategy** planning and remodelling -lit routes
- **Public Realm** enhancing the public pedestrian spaces in the heart of Burngreave, including Ellesmere Green and Caborn Corner
- **Security Grants** up to £5,000 for local businesses and voluntary, community and faith organisations to help improve their security
- **Smartwater** a property marking initiative free to every Burngreave resident to help deter theft and distributed through the Community Wardens
- **Sorby House** the complete refurbishment of Sorby House to provide high quality office accommodation and the co-location of local community services including neighbourhood safety teams
- **Spital Hill Renewal team** continuation of a team to manage and implement the redevelopment of Spital Hill, Sorby House and the Vestry Hall
- **Vestry Hall** complete refurbishment of Vestry Hall to provide a community learning centre
- **Asset Manager** the employment an Asset Manager for the BNDfC property portfolio including Sorby House and Vestry Hall.

The Projects we will fund in Year 7 are:

- **Anti Social Behaviour team** a team for Burngreave to deal with neighbourhood conflicts. The team can refer individuals and groups for mediation or take legal action if needed.
- **Community Wardens** a team employed to patrol the area taking practical action helping to make Burngreave a better place to live

Physical Environment & Safety

Priority Area Outcome	Starting point	Where we are now	Where we want to be by Year 10	Closing the gap with the city	Anti Social Behaviour Team	Community Wardens	Police Team	Deliver it Green	Transport Strategy	Public Realm	Security Grants	Smartwater	Vestry Hall	Asset Manager	Sorby House	Spital Hill Renewal Team	Childcare Consortium
PES7 Satisfaction with the green environment	21%	68%	Increase to 70%	Narrow the gap by 15%				●	●								
PES8 Satisfaction with the built environment	49%	79%	Increase to 75%	Narrow the gap by 30% Year 10 target exceeded by 4%					●	●			●	●	●	●	
PES9 Increase the number of people who recycle	25%	100% of residents have access to paper recycling	Increase to 50%	Sourcing data													
PES10 Improve parks and open spaces (New target in 2004)	59h of open space requires improvement (Sheffield Wildlife Trust 2003)	16.9% (Green City Action 2006/7)	Improve 50% of park and open spaces	Exceeded improvement to date by 6.9%				●	●								
PES11 More green space for community use (New target in 2004)	No baseline	10,800 (Forum tbc)	Bring in to use 3,000 sqm	Exceeded target to date by 10,300 sqm				●		●				●			



Year 7 Priority Area Action Plan

Community Strength & Wellbeing

This priority area encompasses the former Health and Over-arching themes.

Priority Area Vision

'Burngreave will be a strong, healthy and inclusive community where local people have a voice and influence in decisions that affect how and where they live'.

Context

- Rich and diverse local community with increasing asylum seeker and refugee communities
- Reduction in the funding streams available locally, regionally and nationally to support the infrastructure of the Voluntary and Community sector
- High demand for lottery funding
- Sheffield's Local Area Agreement (LAA) for health incorporates the BNDfC area and aims to close the gap in life expectancy by 10% between the communities with the poorest health and the city average

- Department of Health national campaigns around exercise, diet and smoking cessation
- Department of Health National Service Frameworks/Plans to reduce health inequalities and key illnesses, conditions and target groups
- Good quality local health services which are well used
- Effective range of community based culturally appropriate health interventions

Main achievements in Year 6:

- The successful re-launch of the Burngreave Grant Fund and an increase in applications
- Partnership Board approval to continue the Burngreave Messenger project
- Development of the Burngreave Children's Centre to provide health services for families in the area
- National recognition of the Greenfingers project and approval for it's continuation
- Inclusion of Burngreave in the Citywide Neighbourhood Arrangements pilot
- A range of successful community events throughout the year

Our priorities for Year 7 and beyond:

- Establishing a range of health interventions tailored to the needs of local people through the LAA for health
- Develop and agree our approach to support the infrastructure of the local Voluntary and Community Sector
- Establish Burngreave Community Radio on a permanent basis
- Strengthen community involvement in the design, delivery and evaluation of BNDfC activities
- Utilise new smoking legislation to reduce the number of people in the area who smoke
- Review the achievements for the Community Strength and Well Being priority area



The Projects we will fund in Year 7 are:

- **Burngreave Drugs Project** support Education and therapies for local people affected by their own or a family members' drug use
- **Burngreave Support Network**
- **Counselling Provision in Burngreave** extra counsellors in GP surgeries
- **Emotional Support and Wellbeing for BME Communities** promoting emotional well being and stress management. This project will be particularly aimed at Yemeni men and Pakistani women as there is no other service of this kind for these communities
- **SAGE** Horticultural Project
- **Pitsmoor CAB Home Visiting Project** project run by the Pitsmoor Citizens Advice Bureau, providing a home visiting advice service to people who are isolated in their homes due to disability, old age or caring responsibilities
- **Burngreave Messenger** community magazine delivered to all households in the area to encourage communication, inform residents about local activities and publicise local business and events.
- **BNDfC Communication** project supporting the effective two-way communication between Burngreave residents and BNDfC. Communicating through the use of public meetings, publications and events throughout the year. Assisting partners in changing the perception of the Burngreave area through local, regional and national media
- **BNDfC Communication Vehicle**
- **BNDfC Partnership Development** pays for the hire of rooms for Burngreave New Deal for Communities Partnership Board meetings; Theme Group meetings and training events.
- **BNDfC Small Grants Fund** distributes small grants in the BNDfC area
- **BNDfC Information Shop**
- **Burngreave Voices** (capital element)



“Involving residents in the design, delivery and evaluation of the BNDfC programme remains a priority.”



