

Independent Feasibility Study

Community Hub  
Shenley Estate

# What next. . .?

Money Saved. Quality Assured.



**Independent Feasibility Study:**  
**Community Hub - Shenley Estate**



**Report Commissioned by**

Bournville Village Trust

**Delivered by**

Wider Impact Consultancy Ltd

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## 1.0 Executive Summary

### 1.1 Introduction

Commissioned by the Bournville Village Trust (BVT), the key objective of the commission has been to research and report on the feasibility of establishing a Community Hub on the Shenley Estate.

### 1.2 Our Approach

We have used a number of research approaches, which have included detailed desk research and intensive field research to gain an in-depth understanding of the facts, with aims on making informed recommendations on the way forward.

### 1.3 Our Findings

Key findings of this feasibility study include that there currently is **not** a social, welfare or business case to support the delivery of a new Community Hub / building on the Shenley Estate. This does not mean however that there is not a need to provide **community based** support to the most vulnerable members of the community, who can be 'hard to reach', and risk missing out on the support they need and deserve.

Understanding the implications austerity is having on the development and delivery of community based services, the study has identified potentially low cost / 'value for money' opportunities for local stakeholders to improve the ways they **work in partnership** and **collaborate** to support the needs of local people, which will significantly include the most vulnerable and isolated members of the Shenley community.

### 1.4 Recommendations

The following recommendations are tendered:

1. The contents of this report are shared with all stakeholders, which should include those highlighted at **Appendix C**.

2. A Shenley based meeting / conference is arranged with stakeholders, with objectives that should include agreement to develop and deliver a **Shenley Community Strategy** with aims that enable all stakeholders to:
  - a. work in closer partnership for the benefit of members of the Shenley community
  - b. agree Service Level Agreements
  - c. improve communication between stakeholders and stakeholders and community members
  - d. establish a virtual Community Hub, which is suggested should be based at St David's Church / Narthex
  - e. gain an in-depth as possible understanding of the needs of community members, with particular emphasis on the most vulnerable
  - f. work collaboratively to tackle identified needs
  - g. identify, support, train and enable local volunteers / community activists
  - h. submit joint funding applications to develop and deliver the strategy
3. With the Shenley Community Council taking on the role of '**Lead Agency**', BVT should provide 'in-kind' support to the delivery of the meeting / conference and proposed strategy, which is suggested, should involve staff and departments such as the **BVT [Shenley] Community Development Officer (Strategy Lead)**, the Community Team, and other specialist teams, to assist with key skills such as:
  - a. IT
  - b. Marketing
  - c. Communication.

## 1.5 Conclusion

It is clear that to do nothing is **not an option**, and risks failing to maintain the Shenley Estate and surrounding area as a comparatively safe place to live and socialise; and most significantly providing the services required to support the most vulnerable and isolated members of the community.

It is proposed that the recommendations provide opportunities for stakeholders to work in partnership and collaborate to deliver innovative, sustainable and 'value for money' services and support for the benefit of local people, and stakeholders / support organisations and individuals based in and around the Shenley area.



## 2.0 Acknowledgements

We are grateful to the many individuals, who have assisted in the production of this report, who include:

- members of the Project Group
- those community members, individuals and stakeholder representatives who have given up their valuable time and resources to support the commission
- Wider Impact Consultancy Associate Consultants

## 3.0 Terms of Reference

### 3.1 Introduction

The key objective of this commission has been to report on the feasibility of establishing a Community Hub on the Shenley Estate. Key aims have been to research:

1. Social and community need
2. Potential duplication and replication of services
3. If there is a business case, which will include key issues such as:
  - **governance** – capacity and capability
  - **finance** – projected cash flow analysis
  - **funding** – potential funders / challenges

### 3.2 Roles and Responsibilities



**Feasibility Study Project Group**

As outlined at **Section 4.1**, BVT has commissioned the study, and representatives of the Shenley Community Council (the **Project Group**) have jointly overseen the delivery of the research phase of the work.

## 4.0 Methodology

### 4.1 Introduction

It was agreed with the Commissioner that the research phase would be peer led, involving a Project Group, which comprises of members of the Shenley Community Council and other resident representatives. Research methodology was discussed, agreed, and, as far as possible, 'hands on' research included members of the Project Group.

An objective of such an innovative approach has been to develop the Group's capacity and capability to become directly involved in the development and delivery of other community based projects and initiatives.

### 4.2 Desk Research

Sources of desk (qualitative) research have included:

#### **Bournville Village Trust (BVT) documents:**

- Anti-Poverty Strategy 2012 - 2014
- Business Plan 2013 - 2017
- Digital Inclusion Strategy 2013 – 2023
- Job Description – [Shenley] Community Development Officer
- Head of Household Resident Survey (May 2013)
- Resident Census Detailed Analysis (Version One, 2009)

#### **External documents / research**

- Constitution, Shenley Village Council
- Shenley Court Hall 'What's On' leaflet

#### **Agencies / websites researched includes:**

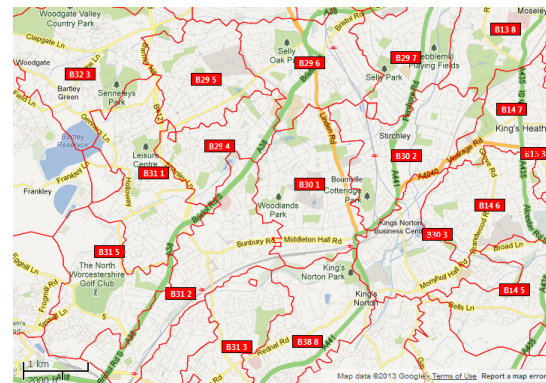
- Birmingham Children and Young People's Plan 2012-15
- NOMIS
- ONS

- Neighbourhood Statistics
- Data.gov.uk
- Department for Education
- Department for Work and Pensions
- [http://research.dwp.gov.uk/asd/asd1/ben\\_hholds/index.php?page=child\\_ben\\_hholds](http://research.dwp.gov.uk/asd/asd1/ben_hholds/index.php?page=child_ben_hholds)
- <https://knowledgehub.local.gov.uk/library>
- <http://www.localhealth.org.uk/#!en:v=map1>
- [http://www.ukcrimestats.com/Neighbourhood/West\\_Midlands\\_Police/Bartley\\_Green](http://www.ukcrimestats.com/Neighbourhood/West_Midlands_Police/Bartley_Green)
- [http://www.ukcrimestats.com/Neighbourhood/West\\_Midlands\\_Police/Bartley\\_Green#League](http://www.ukcrimestats.com/Neighbourhood/West_Midlands_Police/Bartley_Green#League)
- [http://www.ukcrimestats.com/Neighbourhood/West\\_Midlands\\_Police/Selly\\_Oak#Team](http://www.ukcrimestats.com/Neighbourhood/West_Midlands_Police/Selly_Oak#Team)
- <http://www.jrf.org.uk/publications/monitoring-poverty-2012?gclid=COahpMTSvbYCFU7MtAoda0QArw>

#### 4.3 External Statistics / Data

It was agreed with the Project Group that a 2 mile radius of the proposed location for the Hub Project would be researched, which is represented by the following **post codes**:

- **B29 4 / 5 / 6**
- **B30 1 / 2 / 3 / 9**
- **B31 1 / 2 / 3 / 5**
- **B32 3**



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**ONS Areas** researched includes:

- |                                    |         |
|------------------------------------|---------|
| ○ <b>E05001180</b> : Bartley Green | B30 3NT |
| ○ <b>E05001183</b> : Bournville    | B30 2LU |
| ○ <b>E05001198</b> : Northfield    | B31 1PG |
| ○ <b>E05001202</b> : Selly Oak     | B29 6SJ |
| ○ <b>E05001217</b> : Weoley        | B29 4AE |

#### 4.4 Field Research

Field (qualitative) research has been thorough and has included:

- **Questionnaires**

A short questionnaire (see [Appendix F](#)) has been distributed throughout the Shenley area by the Project Group and staff based at Shenley Court Hall. Completed questionnaires have been handed to Wider Impact for independent analysis and presentation of findings.

- **Workshops**

Four workshops / focus groups have been facilitated by Wider Impact:

- traders
- community members
- young people
- stakeholders

All workshops have been open to members of the Shenley community, and those organisations, agencies and individuals who have an interest or responsibility for supporting local people.

Methodology has included a series of set questions, which workshop members have been invited to respond to by completing [anonymous] 'Post-It' notes, which have been placed on flip charts. Plenary sessions have been included in all workshops, with open discussions encouraged.

- **Meetings / telephone interviews** with key [potential] stakeholders, including:

- BVT
- Shenley Court Hall
- St David's Church
- Shenley Community Council
- Shenley Lane Community Association & Sports Centre
- Shenley Youth & Community Trust
- Yesterdays Tea Rooms
- West Midlands Police Section Inspector

- **Observations**

Efforts have been taken to gain an insight into 'estate life', which has included site visits to venues and meeting places, to gain an understanding and appreciation of venues and potential opportunities for members of the community to meet, socialise, share information, develop learning and community capacity building.

- **Photographs**

Photographs have been obtained by Wider Impact of local venues, facilities and meeting places.

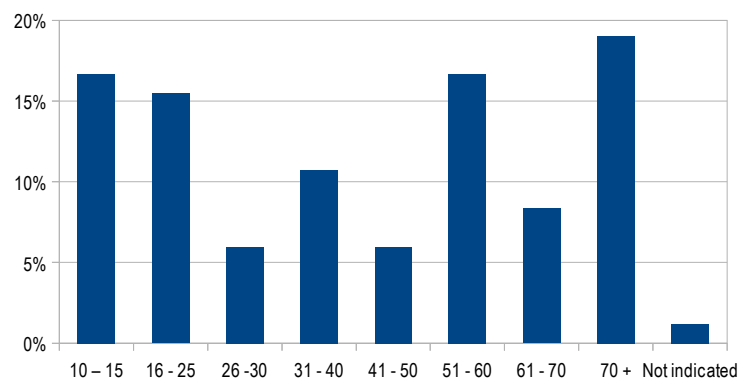
#### 4.5 Questionnaires

84 questionnaires were received for analysis. Of the respondents:

- **69%** female
- **31%** male
- **13%** disabled

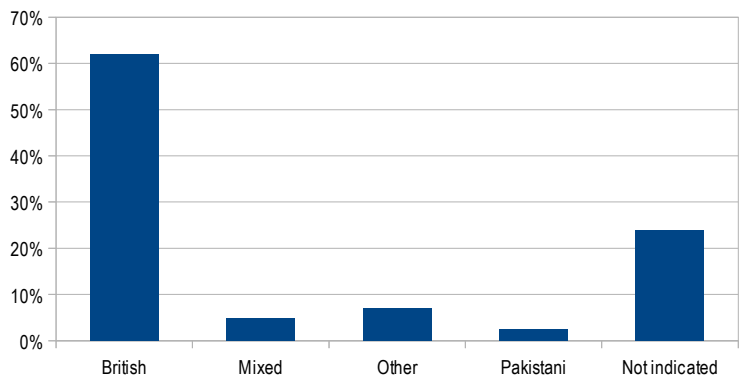
**Graph 1** highlights ages of respondents.