Section 5

Community Engagement



Community Engagement

Involving residents in the design, delivery and evaluation of the BNDfC programme remains a priority. BNDfC's Community Engagement team (CET) are a team of dedicated staff working to ensure Burngreave residents are aware of, and able to benefit from, the many opportunities that have been created through the work of the partnership

The CET comprises of:

- Engagement Team Manager
- Two Engagement Officers
- Part Time Administrative Support

Our main achievements in Year 6 were:

- Provided in-depth support for and consultation at local community events, celebrations, awards and festivals
- Developed partnerships to plan and deliver a range of community based events; Festive Party, Bonfire Night Celebration, Family Fun Day
- Worked in partnership to organise a fashion show for International Women's Day. This was a multi-cultural and multi-lingual event and brought together women from different cultures and religions, hence contributing to community cohesion
- Organised and facilitated drop-in sessions for various groups of individuals at the BNDfC Information Shop and other venues in the area. Questionnaires were completed and the ideas, issues and concerns identified have been incorporated into plans for the coming year

- Supported residents, groups and organisations in the area to access the Burngreave Grant Fund and developed local solutions to their issues and concerns
- Supported a local school in publishing and distributing a book of poetry written by children from the area about their life experience as refugees and asylum seekers
- Developed the capacity of a number of voluntary and community groups in the local area, which in turn has enabled those groups to develop, progress and support other residents in the area
- Established a working group that co-ordinated a range of successful events and activities in Burngreave and the city throughout Black History Month.

Our plans for Year 7 and beyond:

Targeted interventions and target groups:

- Work with the Regeneration Manager for the Children & Young People's Priority Area to develop a series of initiatives and early interventions to tackle the high number of school exclusions involving a number of young people from the area
- Intensive work in specific neighbourhoods within the area where mapping of BNDfC interventions has demonstrated limited involvement/impact of the programme. Identify and respond to issues of concern to local residents
- Production of a 12 month calendar highlighting the extensive range of events and activities being held in the area

Targeted work on priority and under-represented groups:

- white working class
- women
- people with disabilities
- young men
- elderly people
- African Caribbean
- Somali
- Pakistani
- refugees and asylum seekers

Event support and delivery including:

- conferences
- delegate events
- public meetings
- new initiative launches
- festive party
- family fun
- one Love festival
- Abbeyfield Park multi-cultural festival
- business stars of the future
- bonfire night celebrations
- Burngreave Mile Run
- Business Awards



Support to new priority area structure

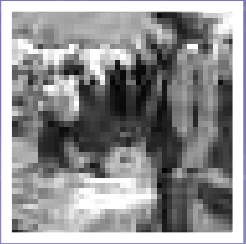
CET is central to the success of the new Priority Area structure, particularly in generating involvement in the resident forums. The team will co-ordinate a range of events and activities as an alternative to traditional meetings to generate ideas, issues and concerns of local people to inform the delivery of the BNDfC programme.

Other activities of the team:

- resident drop-in surgeries in and around the community aimed at giving residents easier access to local information and opportunities
- ongoing outreach and consultation to keep residents informed of opportunities generated through the BNDfC partnership
- expand the network of volunteers involved in activities within the area and provide opportunities to develop and increase their skills

CET evaluation

The CET project has recently been evaluated and there has also been a national evaluation of community engagement in the NDC programme which involved Burngreave as a case study. These two pieces of work will inform the development of a new project building on the work of the team and expanding it to incorporate community development.



“Effective monitoring and evaluation are key components of sound and inclusive programme management.”



Section 6

Performance Management,
Monitoring and Evaluation



Performance Management, Monitoring and Evaluation

Effective monitoring and evaluation are key components of sound and inclusive programme management. By getting this right we ensure that the resources in which we invest in the area respond to the issues identified by local people and provide value-for-money. This is achieved by looking at the extent to which programme and project aims, objectives and outcomes have been achieved; how they have been achieved; and whether there are any lessons to be learned for the future.

We do this through:

Quarterly Monitoring

Projects funding depends on the outcomes of regular review and evaluation. We systematically collect information from the projects on a quarterly basis and analyse it for two key reasons:

1. to tell us how projects are performing in relation to their budgeted allowance, as well as their targets
2. to tell us about who is using the service or project, and to what extent they are using it

This information is required so that we can determine who is using the services and from where they come. Also, just as importantly, it enables us to see who isn't using the services and enables us examine the projects to ensure that they are reflecting the needs of the local community.

Over the last 12 months we have made improvements to how and what information is collected through the monitoring process in relation to project financial spend and beneficiary data. This has included close examination of race and diversity data. In the next 12 months we will

continue this improvement and ensure that we have systematic data collection taking place across the programme. This will enable us to assess the impact of our work on all communities and chart progress accurately against the baseline information collected at the start of the programme. .

Evaluation

As the programme progresses into Year 7, the need for effective and meaningful evaluation increases. Evaluation differs from monitoring in that it requires a critical and detached look, both at the objectives of the project, and at whether they are being met. A good evaluation will tell us how well the project is achieving its objectives and how and why this may differ from expectations. It will involve consideration of:

Effectiveness – to what extent the project has an impact of social and/or economic value; meets its immediate, intermediate and ultimate objectives.

Efficiency – was the approach the project took the most cost- effective? did the project achieve maximum benefit (best value) for the resources it spent?

In short, the key objectives of the BNDfC evaluation are to:

- assist in the development of the BNDfC programme
- keep track of progress against targets and objectives
- aid the structuring and restructuring of projects
- provide evidence to influence the delivery of mainstream services

Evaluation is incorporated into every area of work both at project, Priority Area and programme level.

This ensures that each project is firmly linked to the programme's strategy and is clear about how and what it will do and what evidence is required to demonstrate this has been achieved. It will involve the collection of evaluation findings from individual projects to assess programme impact. Cost benefit analysis is also incorporated into the evaluation process to ensure best value from the resources that are invested by BNDfC and its partners.

During the past year, several evaluations were undertaken by BNDfC including; Safer Neighbourhoods; the Community Engagement Team; Burngreave Voices; LEA Advancing Together; Burngreave Community Learning Campaign; Creating Enterprise Supporting Business. BNDfC also worked with the University of Sheffield to explore the views of Burngreave residents at the mid point in the programme. This work has influenced the development of new projects and informed the Year 7 Delivery Plan.

In order to ensure that the evaluation of the BNDfC programme considers the impact of developments locally, regionally and nationally an Evaluation Steering Group was established in September 2006. This group ensures consistency and fairness in evaluations across the programme.

Priorities for evaluation during year 7 of delivery

The priorities for evaluation over the coming months are to ensure that we have a systematic process in place which is adopted across the programme. This will involve individual project evaluation as well as Priority Area and programme evaluation.

Community Involvement

An important element of the evaluation process is a resident-led programme of work. BNDfC are running a 'Mystery Shopper' project which involves local residents using and reporting on the effectiveness of projects and services in the area.

The resident experience of service providers (e.g. Police, Council Departments, Health Services, Leisure Services, BNDfC etc) will inform, shape and reshape the level and standard of service provided and ensure that BNDfC receives value for money for the resources that are invested. The people employed to do the mystery shopping are BNDfC residents who will be trained and paid for the work they undertake. They will also develop an approach that will enable them to establish a Social Enterprise and undertake similar work for other organisations in the city in the future.

Evaluation Steering Group

BNDfC incorporates nationally developed 'Good Practice' methods into its working practice locally. To ensure consistency an Evaluation Steering Group has been set up with representation from:

- residents of the BNDfC area
- Programme Director
- monitoring and appraisal staff from NDC
- Sheffield City Council
- a local University
- Three representatives from the Partnership Board

In the next 12 months this group will advise on evaluation techniques and developments in the field of regeneration. It will also play a pivotal role in ensuring consistency and fairness in evaluation across the whole programme. It will report progress and developments to the Partnership Board..

Annual Programme Assessment

The annual assessment of the performance of BNDfC is undertaken through the Department of Communities and Local Government (DCLG) 'Performance Management Framework for Regeneration Schemes'. This is a self assessment exercise conducted annually and moderated at regional and national levels.

Where improvements have been identified an Improvement Plan is put in place. It is the responsibility of the BNDfC Management team to ensure that the Improvement Plan is implemented, while Government Office monitors progress against the plan through regular Keep in Touch (KIT) meetings. .

Monitoring and Evaluation Team

The monitoring and evaluation team consists of:

- Monitoring and Evaluation Manager
- Appraisal Officer
- Monitoring Officer x 2

Equality and Diversity

BNDfC have a Race & Diversity Strategy to ensure that the programme brings real and measurable improvements for all residents in the BNDfC area.