**Graph 1 Respondent's Ages**



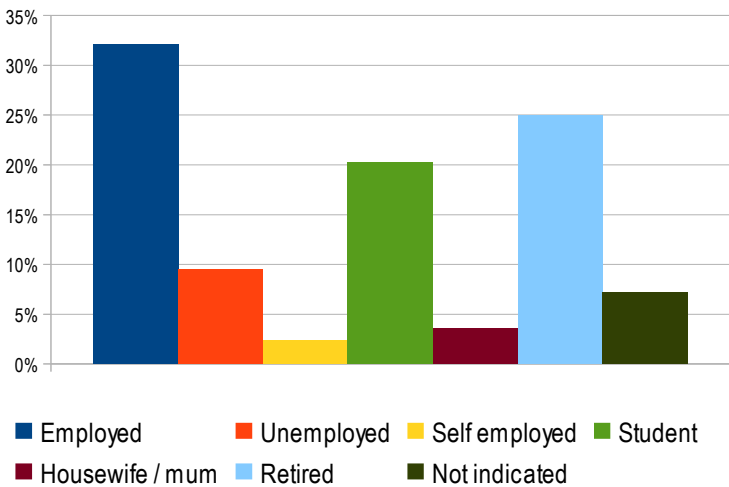
**Graph 2** highlights respondent's ethnicity.

**Graph 2 Respondent's Ethnicity**



**Graph 3** highlights respondent's employment status.

**Graph 3 Respondent's Employment Status**



## 5.0 About Bournville Village Trust

### 5.1 Introduction



Founded in 1900 by George Cadbury, Bournville Village Trust (BVT) is a charitable organisation set up to ensure the planned development and maintenance of the Estate and to preserve it for future generations. The Deed of Foundation ensures that surplus income is devoted to the improvement of the Estate and the encouragement of better building elsewhere. The founding of BVT signalled a change from merely a building estate into a **complete village community**. Shops, places of worship, open spaces, sports facilities, community buildings and schools are included to form the heart of what is recognised internationally as a '**model village**'.

The Trust continues to allocate homes to people in the greatest housing need to live within mixed communities. The estate comprises of **1,000 acres** of land with almost **8,000** homes, ranging from one-bedroom flats to five-bedroom houses, split just about equally between tenanted and owner-occupied.

### 5.2 Vision

*To create and sustain flourishing communities where people choose to live.*

### 5.3 Corporate Aims

Corporate Aims are to:

- deliver high quality, customer focused housing and estate management services
- work with residents and partner agencies to develop successful and sustainable communities which act as an exemplar for others
- communicate effectively with customers
- deliver bespoke services to vulnerable residents
- to develop and promote new business initiatives to enable future growth
- to invest in the organisation's people
- to deliver value for money and efficiency in all services
- to celebrate the organisation's heritage, and use it as a platform to promote the organisation



#### 5.4 Anti Poverty Strategy

BVT has joined the **Birmingham Financial Inclusion Partnership** (Housing Association Group), which has been set up to bring Housing Associations together to provide an efficient consortia approach to addressing issues around financial exclusion experienced by social housing tenants and residents.

The Financial Inclusion Partnership has developed a **Financial Inclusion Strategy** and **Action Plan**, which outlines the City Council's proposal to deliver financial inclusion in the City.

In Shropshire, BVT is represented on the **Homeless Strategy Implementation Group**, which covers financial inclusion initiatives as part of the overall strategy. Sitting under this is a Housing Providers sub-group (which looks at the day to day delivery of the strategy).

**BVT Anti Poverty Strategy** outlines the Trust's commitment to tackle underlying causes of inequality in terms of financial inclusion across all of its estates. This will be achieved by introducing an over-arching strategy to work with the communities served in terms of:

- reducing poverty and improving economic well-being
- sustaining tenancies and promoting independence

BVT aims to prevent financial exclusion by:

- identifying shortfalls and work in partnership with residents to promote financial inclusion
- raising awareness amongst customers with regard to referral arrangements for free money advice in partnership with expert agencies
- developing the financial skills of vulnerable residents
- increasing access to financial services within its communities
- tackling fuel poverty
- increasing front-line staff training and awareness in the prevention of financial exclusion
- promoting opportunities to increase economic well being through volunteering opportunities, apprenticeships and social enterprise

## 5.5 Digital Inclusion Strategy

BVT recognises that digital inclusion is important because:

- research indicates that nationally a third of those who do not have access to the internet live in social housing
- economic inclusion is a key element in the Trust's Anti Poverty Strategy, and digital inclusion is increasingly a prerequisite of economic inclusion
- in Birmingham, BVT is part of the Birmingham Financial Inclusion Partnership, and is likewise represented on the Homeless Strategy Implementation Group in Shropshire, which covers financial inclusion initiatives as part of its strategy
- the Department for Work and Pensions is committed to making Universal Credit its first 'digital by default' service, with a target of **80%** online claims by 2017. **49%** of BVT tenants are in receipt of some Housing Benefit, and **30%** are in receipt of means-tested, or disability related benefits
- key elements of BVT Financial Inclusion Strategy include developing the financial skills of its most vulnerable residents, and helping them to make the most of their incomes by making available advice and access to services, which are increasingly available to people on-line
- information technology is now more user-friendly than it has ever been, and taking advantage of new developments has proven to represent savings now and in the future in the way users store, access and share information
- there are many examples across the Housing Sector of 'good practice' being recognised where technology has been made to improve service provision, which is evidenced by BVT's adoption of 'Opti-time' systems

### Key Benefits

- digital inclusion brings benefits to BVT through increased:
  - resident involvement
  - improved communications
  - better customer services
  - financial savings
- impacts on:
  - residents financially in the job market
  - tackling social isolation
  - reducing levels of deprivation

### **Obstacles**

- financial – having the finance to purchase equipment and provide internet service
- fear of technology – needing to learn how to use / adapt to new technology
- lack of engagement – not seeing the 'need', or the benefits of being online

### **BVT Strategies** include:

- contributing to the national and regional debate on digital inclusion by making the organisation aware of policy and emulating 'good practice' in the industry
- championing the digital inclusion agenda within service provision and business plans, with residents, peers and other partners
- monitoring the external environment in order to identify, emulate and implement appropriate channels for the provision of services using digital media
- identifying, evaluating and implementing opportunities for residents to be digitally included
- accessing opportunities on merits and fitness for purpose in achieving Trust objectives, appropriate identification in service plans and budget submissions

### **Key Actions** include:

- further development of the organisations online interactions with customers
- enabling staff to become digital champions – providing residents and customers training and guidance
- building a programme of general IT training for local residents
- working with suppliers to provide low-cost computer equipment
- provision of [computer] tablets to staff
- development of a BVT 'App' to enable online transactions and payments for customers
- aim for free internet access for residents and other customers
- savings in budgets to facilitate the Digital Inclusion Initiative

## **5.6 Community Development Officer**

A BVT **Community Development Officer** (see Job Description, [Appendix A](#)), is based at **Shenley Court Hall**.

The role is central to BVT's commitment to **community empowerment** and **community cohesion** to meet its overall mission statement of '*creating and sustaining communities where people choose to live*'.

This involves community involvement and engagement in the local area through resident involvement, consultation, partnership working, volunteering and the provision of services to meet local needs. A significant amount of this work focuses on the local community centre – **Shenley Court Hall** and with the **Shenley Community Council** (see [Section 6.0](#)).

The **overall purpose** of the job includes:

- working with the local community in Shenley and surrounding areas to empower them to:
  - identify their needs, opportunities, rights and responsibilities
  - plan what they want to achieve and take appropriate action
  - develop activities and services to improve their lives
- overseeing the running and management of Shenley Court Hall and promote and increase it's useage as a **Community Hub**
- helping develop and deliver BVT's Community Development, Youth and Resident Involvement Strategies in conjunction with aims and priorities identified nationally and locally and in consultation with residents providing them opportunities to develop their interests and activities
- representing the Trust and maintaining and developing good relationships between the Trust, residents, and other key stakeholders in accordance with Trust key objectives to promote and develop flourishing communities in which people want to live.

## **6.0 Shenley Community Council**

### **6.1 Introduction**

The Shenley Community Council (SCC) is seen by BVT as a key stakeholder and point of contact with residents.

### **6.2 Objects**

The Objects of the SCC (see **Appendix B**) are: to promote the interests of residents, and to represent the said residents in matters concerning the local community and the environment and to serve as a medium of communication between the residents (regardless of tenure), and other bodies on matters concerned with the general well being, welfare and social life of the community.

### **6.3 Other Organisations**

As will be noted at **Appendix C** (source: BVT Community Development Officer) there are over **30** other agencies, organisations and outlets which provide a service and support to Shenley residents.

## 7.0 Findings (Desk Research)

### 7.1 Introduction

Quantitative findings are presented in two sections:

- **Section 1** Internal [Bournville Village Trust (BVT)] data and information
- **Section 2** External data and information from sources highlighted at **Section 4.2**.

### 7.2 Section 1 Statistics – Bournville Wide Tenants (source: BVT Anti-Poverty Strategy 2012 – 2014)

- **29%** of tenants are in receipt of full Housing Benefit in respect of their rent
- **20%** of tenants are in receipt of partial Housing Benefit in respect of their rent and therefore will have a contribution to pay towards their rent
- **51%** of our tenants do not receive Housing Benefit
- **30%** of BVT households are in receipt of means-tested or disability-related benefits

**Statistics – Shenley Tenants** (source: BVT Head of Households Resident Survey, May 2013 – where available data indicates ‘tenants’ and ‘freeholders’)

**Gender** (Head of Households)

- **56%** male
- **44%** female

**Marital Status**

- **49.8%** single
- **20.8%** married
- **10.9%** widowed
- **9.3%** couple
- **9.2%** divorced

**Age** (Head of Households) **Table 1** highlights ages of tenants and freeholders.

**Table 1 Age - Head of Households**

Age	Tenants %	Freeholders %	Combined %
16-25	3.4	-	-
26-35	13.9	4.9	11.0
36-45	16.2	13.5	15.3
46-55	15.6	16.3	15.8
56-65	15.3	17.7	16.1
66-75	12.0	21.7	15.1
76-85	14.6	19.4	16.2
86-95	8.6	6.2	7.8
96-105	0.5	0.2	0.4
No information	986	1888	2874

Source: BVT Head of Households Resident Survey May 2013

**Notes:**

1. Over 55% of tenants over 55 years

**Impairment** (Head of Households) **Table 2** highlights impairments of tenants and freeholders.

**Table 2 Age - Head of Households**

Impairment	Tenants %	Freeholders %	Combined %
Mobility	37.3	39.3	37.9
Multiple	26.4	28.9	27.2
Other	15.3	12.6	14.6
Hearing	6.6	11.1	8.0
Mental Health	7.6	1.5	5.7
Visual	4.6	5.9	5.0
Learning Difficulty	1.0	0.7	0.9
Epilepsy	1.0	0.9	0.7
No information	2408	2579	4984

Source: BVT Head of Households Resident Survey May 2013

**Notes:**

1. Over 65% of those Head of Households who BVT are aware of, have mobility / multiple impairment

### Religion (Head of Households)

- **60.9%** Christian
- **1.1%** Muslim
- **0.5%** Hindi
- **0.3%** Sikh
- **22.1%** none
- **2.1%** atheist
- **13%** other religions