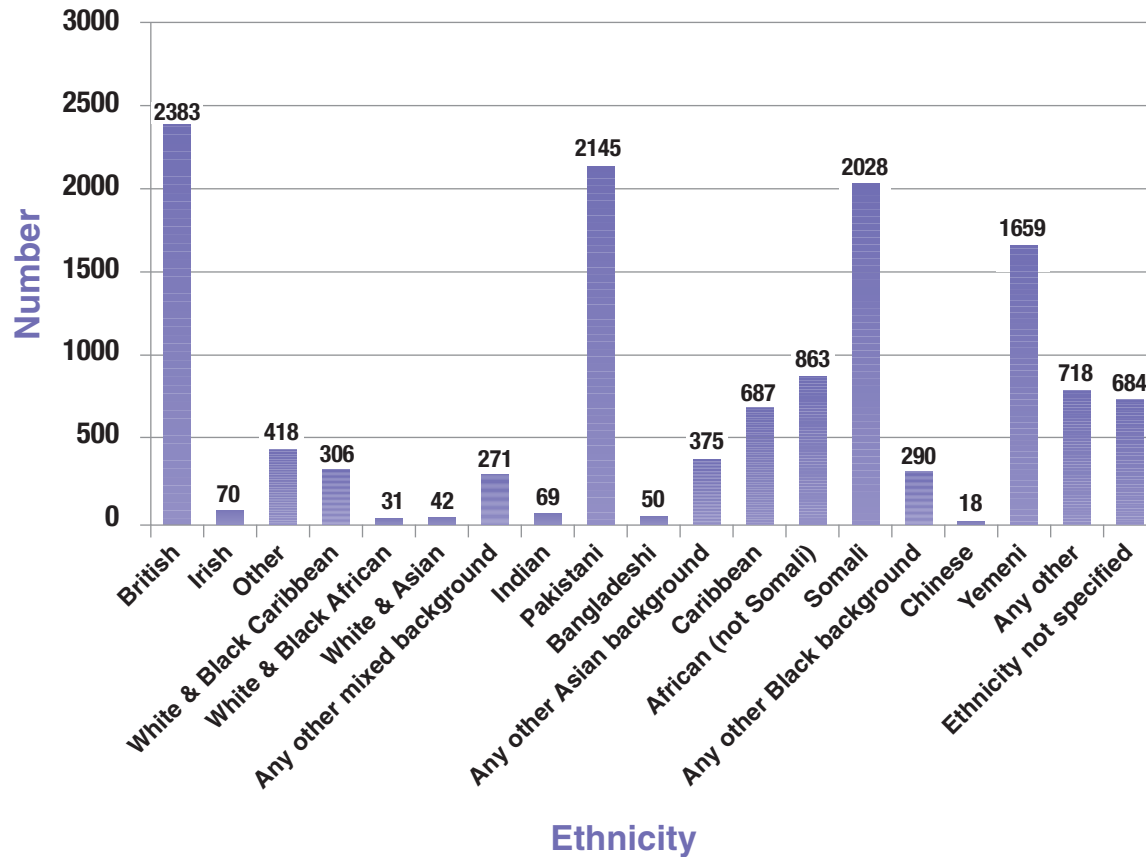
Information is gathered from BNDfC funded projects to enable us to assess the impact of our work on the different communities that live in the area and respond to gaps and priorities.

The diagrams on page 47 and 48 provide an analysis of BNDfC beneficiaries by gender and ethnicity between April 2002 and September 2006. They demonstrate the effectiveness of the programme in responding to the different needs in the area.

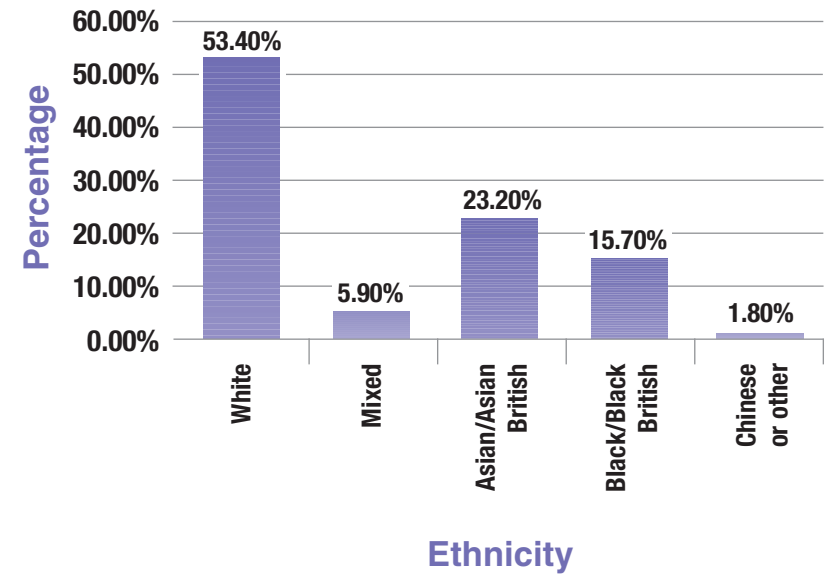
Diagram 1, 'Ethnicity Monitoring' provides information by ethnicity of residents living in the BNDfC area and information by ethnicity of residents using BNDfC funded activities

Diagram 2, 'Gender monitoring' provides information by gender of residents living in the BNDfC area and information by gender of residents using BNDfC funded activities.

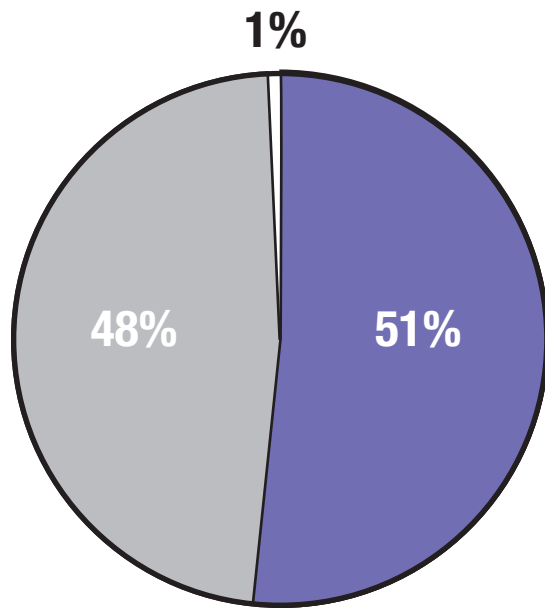
Burngreave New Deal for Communities Ethnicity Monitoring April 2001 - September 2006



Ethnic Breakdown Sheffield NDC area 2001 (Census 2001)

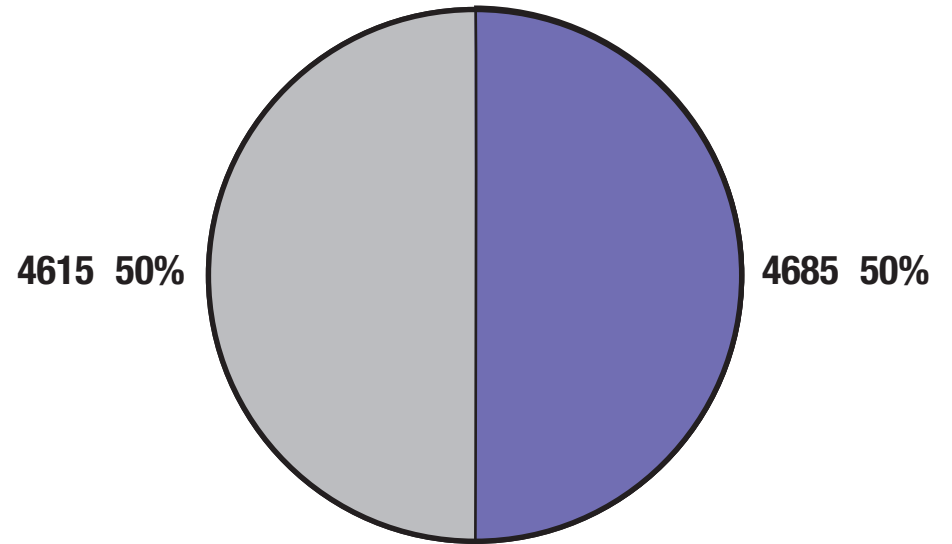


**Burngreave New Deal for Communities
Gender Monitoring
April 2001 - September 2006**

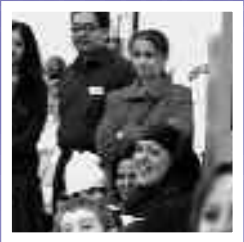


Male Female Gender not stated

**Gender Breakdown
NDC area 2005
- National Data**



Male Female



“We are looking at how we continue to influence the way services are shaped and delivered in the area through area-based arrangements and community governance.”



Section 7

Exit/Succession Strategy



Exit/Succession Strategy

The Exit/Succession Strategy for the programme will ensure that a legacy is left by BNDfC and the improvements that have been delivered in the area are sustained beyond 2011. Without such long term planning, the influence of the programme on organisations and services in the area could be lost.

The following sets out the areas that will ensure the programme brings about lasting change for the community.

- **Mixed Communities** - Building on the work of the Neighbourhood Renewal Strategy, the Mixed Communities Initiative is a new, more intensive approach to renewal in a small number of very disadvantaged areas. The aim of the initiative is to create neighbourhoods with a more sustainable mix of tenures and incomes and address the problems of worklessness, skills, crime, poor environments and poor health. Burngreave has been chosen as one of the 11 Demonstration Areas and BNDfC are key to the delivery of the initiative locally and will play a part in its development.

Being one of the Demonstration Areas brings many benefits, including strengthening our case for more resources. In particular, resources from the South Yorkshire Investment Plan allocation and the emphasis through Mixed Communities on local governance and accountability. This will increase the involvement of BNDfC in local decision making and concentrate developments through Local Area Agreements (LAA's) on services in the area.

The Mixed Communities Initiative enables us to meet the strategic objectives set out under the LAA to create stronger and safer communities across Sheffield with particular reference to making all neighbourhoods successful, and with a strong emphasis on the most deprived areas of the city as identified in the Closing the Gap Strategy. The Mixed Communities Prospectus mirrors all four blocks of the LAA and draws together enabling measures that will form a 'mini LAA' for the Burngreave area that contributes to our ambitions for Sheffield's LAA.