**Economic Status** (Head of Households) **Table 3** highlights the economic status of tenants and freeholders.

**Table 3 Economic Status Head of Households**

<b>Status</b>	<b>Tenants %</b>	<b>Freeholders %</b>	<b>Combined %</b>
Retired	49.9	47.0	30.7
Working full- time	18.0	36.2	17.5
Working part-time	8.9	13.5	7.2
Unable to work	11.6	0.6	3.7
Job Seeker	6.3	0.8	2.2
Not seeking work	2.0	0.8	0.9
Other	2.2	0.7	0.9
Student	1.3	0.4	0.5
No information	1942	1643	3585

Source: BVT Head of Households Resident Survey May 2013

#### Notes:

1. Overall the majority of Head of Households (**30.7%**) are retired
2. Only a small proportion (**2.2%**) are Job Seekers

## 7.3 Section 2 External Data / Statistics

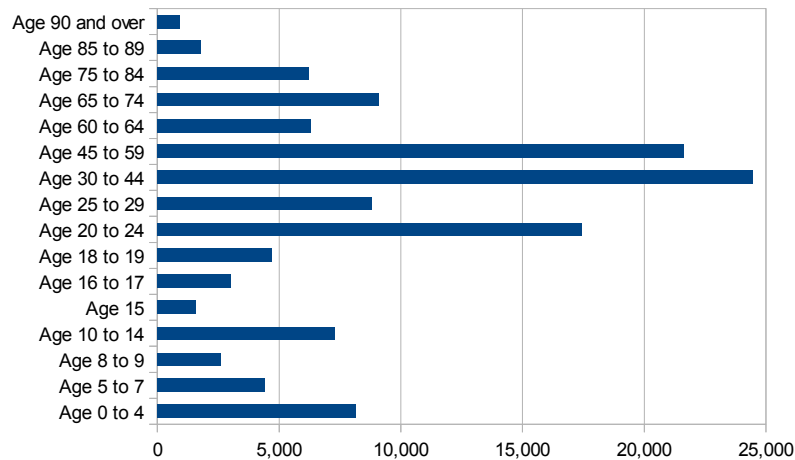
Where feasible, opportunity has been taken to compare the research area with the Birmingham area and Great Britain as a whole.



## 7.4 Age Structure

**Graph 4** highlights the **age structure** within the project area (2 mile radius of the proposed Hub). It will be noted that currently ages peak at **30 to 59 years**, with a significant younger population (up to **25 years**).

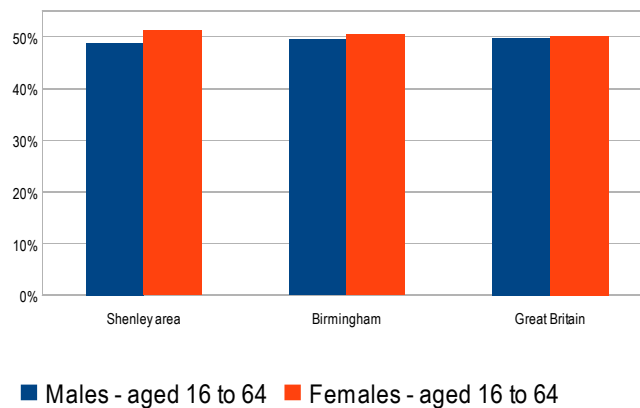
**Graph4 Age Structure**



## 7.5 Working Age Population

**Graph 5** highlights the **working age population**. The information is based on the working age population 16 to 64 years as at 2011 census results. It will be noted that the area is comparatively similar to Birmingham and Great Britain as a whole.

**Graph 5 Working Age Population**



## 7.6 Economic Activity

**Table 4** highlights economic activity in the research area compared with Birmingham and Great Britain. It will be noted that the area is comparatively similar to other areas.

**Table 4 Economic Activity**

Activity	Shenley Area	Birmingham	Great Britain
Economically active	69%	67%	74%
In employment	63%	59%	70%
Employees	58%	54%	61%
Self employed	5%	6%	5%
Unemployed	8%	11%	6%

**Notes:**

- **69%** of the population in the area are economically active compared to 67% in Birmingham. Economic activity in the area is however lower than the average for Great Britain as a whole
- **63%** of those aged 16 to 64 in the custom area are in employment which is slightly higher than Birmingham (59%) but lower than for Great Britain
- **8%** of those aged 16 to 64 in the area are unemployed compared to 11% for Birmingham and only 6% for Great Britain

## 7.7 Employment

**Table 5** highlights employment in the research area compared with Birmingham and Great Britain. It will be noted that employment is comparatively similar to other areas.

**Table 5 Employment**

Activity	Shenley Area	Birmingham	Great Britain
Full-time employment	75.7%	76.4%	75.9%
Part-time employment	24.3%	23.6%	24.1%

## 7.8 Job Seekers Allowance (JSA) Claimants (February 2013)

**Table 6** highlights JSA claimants in the research area compared with Birmingham and Great Britain. It will be noted that whilst JSA claimants in the area compare favourably with Birmingham, they are higher than in Great Britain as a whole.

**Table 6 JSA Claimants**

Subject	Shenley Area	Birmingham	Great Britain
All people	6%	7%	4%
Males	8%	10%	5%
Females	4%	5%	3%

## 7.9 Job Seekers Allowance (JSA) Claimants - Age

**Table 7** highlights JSA claimants by age. It will be noted that whilst those over 24 years living in the research area compare favourably with other areas, those under 25 years do not.

**Table 7 Ages of JSA Claimants**

Ages	Shenley Area	Birmingham	Great Britain
18-24	30%	26%	27%
25-49	54%	58%	56%
50 and over	15%	15%	17%

## 7.10 Occupations

**Table 8** highlights occupation groups. It will be noted that the area is generally comparatively similar to other areas.

**Table 8 Occupations**

Occupation	Shenley Area	Birmingham	Great Britain
Managers, Directors and senior officials	10%	8%	10%
Professional	14%	18%	19%
Associate professional and technical	13%	11%	14%
Administrative and secretarial	15%	12%	11%
Skilled trades occupations	11%	10%	11%
Caring, leisure and other service	8%	10%	9%
Sales and customer service	7%	8%	8%
Process plant & machine operatives	9%	9%	6%
Elementary occupations	13%	12%	11%

## 7.11 Qualifications

Based on the working age population 16 to 64 years, **Table 9** highlights qualifications. It will be noted that the area is comparatively similar to other areas.

**Table 9 Qualifications**

Subject	Shenley Area	Birmingham	Great Britain
No qualifications or level unknown	38%	43%	36%
Lower level qualifications	43%	40%	44%
Higher level qualifications	19%	17%	20%

## 7.12 Health

**Table 10** highlights health. A number of issues will be noted.

**Table 10 Health**

Level	Shenley Area		Birmingham		England	
Good Health	67%	77975	79%	852472	81%	43147169
Fairly Good Health	23%	27012	14%	148782	13%	6954092
Not Good Health	10%	11675	7%	71791	5%	2911195

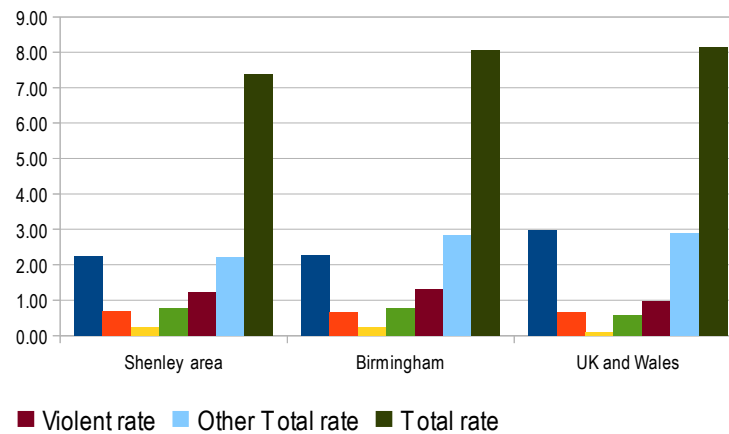
**Notes:**

- Just **67%** of the population in the area are in good health, compared to 79% in Birmingham, and 81% in Great Britain
- Those in poor health is higher (**10%**) than in Birmingham (7%) and Great Britain (5%)

### 7.13 Crime

**Graph 6** highlights crime. It will be noted that overall crime and related [Anti-Social (ASB)] behaviour is lower in Shenley areas than in other areas of Birmingham and the UK / Wales.

**Graph 6 Crime** (per 1,000 population)



## 8.0 Findings – Field Research

### 8.1 Introduction

As outlined at **Section 4**, field (qualitative) research has involved:

- questionnaires
- workshops
- meetings / interviews
- observations / photographs

### 8.2 Questionnaire Findings

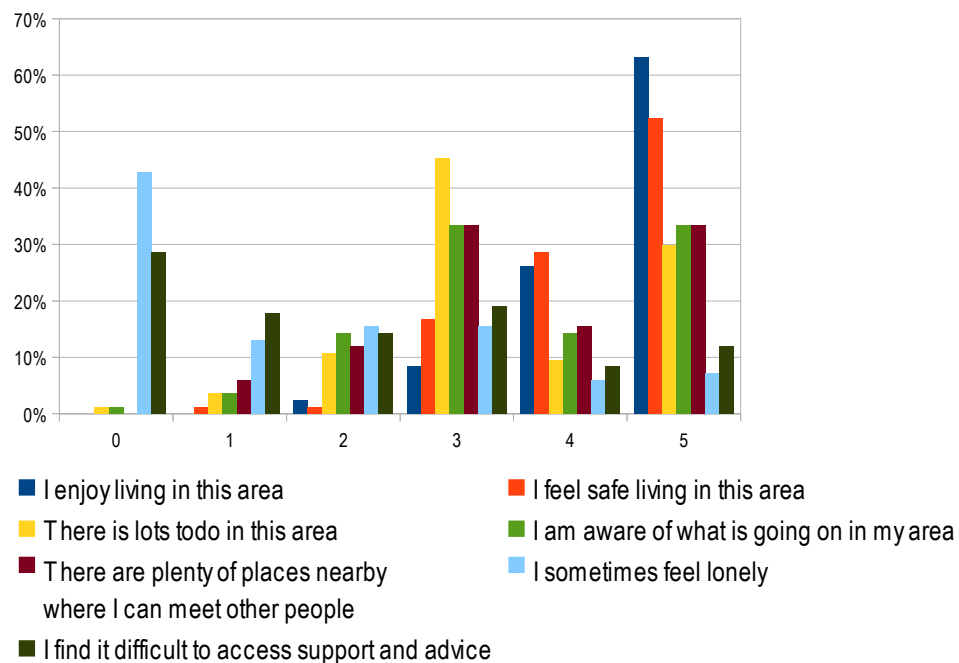
Findings are presented under three headings:

- Shenley Estate / area
- Activities
- Requirements

### 8.3 The Shenley Estate / Area

**Graph 7** highlights respondent's views about the Shenley Estate / area.

**Graph 7 Views About the Shenley Estate / Area (0 – no views 1 low – 5 high)**



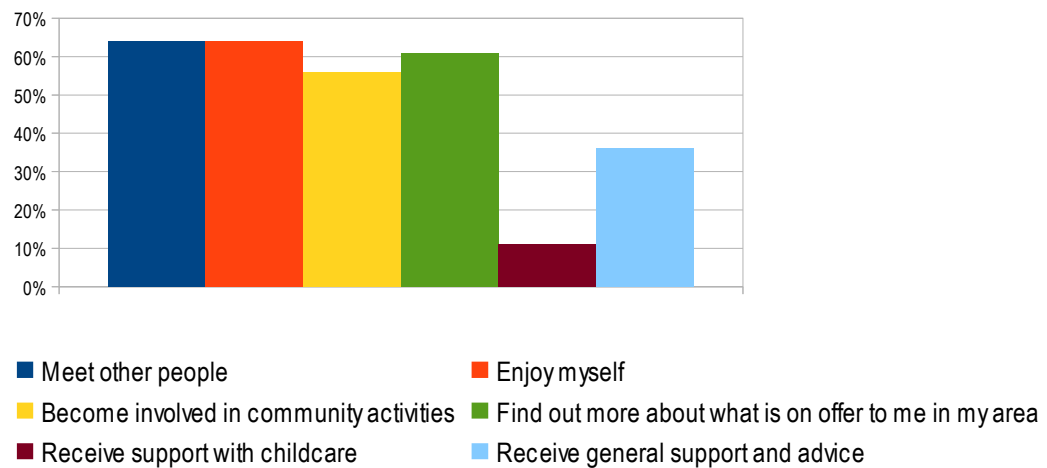
**Notes:**

1. On the whole residents:
  - a. Enjoy living in the area
  - b. Feel safe
2. There appears to be a need to:
  - a. Increase / improve places where people can meet and socialise
  - b. Enhance activities / access to support and advice
  - c. Awareness of what is going on in the area

## 8.4 Activities

**Graph 8** highlights respondent's views about activities / support in the area.

**Graph 8 Preferred Activities**



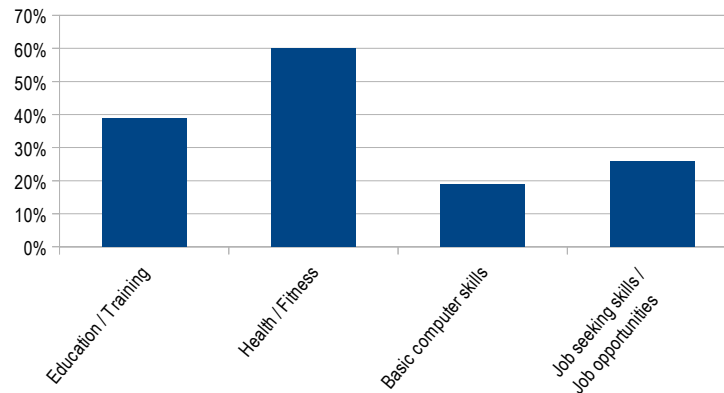
**Notes:**

1. On the whole residents would value:
  - a. More / improved places to meet other people
  - b. Enjoy themselves
  - c. Find out more about what is on offer in the area
  - d. Become more involved in community activities
  - e. Feel safe
2. Lesser emphasis is placed on:
  - a. Receiving general support and advice
  - b. Receiving support with child care

## 8.5 Requirements

**Graph 9** highlights respondent's views about their specific requirements.

**Graph 9 Requirements**



**Notes:**

1. On the whole residents would value access to:
  - a. Health / fitness (**60%**)
  - b. Education / training (**39%**)
  - c. Job seeking skills / job opportunities (**26%**)
  - d. Basic computer skills (**19%**)

## 8.6 Workshops

Four workshops have been attended by members of the Shenley community and members of agencies and organisations with responsibility for supporting the wider Shenley community:

- traders
- wider community members
- young people
- stakeholders

## 8.7 Traders Workshop

Held at **Yesterdays Tea Rooms** the workshop was attended by a number of local traders and a representative of St David's Church. The following issues were raised:

- a hub site is not the best use of the BVT Estates Office. Preferred use is as a retail outlet, nursery, or a service linked to the NHS
- tenure of the premises should ideally complement existing businesses



- there was concern about attracting young people to the area, with the potential of resultant anti-social behaviour
- trade / profits are currently tight, and any activity that threatens footfall / trading is likely to have a detrimental effect on local businesses
- Yesterdays Tea Rooms and St David's Church are already acting as 'community hub sites' / meeting places, and would look forward to enhancing this role

## 8.8 Wider Community Members Workshop

Held at the **Narthex Coffee Shop**, at the entrance to St David's Church, the workshop was attended by 10 members / representatives of the local community. **Appendix D** highlights workshop outcomes. As will be noted, the following key issues were raised:

### Feel good factors:

- overall there are high levels of satisfaction with the estate as a place to live and socialise

### Potential Improvements:

- **communication** about what is going on in the area / where to access support, services, activities and facilities
- more shops, local facilities and activities linked to the delivery of local services rate highly

### Popular places to meet

- the three most popular venues are:
  - St David's Church / Narthex
  - Shenley Court Hall
  - Yesterdays Tea Rooms
- access to people is the key attraction
- concern about the welcome and not knowing what is available is the key reason why some are not attending

### Wish List

- more food shops / facilities, and affordable IT access and locally delivered services are the top of 'wish lists'

## 8.9 Young Peoples'

Held at **Shenley Court Hall**, the workshop was attended by 13 local young people, with an average of 13.5 years. **Appendix D** highlights workshop outcomes. As will be noted, the following key issues were raised:

### Feel good factors:

- overall there are high levels of satisfaction with the estate as a place to live, with an emphasis on access to the park / MUGA (Multiple Use Games Area)

### Potential Improvements:

- people [adults] being '*nicer*' and '*more social*'

### Popular places to meet

- the most popular place for young people to meet is the local park / MUGA
  - '*when it is not raining*'
  - '*when there are no bad people hanging around*'
- there is limited awareness / use of the Youth Club held at Shenley Court Hall

### Wish List

- improved local youth facilities / social activities
- things to do when '*it is raining*'

## 8.10 Stakeholders Workshop

Held at **Shenley Court Hall**, the workshop was attended by 8 members of local organisations (see photograph – organisations BVT, Shenley Community Council, Shenley Court Hall, Shenley Youth & Community Trust, St David's Church, West Midlands Police, local residents), **Appendix D** highlights workshop outcomes. As will be noted, the following key issues were raised:



### Strengths

- existing local services / organisations
- activities and events

### **Gaps**

- poor communication
- partnership working
- a lack of volunteers / community support
- childcare / youth activities

### **Opportunities**

- partnership working
- improved communication
- IT – as a communication tool
- Better use of existing buildings / facilities

### **Challenges**

- funding
- community apathy / volunteer support
- partnership working

### **Top 3 priorities**

- partnership / collaborative working
- better use of existing buildings / facilities
- enhanced communication

### **Wish List**

- partnership / collaborative working
- improved use of IT / communication tools
- enhancing support for local people – with an emphasis on:
  - those most in need
  - young people

## **8.11 Meetings / Interviews**

As highlighted at **Section 4.4** a number of representatives of current and potential stakeholders have been interviewed and the following is a summary of their views:

- **duplication and replication of services / support should be avoided at all costs**

- [revenue] funding is becoming increasingly harder to secure, and consideration needs to be given to:
  - the fact that the Shenley Estate is not a priority area in terms of deprivation, or associated issues such as ASB, crime etc.
  - making better use of existing buildings / services
  - improving joined up working
  - innovative working – with particular regard to IT / community consultation / communication
  - joint / collaborative funding applications
- there is a need to improve communication at local / delivery level to ensure that wider community members are aware of:
  - what is going on
  - how to meet people
  - where to access support / advice
- there is a feeling that the most 'needy' are being missed – e.g. those who may be suddenly, or long-term unemployed, or may be in receipt of [ever reducing] benefits / support. Reasons include:
  - a lack of awareness of support available (poor communication)
  - current support / services not being fully accessible to the most needy
  - current support / services may not be appropriate to the most needy
- there is a consensus of opinion that it is currently not practical or appropriate to consider opening a new Hub Site on the Shenley Estate. Reasons include:
  - a risk of duplicating, replicating and threatening existing services, with particular regard to Shenley Court Hall and St David's Church / Narthex
  - appropriate community support being available at the nearby Northfield Centre and Shenley Court Hall
  - it being unlikely that required [revenue] funding support will be available to support day to day services and support
  - it being unlikely that sufficient volunteers with the capacity and capability will be available to develop, manage and deliver services
  - the potential of attracting young people / ASB to an area where businesses are trading from

## 8.12 Observations

With an objective of gaining an understanding of services and support available to community members, resources have been allocated to visiting and exploring the Shenley Estate, with a particular emphasis on the following venues:

- Shenley Court Hall
- St David's Church / Narthex
- Yesterdays Tea Rooms
- BVT Shenley Area Office

Opportunity has also been taken to observe the role of the **Project Group** in their role of guiding and supporting the feasibility study, with an objective of assessing the capacity and capability of Project Group members / the Shenley Community Council to develop and deliver a stand-alone Community Hub site on the Estate.

## 8.13 Shenley Court Hall

Shenley Court Hall is a new build community centre and leased on a minimal 'pepper-corn' rent from BVT by Shenley Youth & Community Trust; itself a charitable company. BVT also meets the cost of the salary of the BVT **Community Development Officer**, whose responsibilities include the running and management of the Centre (see [Appendix A](#)).



**Clubs and activities** include:

- Breakfast Club / After School Club / Out of School Club
- Music Studio
- Junior / Senior Youth Club
- Willows Support Group
- Lunch Club
- Shenley Seniors
- Chess Club / Art Group / Bingo Club
- Fitness – Aerobics, Tai Chi, Badminton, Zumba, Shukokia Karate, Tap dancing

A recent survey has indicated low support for:

- carpentry
- the music studio
- drama group
- reading group / club

The same survey has indicated higher support for adult learning classes.

### **Observations**

During our visits / meetings at the Hall we have noted:

- due to understandable security related issues [linked to vulnerable [young] people being in the building], it is difficult to informally 'drop-in' at the Hall and access services / facilities, with a need to wait in reception for an 'escort' / access to meetings / activities etc.
- access to services requires a cost to be paid – although this can be waived in special circumstances / cases of special need
- the Youth Room / IT Room appears to be under-utilised
- the building is multi-functional and available for multiple uses
- meeting / function rooms are available and utilised for private functions / hire
- it is apparent that in line with similar organisations, securing revenue funding to deliver local services will continue to be a challenge

#### **8.14 St David's Church**

Situated in the centre of the estate, the Church offers a wide variety of community based services / facilities, which in addition to spiritual, include:

- Beavers / Rainbows / Guides
- Cub Scouts / Scouts
- Exercise Classes / Zumba
- Parents / Carers and Toddlers Group
- Bereavement Support Group



The building also acts as a host to organisations such as:

- Saracen's Theatre Company
- Music Group
- Weoley Trefoil Guild
- Parkinson's Disease Group

There are also available for use a number of small and larger meeting rooms and halls, which are supported by up to date kitchen / catering facilities.