This is an exciting time of rapid physical and community development for the Burngreave area. The Mixed Communities project provides an excellent opportunity to draw together the various strands into a cohesive programme and holistic approach. The baseline position will be set using the Sheffield Neighbourhood Information System (SNIS) to track six key neighbourhood baskets of indicators. Burngreave's progress will be tracked and compared with 99 other neighbourhoods in Sheffield to ensure that Sheffield City Council, with its partners, close the gap and keep it closed. In addition, the Mixed Communities approach will enable all the partners involved to assess the combined impact of the full breadth of interventions in the area as follows:

- **Housing** the vision for housing in Burngreave is for homes that appeal to existing and future residents. Homes that are modern, safe and warm, privately owned and association housing, offering choice to all to create a mixed and inclusive community.

- **Education** BNDfC has funded specific projects in partnership with the Local Education Authority (LEA) to improve school provision in the area. We have worked with schools and the voluntary and community sector to help raise the attainment of young people and also to increase the engagement of parents in learning.
- **Health** Burngreave is one of the areas targeted through this programme as, whilst health and well-being in the area is improving, it continues to suffer some of the starkest inequalities in the city and nationally. In order to close the gap in health and well-being between Burngreave and the city average, the city's public sector partners are working with the voluntary, community and faith sector to develop and deliver an Enhanced Public Health Programme for the area as part of the city's LAA.
- **Joblessness** As part of BNDfC's employment theme, the infrastructure has been developed to strategically plan and practically enable Burngreave residents to access and benefit from the increased job opportunities that the regeneration of the area brings. The infrastructure includes: Burngreave Opportunities; Apprenticeships for All; and Supporting Business.



- **Community Safety** BNDfC funded three projects to tackle crime and the fear of crime in response to levels in Burngreave. These projects were: The New Deal Police team, The New Deal Anti-Social Behaviour team and The New Deal Community Wardens project.
- **Community Cohesion** Community cohesion is fundamental to the success and long term sustainability of the Mixed Communities Initiative in Burngreave. The strategic commitment to the principles of community cohesion is cemented by Sheffield's LSP Inclusive and Cosmopolitan Partnership Board that is currently leading on the review of the Social Inclusion and Cohesion Strategy for the city.
- **Transport** – 'Traditional' transport funding, from the Local Transport Plan capital allocation from the Department for Transport, would not normally be available for many of the proposed improvements in Burngreave. However, the Burngreave and Fir Vale Transport Strategy delivers a Cleaner, Greener, Safer and Sustainable Burngreave, by bringing together a variety of public and private funding sources.
- **Shaping and Re-shaping Mainstream Public Services** to ensure there are long term changes to the way that public services are delivered in the area. This will mean flexible services enable to quickly respond to the changing needs of the community. To achieve this requires working with, and supporting, core public service providers such as education, health, crime and housing. More effective engagement/closer working relationships with statutory service providers will contribute to improvements in the delivery of services and effective mainstreaming of services for the Burngreave area.

In 2003 BNDfC and Sheffield City Council put in place the 'Advancing Together Agreement' (ATA) which covered Cleaner Greener Safer projects and the Transformational Projects. Education projects were added to the package in September 2004. BNDfC and the Council have been working together to develop strategies for mainstreaming benefits from the ATA projects and, as part of the ATA, the Council have agreed to report back to the Partnership Board bi-annually on performance.

We have spent Year 6 reviewing and evaluating ATA and are now moving into a period of implementing changes that will enable the improvements that have been made in mainstream services to be maintained and continued. As part of our exit strategy we are looking at how we continue to influence the way services are shaped and delivered in the area through area-based arrangements and community governance.

The Council is currently exploring models of 'community governance' and appropriate levels of service delivery through the LAA framework and Neighbourhood Arrangements Pilots. BNDfC are well placed to lead on aspects of this and the approach fits with the White Paper 'Strong and Prosperous Communities' which was released in October 2006 and strongly supports a 'local governance model' with elected members at the heart of the structure.

- **Raising Skills of the Community** so that training, education and lifelong learning achievements lead to long term routes to work. This will enable Burngreave residents to access employment across Sheffield and the South Yorkshire sub-region long after NDC funding comes to an end.

- **Building Capacities and Confidence of the Local Community and, in particular, Young People** to ensure a healthy, well educated community is able to maintain community activities, sustain community engagement and manage and maintain its own community programme and projects.
- **Planning for Succession** has been carried out in detail through a series of Partnership Board Away-Days.

The process for looking at succession planning started in October 2005 with the prioritisation of those projects best placed to deliver the outcomes of the programme.

At the Away Day 'Sustainability of the Partnership – the Start of the Process' held in June 2006, the Board reinforced the importance of BNDfC leaving a 'Legacy, not History'. Key issues identified were: community engagement and communication; linking effectively with partners at appropriate levels; and concentrating on local priorities. In addition, discussions and decisions were made about what services BNDfC should directly run and what services BNDfC should influence.

At further Away-Days held in September 2006, the second stage of planning looked at the possible options for succession models for the programme. These have been identified on two levels:

- Area Regeneration Partnership (Neighbourhood Arrangements);
- Local Independent Body ('The Burngreave Entity').

At the December 2006 Away-Days the Partnership Board discussed the possible shape for a successor body and considered the two options.



The discussions identified the need for a Local Independent Body to have a clear governance structure and for it to be centred on community ownership and local voice. There should be investment in local priorities through any income generated from the ownership of assets by the BNDfC programme.

The Area Regeneration Partnership will be developed in line with emerging 'neighbourhood arrangements'. BNDfC already have some influence in the emerging Neighbourhood Arrangements process which is currently being worked on with the City Council. This would allow some testing of ideas on the ground. The function of the Partnership should be about getting and shaping the right resources into the area. The importance of ensuring that real community participation is maintained and strengthened and that the right people are represented at the influencing level, was recognised and will be central as we move forward on both models.

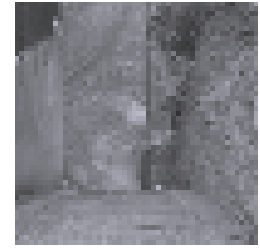
Consultation with local residents, local organisations and service providers is ongoing until January 2008.

- **Delivering Major Critical Initiatives** which will affect people's lives, leave a lasting legacy and which visibly impact on the quality of those lives.

- Sheffield's successful **Local Enterprise Growth Initiative (LEGI)** is one example of BNDfC's participation in delivering a major critical initiative. Burngreave is home to an award-winning Enterprise Champion Training programme which has been particularly successful in inspiring and training local people to become entrepreneurs and in championing potential entrepreneurs in their communities. LEGI resources will be used to extend the programme across Sheffield's areas of deprivation (the Closing the Gap areas).

There will be eight locally based Neighbourhood Enterprise Champions. BNDfC will have responsibility for the overall coordination function which will lever in additional resources.

- **Building the Capacity of Local Groups** to build the capacity of key local groups to enable them to bid for contracts from statutory agencies.
- **Forward Strategies for individual projects** there is an inbuilt requirement for all NDC funded projects to include plans for forward strategies. BNDfC will work pro-actively with projects to ensure that, wherever possible, benefits from projects continue beyond BNDfC.





“All of the projects we have funded have contributed to improving lives in the area.”

Appendices

Appendix 1

Appendix 2

Appendix 3

Appendix 4



APPENDIX 1 – Predicted Spend Year 7

		Year 7				
Priority Area		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
	Funding Source	2007/08	2007/08	2007/08	2007/08	2007/08
Community Strength & Wellbeing	BNDfC Capital	465	0	0	0	465
	BNDfC Revenue	313,039	313,033	313,029	313,027	1,252,128
	Other Funding	68,370	67,368	67,368	67,368	270,474
Physical Environment & Safety	BNDfC Capital	1,097,271	1,097,271	1,097,271	1,097,269	4,389,080
	BNDfC Revenue	249,137	248,770	248,768	248,768	995,443
	Other Funding	101,769	101,507	101,504	101,504	406,284
Children & Young People	BNDfC Capital	0	0	0	0	0
	BNDfC Revenue	248,636	248,634	248,630	248,628	994,528
	Other Funding	190,170	176,800	181,256	185,709	733,935
Employment & Skills	BNDfC Capital	2,614	2,614	2,614	2,613	10,455
	BNDfC Revenue	312,015	312,014	312,013	321,859	1,257,901
	Other Funding	193,624	193,622	193,620	193,619	774,485
Management and Administration	BNDfC Capital	150,000	150,000	150,000	150,000	600,000
	Total	2,927,110	2,911,634	2,916,074	2,930,366	11,685,178

SUMMARY

SUMMARY OF EXPENDITURE		Quarter 1	Quarter 2	Quarter 3	Quarter 4	Total
Total	BNDfC Capital	1,100,350	1,099,884	1,099,884	1,099,882	4,400,000
Total	BNDfC Revenue	1,122,827	1,122,451	1,122,440	1,132,282	4,500,000
Total	Other Funding	553,933	539,297	543,748	548,200	2,185,178
Total	Management and Administration	150,000	150,000	150,000	150,000	600,000
Total	Total Expenditure	2,927,110	2,911,632	2,916,072	2,930,364	11,685,178
SUMMARY OF FUNDING						
Total	BNDfC	903,177	902,335	902,324	912,164	3,620,000
Total	Accountable Body	1,320,000	1,320,000	1,320,000	1,320,000	5,280,000
Total	Other Funding	553,933	539,297	543,748	548,200	2,185,178
Grand Total		2,297,110	2,911,632	2,916,072	2,930,364	11,685,178