#### 8.15 St David's Church / Narthex

The **Narthex Coffee Shop**, which has in the past received support in its development from BVT and other agencies, is situated at the front entrance of the Church, and is equipped as a **community facing** coffee shop / meeting space.



##### Observations

- it is apparent that the Church / Narthex has the capacity and capability to play an enhanced role in community activity / support
- a number of currently under used laptop computers are available to support IT learning within the local community

#### 8.16 Yesterdays Tea Rooms

Run as a private enterprise the Tea Rooms, which are based in the heart of the Shenley Community are acting as a 'community hub', where local people are meeting and exchanging information and 'healthy gossip'.



##### Observations

- due to a sensible pricing policy, a wide range of community members (young and old) are visiting the premises
- posters and public notices are displayed on the premises
- small informal public meetings are taking place on the premises
- the cafe appears to be operating in harmony with the nearby St David's Church / Narthex [Coffee Shop]

- the owner welcomes the opportunity to become a 'Community Hub Site' in terms of acting as a place where community members can access community information / posters etc.

### 8.17 BVT Shenley Area Office

The Area Office has been put forward as 'a potential venue' by the Project Group. At the time of the visit the two storey (ground / first floor) 2,405 sq ft building was in use as an area office for local BVT staff. It was due to be vacated and placed on the market for rent.



Our key areas of research have included:

- suitability for use as a Community Hub Site:
  - location
  - fit for purpose
  - running costs / overheads
- alternative options

### Observations

- the building is in an ideal location on the Estate:
  - in the centre of the Estate
  - accessible
  - well-known building – established use by BVT tenants
  - adequate nearby parking / access to public transport
- there are established offices and potential community / training rooms / areas
- the secure entrance area, with private [confidential] offices / rooms could be utilised as a 'community bank' area
- there is a lack of disabled access to the first floor
- recent / current [revenue] running costs are not available, however, based on information and data supplied by Shenley Court Hall, it is estimated that annual running costs alone, to deliver a Community Hub from the premises will be in the region of **£30,000 per year** (see [Appendix E](#))



- based on the area being an ideal location, there appears to be the following potential to deliver a locally based Community Hub [facility / service]:
  - from St David's Church / Narthex
  - jointly between St David's Church / Narthex and Yesterdays Tea Rooms
  - from the nearby Police Post, should it ever become vacant

#### 8.18 Potential Funding Options (source: Steve Baylis, Associate Consultant)

The following is a sample list of potential funders:

- **Santander Community Plus Fund** (Grants up to **£5,000** – support disadvantaged people; equipment / part-time sessional worker) – organisation must be:
  - UK registered charity
  - local charity

**Web site:** <http://www.santanderfoundation.org.uk/community-plus.aspx>

- **Barrow Cadbury – Small Change Programme** (Grants up to **£3,000** to catalyse mutual aid initiatives):
  - kick start funding
  - help local people to help each other

**Web site:** [www.barrowcadbury.org.uk](http://www.barrowcadbury.org.uk)

- **Awards for All**
  - organisations with an income less than £30,000

**Web site:** <http://www.awardsforall.org.uk/>

- **Alec Dickson Trust** (Grants up to £500) to:
  - Help young people to run a volunteering project in their area

**Web site:** <http://www.alecdicksontrust.org.uk/>

- **Peter Cruddas Foundation** (disadvantaged young people to pursue pathways to):
  - education
  - training
  - employment

**Web site:** <http://www.thepetercruddasfoundation.org/about.htm>

- **Microsoft Britain Works Initiative** to help 50,000 people into employment
- **Yapp Charitable Trust** (supporting registered charities with expenditure less than £40,000, aimed at):
  - children and young people
  - people with disabilities or mental health problems
  - moral welfare

Will only support core funding – not new projects, extra services, or additional delivery costs

**Web site:** <http://yappcharitabletrust.org.uk/>

### Comments

It is apparent that whilst there are a number of funding options open to support the development and delivery of a newly established Community Hub on the Shenley Estate, the majority will present a number of barriers, which include:

- relatively small amounts of funding support available
- high demands for the funding from other organisations, making the chances of successful funding applications a 'lottery', with ever decreasing likelihoods of success
- restrictions that are likely to exclude, or present challenges to a small, unproven organisation looking to establish a new venture such as the Community Hub
- a potential requirement for organisations [Shenley Community Council] to consider amending organisational objects / functions / role of the organisation

### 8.19 Project Group

As highlighted at **Sections 3.2** and **4.1** a Project Group has overseen the delivery of the research phase of the commission. The following has been noted:

- a number of the original Project Group members are no longer directly involved in supporting the commission
- a number of tasks, which the Group agreed to deliver have not been achieved / part achieved
- delivery of the majority of tasks achieved have fallen on the shoulders of the Group Chair alone

- since formation of the Group the Chair has:
  - taken on the role of Chair of the Shenley Community Council and become a member of the Narthex and Community Association based at St David's Church
  - attended a course funded by BVT – 'Development in Social Enterprise; and is due to attend a BVT funded 'Funding your Community Course'

## 9.0 Summary of Findings

### 9.1 Introduction

Based on the key objective of this commission to report on the feasibility of establishing a Community Hub on the Shenley Estate, findings are presented in 3 sections, which report on:

1. Social and community need
2. Potential duplication and replication of services
3. If there is a business case, which will include key issues such as:
  - **governance** – capacity and capability
  - **finance** – projected cash flow analysis
  - **funding** – potential funders / challenges

### 9.2 Social and Community Need

As outlined at **Sections 7.2** and **7.3** (Desk Research):

- there are two distinct age peaks on the Shenley Estate – up to **25 years**, and **30 to 59 years**
- it is also noted that there are a significant number of 10 to 14 year olds living in the area of the Estate
- the majority (circa **70%**) are Christian
- the majority of people are retired (**30.7%**)
- a lesser number (**2.2%**) are seeking work / unemployed
- based on 2012 BVT census, **29%** of tenants (Head of Households) are in receipt of full housing benefit in respect of their rent
- nearly **50%** of tenants (Head of Households) are single, and nearly **11%** are widowed
- in relation to **deprivation indices** (working age population, economic activity, employment / unemployment, JSA claimants, occupations, qualifications, health and crime), the Shenley Estate and surrounding areas are **comparatively better off** than Birmingham as an area, and Great Britain as a whole

As outlined at **Section 8.0** (Field / Qualitative Research):

- as a whole the community (young and old) feel safe living on the Shenley Estate and surrounding areas

- there appears to be a community need to:
  - improve communication – awareness of existing services / facilities
  - enhance / improve places where people can meet and socialise
  - access support and advice
  - deliver activities such as health / fitness, education and training
  - improve 'wet weather' activities for young people

### 9.3 Potential of Duplication and Replication of Services

As outlined at **Section 6.2 (Appendix C)**, there are over **30** agencies, organisations and outlets which provide a service and support to Shenley residents. Of those observed, research has established that:

- a number of the organisations are / have the opportunity to support the likely target group(s) of the proposed Community Hub / building
- it is likely that such potential diversion of such target group(s) will undermine other organisations, by reducing the number of clients / beneficiaries they are able to support; thus reducing their justification for existence / funding support
- the effects of the Government's austerity strategy is resulting in ever reducing revenue funding support from local Government, funders and support agencies
- revenue funding is becoming even harder to locate and secure
- as a result the survival of such, community facing organisations is potentially under threat
- any diversion of revenue funding or resources to another organisation in the Shenley area could threaten the survival of existing organisations such as Shenley Court Hall and St David's Church / Narthex

It is however noted that there are opportunities for existing organisations (see **Appendix C**) to:

- **work collaboratively** – enhancing services to the local community – with particular regard to the hard to reach / most needy
- **support each other** – in areas such as marketing / communication strategies
- **submit joint funding applications**, demonstrating value for money and innovative working practices

## 9.4 Business Case

### Governance

- It will clearly be ideal if the development of a new Community Hub / Building was managed by an existing organisation such as the **Shenley Community Council**. Research has indicated that neither Shenley Court Hall or St David's Church / Narthex would be interested in supporting such a venture. This will clearly be a significant step for any organisation, which would require detailed and careful discussion and consideration. It is apparent that should this be the case that the structure and objects of the Shenley Community Council would require a significant review and update
- Note should also be taken of the 'on the ground' resource implications of developing and resourcing such a venture. It will be noted at **Section 8.19** how difficult it is to secure and maintain support and commitment from local people / volunteers

### Finance

- As highlighted at **Section 8.17 / Appendix E** it is estimated that over **£30,000** would need to be sourced **before** such a venture could begin to deliver services, which would of course require significant [revenue] funding
- We note that the Shenley Community Council currently holds reserves under **£2,000**

### Funding (potential funders / challenges)

- As highlighted at **Section 8.18** it is becoming increasingly more difficult to raise external revenue funding to fund such ventures
- Potential funders will without doubt take note of:
  - the area not being significantly 'deprived' – see **Section 9.2**
  - the presence of other 'suppliers' in the area such as Shenley Court Hall, St David's Church / Narthex, the Northfield Centre, and the other organisations highlighted at **Appendix C**
  - the capacity, capability and experience of the organisation [Shenley Community Council] applying for such funding / support to deliver demanding outputs and outcomes

## 9.5 Conclusion

Based on research findings and Wider Impact Consultancy's experience of supporting and delivering such initiatives, there **does not** appear to be a social, welfare or business case to support the delivery of a new Community Hub / building on the Shenley Estate.

There does however appear to be a need to enable opportunities for local people, particular those in need of support linked to, for example, unemployment, poverty, isolation / loneliness and dependence (in varying forms), to be supported and become more self-sufficient, and involved in community life.

Based on such need, the study has identified opportunities for existing organisations to **work collaboratively** to consider creating a **centrally based, virtual Community Hub site**, which could be sited at St David's Church / Narthex, and actively supported, in terms of resources, referrals and marketing by other organisations, such as those highlighted at [Appendix C](#); which would involve all organisations:

1. **Agreeing to work in partnership** – establishing structured Service Level Agreements
2. **Improving communications** between stakeholders / service providers; and stakeholders / service providers and community members
3. **Understanding and meeting community needs** – which should include resourcing and targeting specialist / bespoke services and support aimed at the most 'needy' / at risk of poverty / hardship / social exclusion
4. **Submitting joint funding applications** – with established / proven organisations such as Shenley Court Hall acting as 'Managing Agents'
5. **Identifying, supporting and make best use of local people / community activists / volunteers**

It is noted that on the whole, the above strategy relates to **BVT's**:

- Business Plan / Vision
- Anti-Poverty Strategy
- Digital Inclusion Strategy

It also relates to **Shenley Community Council Objects** to:

*Promote the interests of residents, and to represent the said residents in matters concerning the local community and the environment and to serve as a medium of communication between the residents (regardless of tenure), and other bodies on matters concerned with the general well being, welfare and social life of the community.*



## 10.0 Recommendations

### 10.1 Introduction

Based on an understanding that there is not a social, welfare or business case to support the delivery of a new Community Hub / building on the Shenley Estate, the following recommendations are tendered:

1. The contents of this report are shared with all stakeholders, which should include those highlighted at **Appendix C**.
2. A Shenley based meeting / conference is arranged with stakeholders, with objectives that should include agreement to develop and deliver a **Shenley Community Strategy** with aims that enable all stakeholders to:
  - a. work in closer partnership for the benefit of members of the Shenley community
  - b. agree Service Level Agreements
  - c. improve communication between stakeholders and stakeholders and community members
  - d. establish a virtual Community Hub, which is suggested should be based at St David's Church / Narthex
  - e. gain an in-depth as possible understanding of the needs of community members, with particular emphasis on the most vulnerable
  - f. work collaboratively to tackle identified needs
  - g. identify, support, train and enable local volunteers / community activists
  - h. submit joint funding applications to develop and deliver the strategy
3. With the Shenley Community Council taking on the role of '**Lead Agency**', BVT should provide 'in-kind' support to the delivery of the meeting / conference and proposed strategy, which is suggested, should involve staff and departments such as the **BVT [Shenley] Community Development Officer (Strategy Lead)**, the Community Team, and other specialist teams, to assist with key skills such as:
  - i. IT
  - j. Marketing
  - k. Communication

## 11.0 Conclusions

### 11.1 Introduction

Bournville Village Trust provides impressive support to the Shenley Community, which in addition to more traditional social landlord support, such as that provided by Housing Officers and support teams, includes the salary of a Shenley based Community Development Officer and the provision of a pepper-corn rent to enable Shenley Court Hall to deliver community based services and facilities.

It is therefore essential that such investment is wisely utilised, and provides **clear value for money**, in terms of the organisation delivering its Business Plan / Vision and key strategies linked to anti-poverty and digital inclusion.

### 11.2 Key Findings

Key findings of this feasibility study include:

- it is apparent that there is not a social, welfare or business case to support the delivery of a new Community Hub / building on the Shenley Estate
- this does not mean however that there is not a need to provide support to the most vulnerable members of the community, who can be 'hard to reach', and risk missing out on what support is available
- there are clear opportunities for local stakeholders to improve the ways they work in partnership to support the needs of local people
- **barriers** include:
  - a lack of communication between stakeholders / service providers; and stakeholders / service providers and community members
  - a clear understanding of the needs of local community members, which significantly includes the most 'needy' and vulnerable
  - a central meeting place(s) / hub site where local people can informally meet and access the support and advice they require
  - necessary security arrangements that play a role in preventing Shenley Court Hall delivering such an informal and ad-hoc 'drop-in' service to local people

- austerity, which is playing a key role in reducing revenue funding in particular, which has in the past enabled 'quick fix' solutions, and is currently making it essential to avoid duplication and replication of services
- **opportunities** include:
  - the skills, experience and resources of over **30** stakeholders highlighted at **Appendix C**
  - the availability / role of the BVT [Shenley] Community Development Officer
  - the roles that are, and can be played by community volunteers / activists / eg the new Chair of the Shenley Community Council

### 11.3 The Way Forward

Whilst it has been noted that the Shenley Estate / area is not as deprived as other areas, it has also been noted that there are significant numbers of vulnerable local people that risk missing out on what support and advice is available. It is not good enough to argue that such are '*too hard to find*', or they '*do not come forward*'. Sudden or unexpected unemployment or illness can be extremely stressful and potentially isolating.

It is of course clear that it is highly unlikely that significant amounts of new revenue funding will be available to support new initiatives. Indeed it is clear that existing organisations and initiatives are under threat due to ever decreasing [revenue] funding streams.

To do nothing however is not an option, and it has become clear that the recommendations highlighted at **Section 10**, which will enable an innovative and 'value for money' **Shenley Community Strategy**, will provide an opportunity to ensure that the Shenley community as a whole continues to feel safe, and those who are vulnerable and isolated are provided the sustainable support and advice they deserve and will without doubt value.

In short, we are recommending that more efficient and innovative use is made of existing resources, which will require minimal 'new money' and resources.

### Bournville Village Trust

#### Job Description

Short Title: **Community Development Officer**

Reports to: BVT Head of Community Services / Shenley Youth & Community Trust

#### A. OVERALL PURPOSE OF JOB

- To work with the local community in Shenley and surrounding areas to empower them to:
  - identify their needs, opportunities, rights and responsibilities
  - plan what they want to achieve and take appropriate action
  - develop activities and services to improve their lives
- To oversee the running and management of Shenley Court Hall and promote and increase its usage as a Community Hub
- To help develop and deliver BVT's Community Development, Youth and Resident Involvement Strategies in conjunction with aims and priorities identified nationally and locally and in consultation with residents providing them opportunities to develop their interests and activities.
- To represent the Trust and maintain and develop good relationships between the Trust, residents, and other key stakeholders in accordance with our key objectives to promote and develop flourishing communities in which people want to live

This role is central to Bournville Village Trust's commitment to community empowerment and community cohesion to meet its overall mission statement of 'creating and sustaining communities where people choose to live'. This will involve community involvement and engagement in the local area through resident involvement, consultation, partnership working, volunteering and the provision of services to meet local needs. A significant amount of this work will focus on the local community centre - Shenley Court Hall and with the local Community Council.

#### B. MAIN DUTIES AND RESPONSIBILITIES

- 1) To develop and maintain a sense of community between the Trust, residents, residents groups and other organisations in the Shenley area through ensuring good channels of communication are in place and that local residents are directly involved in the planning, monitoring and evaluation of community services, activities and programmes.

- 2) Facilitation and attendance of local residents group meetings (including Shenley Community Council and SY&CT) where community issues, needs and problems are identified and appropriately acted upon, providing leadership and co-ordination and promoting self help and participation.
- 3) Development and maintenance of a comprehensive network of contacts and develop opportunities for partnership working.
- 4) Seek and manage external funding opportunities to enhance service provision.
- 5) Management of Shenley Court Hall, overseeing and developing wide range of activities at the centre to meet local need and maximise income to ensure long term sustainability.
- 6) Active membership of the Hall Management Committee (SY&CT) providing appropriate support and advice.
- 7) Ensure that there are adequate systems in place and operating, to enable the efficient management of facilities and the satisfactory monitoring of resources. With particular attention to invoicing and repairs.
- 8) Oversight of the MUGA in conjunction with Community Office Manager, BVT Youth Workers, Estates and ASB team.
- 9) To ensure responsibility for own and others health and safety through adherence to BVT's Health and Safety policies and procedures.
- 10) Manage and prepare monthly financial reports detailing the Centre's performance against budget. Prepare and adjust budget submissions for board approval. Set achievable targets for revenue generation, monitor and adjust as required.
- 11) To ensure a clear outcomes framework is agreed and implemented, that appropriate monitoring and evaluation information is collated and that regular reports are produced.
- 12) Ongoing review and evaluation of services as part of our Quality Assurance procedure to ensure they continue to meet service users' needs.
- 13) Responsibility for day to day administration, finance and record keeping and provision of reports and regular updates to Community Team and Trustees.
- 14) Promotion of equality of opportunity in all areas of service delivery through actively promoting services to meet the needs of disadvantaged and minority groups.
- 15) Promotion of opportunities for volunteers and oversight of these.
- 16) Undertake regular supervision and annual appraisals of centre staff and assist with staff recruitment and training as required.
- 17) Understanding of and compliance with safeguarding procedures.
- 18) Adherence to full range of BVT policies and procedures.

- 19) Regular attendance and involvement in supervision process with line manager and completion of Individual Performance Reviews in line with Trust requirements.
- 20) Commitment to Continuous Professional Development through regular training and networking opportunities.

### **SERVICE SPECIFIC ACTIVITIES**

- 21) An understanding and commitment to local and national priorities and strategies relating to community development work.
- 22) To take responsibility for special projects from time to time, as determined by identified local needs, funding requirements or within the Trust's Business Plan.
- 23) To work as a member of the Community Team within Bournville Village Trust.
- 24) Regular attendance and contributions to Team Meetings and to Community Newsletter.

### **KEY COMMUNICATION LINKS WITH:**

**Internal:** Employees from across all Trust Departments.  
**External:** Residents, members of the public, local government, funding bodies, other housing providers, suppliers and contractors.

### **WORKING CONDITIONS & ENVIRONMENT:**

This post is based at Shenley Court Hall however post holder will be required to attend other locations and may on occasions need to work from other halls / offices.

Flexibility in working arrangements and an understanding that some unsocial hours will be part of job is essential.

### **ADDITIONAL REQUIREMENTS:**

- This Job Description outlines the main duties of the post but does not exclude other duties, which may be undertaken to ensure the efficient operation of the department. Other duties required will be consistent with those listed above and appropriate to the title and grade of the post.
- All staff will be expected to demonstrate the key corporate values in the way they carry out their job. Please read the Staff Handbook for further details on each of the core values and these are as follows:-
  - Equality and Diversity
  - High Performance Culture
  - Customer Care
  - Resident Involvement
- To undertake your day to day activities in such a way as to support the Trust's Environmental Strategy, the key points of which are available in the Staff Handbook.

- To carry out all duties outlined above in accordance with all policies and procedures, in particular:-
  - Employee Code of Conduct
  - Customer Care Policy
  - Health & Safety Policies

## C. REPORTING RELATIONSHIPS



### 1. KEY TASK

To help develop and deliver BVT Resident Involvement, Youth and Community Strategies in conjunction with the aims and priorities identified nationally and locally and in consultation with local residents, providing them opportunities to develop their interests and activities.

#### STANDARDS OF PERFORMANCE

- (a) Awareness of local and national priorities and strategies including Communities in Control and Every Child Matters and local constituency and ward delivery plans.
- (b) Consultation with residents to ensure that they are directly involved in the planning, monitoring and evaluation of community services, activities and programmes.

Initiate new projects in line with Business Plan and funding availability.

- (c) Attend meetings of any relevant groups, in particular South West Birmingham Community Association, to develop an integrated approach to community development activity and feedback to Community Team.
- (d) Provide reports and regular updates to Community Team and Trustees.

### 2. KEY TASK

To develop and maintain a sense of community between the Trust, residents, residents groups and other organisations in the Shenley Area.

## **STANDARDS OF PERFORMANCE**

- (a) Good channels of communication are in place between the Trust and local residents so that they are directly involved in the planning, monitoring and evaluation of community services, activities and programmes.
- (b) Local residents groups / Council meetings are facilitated and attended.
- (c) Community issues, needs and problems are identified and appropriately acted upon.
- (d) A comprehensive network of contacts is maintained, networking opportunities attended and issues fed back into the team.
- (e) Awareness raising of issues relevant to the local community.

### **3. KEY TASK**

To provide support for local community groups.

## **STANDARDS OF PERFORMANCE**

- (a) An understanding and commitment to local and national priorities and strategies relating to community development work.
- (b) Sustained work with local groups to identify issues, needs, problems and barriers.
- (c) Provision of leadership and co-ordination.
- (d) Encourage and facilitate participation and self help.
- (e) Plan, attend and co-ordinate meetings and events as required.
- (f) Develop and build on existing services for all residents including youth work and senior citizen activities.
- (g) Liaise with interested groups and individuals to set up new services.
- (h) Provide opportunities for networking.
- (i) Develop opportunities for partnership working.
- (j) Provide assistance with funding bids / opportunities.

### **4. KEY TASK**

To oversee the management of Shenley Court Hall and promote and develop it's usage as a **Community Hub**.