APPENDIX 2 – Programme Spend for the next 4 years

Theme	Funding Source	Year 7 2007/08	Year 8 2008/09	Year 9 2009/10	Year 10 2008/09	Total Yrs 7,8, 9 & 10 2007/08 to 2010/11
Community Strength & Wellbeing	BNDfC Capital	465	479	247	0	1,191
	BNDfC Revenue	1,252,128	1,387,370	793,294	308,763	3,919,992
	Other Funding	270,474	218,561	140,763	475,790	651,500
Physical Environment & Safety	BNDfC Capital	4,389,080	180,965	4,690	0	4,574,735
	BNDfC Revenue	995,443	481,927	29,864	1,071,783	1,507,234
	Other Funding	406,284	513,085	49,377	480,537	968,746
Children & Young People	BNDfC Capital	0	0	0	0	0
	BNDfC Revenue	994,528	1,024,651	513,012	992,526	2,556,661
	Other Funding	733,935	85,797	25,967	943,315	850,157
Employment & Skills	BNDfC Capital	10,445	1,277	0	0	12,732
	BNDfC Revenue	1,257,901	1,674,992	0	0	2,932,893
	Other Funding	774,485	673,127	0	0	1,447,612
Total Management and Administration	M & A	600,000	400,000	400,000	350,000	1,750,000
Total	M & A	600,000	400,000	400,000	350,000	1,750,000
Total	Capital	4,400,000	183,721	4,937	0	4,588,658
Total	Revenue	4,500,000	4,568,940	1,336,170	511,670	10,916,780
Total Other	Other Funding	2,185,178	1,490,570	216,107	26,160	3,918,015
Total		11,685,178	6,643,231	1,957,214	887,830	21,173,453

SUMMARY

		Year 7	Year 8	Year 9	Year 10	Total Yrs 7, 8, 9 & 10
Total	BNDfC Capital	4,400,000	183,721	4,937	0	4,588,000
Total	BNDfC Revenue	4,500,000	4,568,940	1,336,170	511,670	10,916,780
Total	Other Funding	2,185,178	1,490,570	216,107	26,160	3,918,015
Total	Management and Administration	600,000	400,000	400,000	350,000	1,750,000
Grand Total		11,685,178	6,643,231	1,957,214	887,830	21,173,453
SUMMARY OF FUNDING						
Total	BNDfC	3,620,000				
Total	Accountable Body	5,280,000				
Total	Other Funding	2,185,178				
Grand Total		11,685,178				

APPENDIX 3 – Programme Contacts

Contacts

Burngreave New Deal for Communities Partnership

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W: www.bndfc.co.uk

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Mushall Khan, Programme Director

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BNDfC Communication team

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Regeneration Managers

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- ceciliashields@bndfc.co.uk

Jon Cowley, Regeneration Manager Children and Young People

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- joncowley@bndfc.co.uk

Cherry Daniels, Regeneration Manager Community Strength and Wellbeing

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- cherrydaniels@bndfc.co.uk

Bill Tomson, Regeneration Manager Physical Environment and Safety

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Sally Seymour, BNDfC Vestry Hall Manager

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Roy Sinclair, Senior Administrator and IT Coordinator

- 0114 297 6937
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BNDfC Community Engagement team

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- 0114 279 6920
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BNDfC Small Grants team

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BNDfC Information Shop

BNDfC Information Shop

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Information Shop team

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Tariq Ahmed, Information Assistant

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Caretaker : Barry McLaren

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Thomas Coldron, Business Support Administrator

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APPENDIX 4 – Project Contacts

Children and Young People

Burngreave Sports Development	- 0114 273 5719
Community Education Coordinators	- 0114 233 1189
Breakfast and After Schools Clubs	- 0114 233 1189
Bilingual Teaching Assistants	- 0114 233 1189
Language Learning	- 0114 233 1189
Half-Term and Weekend Clubs	- 0114 233 1189
Book Fairs and Theatre Trips	- 0114 233 1189
Burngreave Study Support Consortium	- 0114 261 1439
Bookstart	- 0114 203 9002
Childcare Consortium	- 0114 249 3451
Streetworx	- 0114 272 3628

Physical Environment and Safety

Anti Social Behaviour Team	- 0114 293 0000
Community Wardens	- 0800 169 2118
New Deal Police Team	- 0114 296 4005
Deliver It Green (Dig) Project	- 0114 244 0353
Transport Strategy	- 0114 273 4192
Public Realm	- 0114 273 4192
Security Grants	- 0114 275 8688
Smartwater	- 0114 293 0000
Sorby House	- 0114 279 6932
Spital Hill Renewal Team	- 0114 221 1327

Employment and Skills

Burngreave Opportunities	- 0114 275 5106
Burngreave Community Learning Campaign	- 0114 279 4960
Apprenticeship for All	- 0114 272 2743
Creating Enterprise Supporting Business	- 0114 292 0462
ILM Classroom Assistants	- 0114 282 3381
Vestry Hall Manager	- 0114 292 0457
Supporting Advice Provision	- 0114 273 8838

Community Strength and Wellbeing

Burngreave Drugs Project	- 0114 226 2970
Burngreave Support Network	- 0114 275 5376
Counselling Provision In Burngreave	- 0114 226 4310
Emotional Support and Wellbeing for BME Communities	- 0114 226 2660
SAGE	- 0114 274 3651
Pitsmoor CAB Home Visiting Project	- 0114 275 5376
Burngreave Messenger	- 0114 242 0564
BNDfC Communication	- 0114 279 6920
BNDfC Communication Vehicle	- 0773 647 7559
BNDfC Partnership Development	- 0114 279 7161
BNDfC Small Grants Fund	- 0114 292 2906
BNDfC Information Shop	- 0114 292 0464
Burngreave Voices	- 0114 276 1900