## **STANDARDS OF PERFORMANCE**

- (a) Ensure that there are adequate systems in place and operating, to enable the efficient management of facilities, building security and the satisfactory monitoring of resources.
- (b) Manage and prepare quarterly financial reports detailing the Centre's performance against budget. Prepare and adjust budget submissions for board approval. Set achievable targets for revenue generation, monitor and adjust as required.
- (c) Be a member of the Hall Management Committee and provide appropriate support and advice.
- (d) Undertake regular supervision and annual appraisals of centre staff.
- (e) Promotion and marketing of hall to wide range of user groups so that it is fully utilised and acts as a Community Hub.
- (f) Development of partnership work with a wide range of statutory and voluntary groups to maximise usage and services provided from the hall and usage of MUGA.
- (g) Maintain and develop existing projects including Out of School Club, Youth activities, play schemes and senior citizen projects.
- (h) Development of new community based programmes and resources within the hall to meet local needs.
- (i) Seek funding opportunities and make appropriate bids to enhance service provision.
- (j) Produce monthly user data.
- (k) Undertake regular reviews and updates of centre systems and procedures.
- (l) Promotion of opportunities for volunteers and oversight of these.

### **5. KEY TASK**

To ensure appropriate monitoring and evaluation information is collated and that regular reports are produced.

## **STANDARDS OF PERFORMANCE**

- (a) A clear outcomes framework is agreed and implemented.
- (b) Monthly monitoring and outcome data is provided.
- (c) Complete Lottery monitoring returns on behalf of Trust to Sport England for the Multi Use Games Area.
- (d) Ongoing review and evaluation of services as part of our Quality Assurance procedure to ensure they continue to meet service users' needs.
- (e) Timely reports are produced as required.

- (f) Resultant action is commenced within agreed deadlines.

## **6. KEY TASK**

To work as a member of the Community Team within Bournville Village Trust.

### **STANDARDS OF PERFORMANCE**

- (a) Ensuring responsibility for day to day administration, finance and record keeping.
- (b) Regular attendance and contributions to Team Meetings and to the Community Newsletter.
- (c) Promotion of equality of opportunity in all areas of service delivery through actively promoting services to meet the needs of disadvantaged and minority groups.
- (d) Demonstrate understanding of and compliance with safeguarding procedures.
- (e) To ensure responsibility for own and others health and safety through adherence to BVT's Health and Safety policies and procedures.
- (f) Adherence to full range of BVT policies and procedures.
- (g) Regular attendance and involvement in supervision process with line manager and completion of Individual Performance Reviews in line with Trust requirements.
- (h) Commitment to Continuous Professional Development through regular training and networking opportunities.
- (i) Recruitment and management of staff as appropriate.
- (j) Flexibility in working arrangements and understanding that unsocial hours will be part of job.
- (k) Provide support to Phoenix Hall as needed but particularly in relation to grant aid and Play Scheme development.

## **7. CORPORATE VALUES**

All staff will be expected to demonstrate these key corporate values in the way they carry out their job.

### **1. EQUALITY AND DIVERSITY:**

To recognise the importance of fairness, and to put into practice the promotion of equal opportunity and diversity in all aspects of the Trust's services.

2. **HIGH PERFORMANCE CULTURE:**  
To adopt the Trust's culture of high performance and continuous improvement, which includes the following key aims: -
  - To create a strong sense of direction for every staff member.
  - To ensure all staff have feedback on their performance.
  - To improve communications throughout the Trust.
  - To make the Trust less compartmentalised and promote unity of purpose.
  - To discourage a "blame culture" in the Trust's working environment.
3. **CUSTOMER CARE**  
To follow the Trust's Customer Charter, the key points of which are: -
  - To treat our customers with respect and dignity.
  - To use plain English in our communications.
  - To take full account of customers' views and respond in a flexible way.
  - To take complaints seriously, and learn from them.
  - To admit when we've made a mistake, and do our best to put things right.
4. **RESIDENT INVOLVEMENT:**  
To support the principle of involvement by BVT residents in all major decisions which affect their quality of life or the services provided by the Trust. Feedback from residents is encouraged, as an important mechanism to promote continuous improvement in the delivery of services.
5. **THE GREEN AGENDA:**  
To undertake your day-to-day activities in such a way as to support the Trust's Environmental Strategy, the key points of which are: -
  - To seek to reduce energy consumption.
  - To reuse and recycle materials wherever possible.
  - To use environmentally friendly products.
  - To reduce carbon dioxide emissions by improving the energy efficiency of the buildings we construct or manage.

#### **D. REPORTING RELATIONSHIPS**

Director of Housing & Community Services Head of Community Services / Shenley Youth & Community Trust Community Development Officer.

### Constitution Shenley Community Council

#### 1. **Area Representation**

The Shenley Community Council is a body elected by residents within the area of Bournville Village Trust estate. The area is outlined on the attached map and list of street names.

#### 2. **Objects of the Council**

The objects of the Council are to promote the interests of residents and to represent the said residents in matters concerning the local community and the environment and to serve as a medium of communication between the residents (regardless of tenure) and other bodies on matters concerned with the general well being, welfare and social life of the community.

The Council will also:

- ensure regular meetings are held with a minimum of 4 per year
- appoint committees and arrange public meetings to further the objects of the council
- inform residents in the area of the activities of the council by way of periodic newsletters and use of other media
- nominate persons to represent the council on any suitable relevant local board or committees
- Appoint a representative to the ESMC
- retain links and work alongside other interested bodies and organisations on matters that affect the wider community
- promote or engage in any activities which are compatible with the welfare of the community

#### 3. **Council membership**

Any resident, regardless of tenure, who lives in the Shenley area can stand for election onto the Council. The Council shall consist of 12 members elected by qualified residents in the area. A qualified resident is one who has attained their eighteenth birthday on the day of the election and has been a resident for at least twelve months in the area represented by the Council and be on the local government register of electors for a relevant address. In addition, Bournville Village Trust may nominate a representative to attend Council meetings as an observer.

Persons under the age of 18 may be admitted to a junior membership but shall not have voting rights unless specifically deemed by the Chair. Persons with less than 12 months residency may become associates of the Council but shall not have voting rights.

#### 4. **Co-option**

The Council has, within its discretion, the power to co-opt no more than three members onto the council who they deem will be of benefit to the workings of the Council or the local community. Any person so co-opted shall have full rights as a Council member. Co-option shall automatically expire after one year but may be extended as the Council think fit.

**5. Council Officers**

The committee will be made up of the following officers:

- Chair
- Vice Chair
- Secretary
- Treasurer
- Any other officer positions the committee deems fit

Officers will be appointed by the council from amongst its members at its first inaugural meeting by way of a vote amongst those present. Elected member terms will be for a period of 3 years unless an officer resigns or is disqualified, at which point, the committee can nominate a stand in until the next election. Officers can be re-elected.

**6. Duties of the Chair**

The Chair shall preside at all meetings of the Council and sign the minutes of the previous meeting, maintain order during the business of the meeting and act impartially in their dealings with other members. It is the Chair's duty to ensure all Council members undertake their duties with impartiality and to ensure that no individuals or groups are excluded or discriminated against.

**7. Duties of the Vice Chair**

The Vice Chair shall assist the Chair and take over in the absence of the Chair.

**8. Duties of the Treasurer**

The Treasurer shall receive all money paid into the funds of the Council and issues all demands in connection therewith, keep a record of all receipts and disbursements, bank all funds not required for current expenses and in conjunction with the Chair or other authorised officer, sign all cheques issued in payment of the Council's liabilities. All accounts shall be brought before the Council and a record kept of them. At the end of each year, the Treasurer shall prepare a statement of accounts showing transactions and produce all bills and vouchers for examination by the auditor who shall be appointed by the Council.

**9. Duties of the Secretary**

The Secretary shall summon, and keep a record of all council and any other meetings as required by the Council. The Secretary shall also carry out the instructions, which the council from time to time may issue.

**10. Quorum**

Five elected members of the Council shall form a quorum at all meetings and shall be competent to transact any business brought forward on the official agenda. Inquorate meetings may vote on any matter subject to ratification at the next quorate meeting before being acted upon.

**11. Declaration of Interests**

On joining the Council and at any relevant meeting, every member shall declare their interest with regard to any organisation or business which may be used or worked with from time to time by the Council and such members shall not vote on that matter.

**12. Annual Public Meeting**

The Council will ensure that there is an annual meeting open to all residents at which the Council will give an account of its work. At least 14 days notice must be given to residents using appropriate media.

**13. Election rules and procedure**

- (a) Numbers to retire: One third of members of the council shall retire annually.
- (b) Nominations: Requests for nominations shall be made by exhibition of notices in the local area and through the use of other appropriate media for a period of no less than 14 days before closure date for each nomination. Every person nominated for the Council must have been resident in the Council's area for at least 12 months, and be at least eighteen years of age on the day of election and be on the local government electoral roll. Nomination papers must be signed by the Proposer and Seconder, both of whom must be qualified residents and reside at separate addresses. A resident may only propose or second one candidate at each election. The nomination paper duly completed and accompanied by an undertaking to serve if elected shall be delivered to the Secretary on or before the closure date set by the council.
- (c) Elections: Will take place if the number of persons nominated exceeds vacancies to be filled. The election will be by way of secret ballot and shall be held before the APM.
- (d) Conduct of Elections: The following rules will be observed in the conduct of elections: The use of vehicles, issue of election address or public display of literature and all house to house canvassing by the candidates or others shall be prohibited and deem that candidate to be disqualified for election for two years thereafter.

A candidate must furnish a statement of not more than 100 words about their qualifications for office and such information shall be on display at the polling station.

Ballot: Details of the ballot shall be publically exhibited for a period of at least seven days before the date of the election. Each qualified resident may vote for as many candidates as there are positions to be filled.

**14. Period of Election**

Apart from the first elections when 1/3<sup>rd</sup> of Council members will resign each year for the first 3 years, every person elected to the Council shall serve for a period of three years, unless disqualified under any of the following conditions:

**Resignation or loss of residential qualification**

In the event of a member of the Council ceasing to reside in the council area or by tendering their resignation then:

- (a) Should the unexpired term of office exceed twelve months the Council may proceed to fill the position at the next election.
- (b) Should the unexpired term of office be less than twelve months then the Council may deal with the matter as they deem advisable.

Elected members of the Council are expected to attend all meetings of the Council and failure to attend at least half of the Council meetings in any 12 month period other than for reasons of ill-health or compassionate reasons, at the discretion of the Council, shall result in the members disqualification as a member of the Council and the decision must be taken at a subsequent Council meeting and the rules for filling the unexpired term of office shall apply.

**16. Other Committees**

The Council may co-opt persons to serve on committees without limits as to numbers and with voting powers.

**17. Dissolution and Disposal of Residual Funds**

In the event of the Council being dissolved for any reason, all residual funds held by the Council shall, after payment of all outstanding charges and discharging any other liabilities for which they are legally responsible for at that time, be disposed of as follows:

- (a) Any credit balance of monies held by any other committees shall be added to the general funds of the Council.
- (b) Any balance of funds granted by Bournville Village Trust shall be transferred to Bournville Village Trust for the provision of such other community facilities as they may decide at their absolute discretion and any debt made good as far as is practicable from other funds available to the Council at that time.
- (c) Any balance of funds granted from external sources to be returned to the funding granter.
- (d) In the case where it is not possible to return funds, any balances will be donated to an agreed charity.
- (e) The Council shall arrange the sale of all disposable assets held by them and to which they have outright title at that time and add the proceeds to their remaining funds.
- (f) Finally, the Council shall at their absolute discretion allocate any remaining funds and property, if any, to such local community organisations as they deem fit and publish details of this using appropriate media.

**18. Amendments to the Constitution**

Any proposals must be notified in writing to the Secretary not less than twenty one days prior to the APM and be ratified by two-thirds majority of Council members present and by the majority of residents present at the meeting.

9<sup>th</sup> November 2009

### Organisations, Shenley Area

- Age UK
- Bournville Village Council
- Busy Parents Network
- BVT
- Citizens Advice
- Communisave
- Food Bank
- Green Meadow Primary
- Halescroft Square
- Manor Park Farm
- NACRO (Alder Lane)
- NHS / Orthopaedic Hospital
- Nifty Fifties (St David's Church)
- Northfield Eco Centre
- Northfield Manor
- Northfield Partnership Group
- Selly Oak Live at Home Save
- Shenley Academy
- Shenley Community Council
- Shenley Court Hall
- Shenley Doctors
- Shenley General Store
- Shenley Lane Community Association & Sports Centre
- Shenley Youth & Community Trust
- South West Community Association
- Spinning Wheel Wool Shop
- St David's Church / Narthex
- St Gabriel's Church
- Sure Start (Weoley Castle)
- Time Banking UK
- United Reform
- West Midlands Police
- Weoley Hill Village Hall
- Women's Aid
- Yesterdays Tea Rooms
- YMCA



### Workshop 2 – Wider Community Members

#### Question 1

##### *What is good about living on the estate?*

- Church - spiritual exploration / healing / activities (x5)
- It's clean, green and tidy and people talk to each other (x5)
- Local facilities (x4)
- People (x4)
- Bournville Village Trust support / involvement (x3)
- Green spaces / general maintenance (x2)
- Quality housing (x2)
- Sense of **community** (x2)
- History
- Location

#### Question 2

##### *What could be better?*

- Shops / facilities (x9)
- Communication between groups to advertise events (x3)
- Affordable activities (x2)
- Better health facilities (x2)
- Better public transport (x2)
- Car boot / table top sales (x2)
- Communication between various groups (x2)
- Farmers market /market (x2)
- Communication - using different tools
- Lack of imagination on green spaces
- Less BVT interference
- More control over building changes (retain visual integrity of the area)
- More for youth to do
- More Housing Officers walking about
- More Police walks on Sundays
- Neighbours
- Parking and traffic speed
- Someone to call on at the weekend
- TV access Sky and BT

#### Question 3

##### *Where on this estate can you meet with other people?*

- Church / Narthex (x3)
- Shenley Court Hall (x3)
- St David's (x3)
- Church (x2)
- Church coffee shop (x2)

- Community centre / hall (x2)
- Tea room (x2)
- Walking / shopping (x2)
- Allen's Cross football club
- Baptist Church Northfield
- Bus stop
- Café
- Doctors
- I don't feel there is anywhere for me really
- Recognised meeting places
- Social event in Church Hall
- Weoley Hill Village Hall
- Yesterdays

#### **Question 4**

##### ***What encourages you to go to these meeting places?***

- People in Coffee Shop encourage (x3)
- Nothing (x2)
- At home – neighbours
- Conversation and social
- Healing
- If I know someone there
- If it's cheap
- My job role
- Networks
- Publicity on activities
- Services
- St David's

#### **Question 5**

##### ***What puts you off going?***

- Not knowing people - wonder if I will be made welcome (x3)
- Accessibility physical and economic
- BVT and community, its' attitude
- Don't know what's on
- Image
- Lack of local venue
- Not religious
- Smell
- Too busy

##### **Wish list**

- Food shops / facilities (x5)
- Computer / internet access (x4)
- Affordable children's activities (x2)
- Better transport (x2)
- Local advice and information (x2)

- Monthly farmers market (x2)
- Recycling (x2)
- Community spirit
- Day nursery
- Family activity and bingo fun nights
- Flexibility and freedom
- Furniture renovation
- Green waste cleared allotments
- Health checks
- Homework club
- More holidays in England
- More indoor sports
- Never ending pot of money
- Sewing classes
- Somewhere to linger and chat
- Table top sale
- Traffic calming
- Under 5s story session
- Upcycling

### Workshop 3 – Young People

#### Question 1

##### ***What is good about living on the estate?***

- Nice environment with a park (x5)
- Club (x2)
- A very nice safe area, feels safe
- Fun because I have friends around and it has loads of places
- It is really quiet
- Lots of open spaces
- There are loads of places to go to meet new people
- There is a MUGA!!!

#### Question 2

##### ***What could be better?***

- People being nicer and being more sociable (x3)
- Go on trips more (x3)
- The park facilities (x2)
- BMX track (x2)
- Better goals in the MUGA !!!
- Club everyday
- More parks for older people
- More recreational areas for sport
- Building us a cinema
- People taking better care of the area

### Question 3

***Where on this estate can you meet with other people?***

- At the park (x9)
- Community hall (x2)
- Youth Club (x2)
- School
- Home
- At the shops

### Question 4

***What encourages you to go to these meeting places?***

- My mates / friends (x3)
- The facilities and equipment (x3)
- McDonalds or KFC (x2)
- If it's a nice day there aren't many places to go when it's raining (x2)
- To meet new people and make new friends
- I get encouraged because the park is comfortable
- Bread rings and things

### Question 5

***What puts you off going?***

- The people that hang around the park (x2)
- I wouldn't go to the park when the weather is bad (x2)
- Nothing (x2)
- I get bored
- The cost of certain activities

### Wish list

- A Youth Club with set activities and a variety of things to do (x3)
- More social clubs so we can meet up with our friends
- Communal pool
- Free gym equipment - outdoor gym for use

## Workshop 4 – Stakeholders

### Question 1

***What are the strengths in services / support to local community members?***

- BVT Community Council support and services (x5)
- Shenley Court Hall (x4)
- Youth Clubs (x3)
- Diverse numbers of activities (x2)
- SCC Newsletter Inc. school (x2)
- Hall to hire (x2)
- Handy man (x2)
- Shenley Court. Hall & activities (x2)
- Older people clubs (x2)
- Good children's services
- Over 50's Lunch Club
- Holiday Play Scheme
- Local people skills
- Location
- Park, Church, Local Police
- People - pastoral care teams
- People are invited to give their views
- Recording studio
- Shenley & Community Hall website
- Various groups / activities
- Zumba / Tai Chi etc.
- Exercise groups
- St David's Scouts & activities
- Youth & over 50's clubs
- Shopping trips
- Seniors groups e.g. Xmas dinner
- Accessibility of groups & community buildings (x2)
- Before and after school provision
- BVT provides focus
- Church
- Community Council

### Question 2

***What are the key gaps in services / support to local community members?***

- Affordable childcare (x3)
- Lack of communication (x3)
- Not reaching folks (x2)
- Centralisation of info for seekers
- Sharing of info between groups
- Somewhere to pass by and get information / support
- Knowledge of who to ask for help
- I.T support 'web pages' etc.
- Free access to internet

- Members of the community not taking interest and participating
- Lack of volunteers
- More youth activities
- Pre-school groups
- Activities / clubs for older young people
- Affordability
- Childcare (nurseries) internet café attendance in local meetings
- Lack of playgroups in some areas
- Classes in variety of subjects - numeracy / literacy
- Homework club
- Lack of Shenley Academy
- Lack of volunteers
- Unable to offer free services
- I think the gap is big

### **Question 3**

***What opportunities are available to enhance / improve services / support to local community members?***

- Improve liaison between stakeholders (x3)
- BVT website (x2)
- SCC support (x2)
- SCH IT suite / facilities (x2)
- Use volunteer support
- BVT 'vision' challenge
- Enhanced SCH website to link stakeholders
- Could set up website / Facebook page
- Better publicity
- BVT might provide better notice boards
- Publicise what's on more widely
- SCH twitter / Facebook for community info
- SCH website provides info on facilities / Senior activities
- Computer access available
- More services could be provided at St David's / St David's support
- Activities at Narthex / Could open Narthex everyday
- Activities at SC Hall / Availability to expand activities / Increased use of Shenley Court Hall
- Involve Northfield district (BCC)
- Council members
- Council newsletter
- Holding community fairs / activities
- Lowering cost
- Somewhere to share skills and learn new crafts/affordable
- Use existing services / work jointly rather than survive individually

### **Question 4**

***What are the challenges?***

- Lack of money, external funding more difficult to get (x4)
- Cash needed to refurb and re-roof hall (x2)
- How to get people interested (x2)
- Help / time (x2)

- Spread too thinly and doing too much
- Not communicating with each other
- Apathy
- Attitudes 'too different'
- Encouraging people to use facilities
- Human nature
- Knowing what local people want
- Not communicating with each other
- Getting different ethnic involvement
- Need more volunteers / Shortage of volunteers
- Financial sustainability of services / community building
- Austerity
- Councillor support
- Engagement of schools
- Not a lot to time free at St David's Hall
- Paradigms
- Premises (increase in crime)
- Talk the talk but don't walk the walk

#### **Question 5**

##### **What should happen next - top 3 priorities?**

- Work with doctors surgeries (x3)
- Engage more with schools (x3)
- Communications single web focus / promotion (x2)
- SCH to launch twitter / Facebook / website facility (x2)
- Talk / meet together soon / communicate (x2)
- Listen to needs of local people
- Get through to public
- Best use of BVT resources
- SCH IT resources better used
- SCH to enhance website to link stakeholders
- Work with parent teacher associations, and any existing clubs, gets the word round
- Carry on developing ideas
- Advertise
- Agree to ideas! Source funding bring positive changes not negative
- Stakeholders assess results/ identify next steps
- Encourage public to use facilities
- Explore opportunities from Localism Act
- Make activities affordable for all groups
- Make list of volunteers
- Work with other stakeholders

##### **Wish List**

- Someone with IT expertise (x2)
- To have internet & activities accessible for everyone (x2)
- Pot of money / funding / donors (2)
- More opportunities for the youth
- Regular well attended residents' meetings
- Multi-cultural activities by residents from different ethnic groups living in Shenley area

- Open workshops - budgeting, healthy eating on a budget, upcycling, curtains / soft furnishing etc.
- Food co-op
- For all stakeholders to work together



## Appendix E

### Proposed Shenley Hub: 1 Year Cash Flow Forecast

	MONTH 1	MONTH 2	MONTH 3	MONTH 4	MONTH 5	MONTH 6	MONTH 7	MONTH 8	MONTH 9	MONTH 10	MONTH 11	MONTH 12	Total
<b>Balance C/F</b>	0.00	-2,482.57	-4,965.14	-7,447.71	-9,930.28	-12,412.85	-14,895.42	-17,377.98	-19,860.55	-22,343.12	-24,825.69	-27,308.26	-29,790.83
<b>Income</b>													
<b>A Total Income</b>	<b>0.00</b>	<b>-2,482.57</b>	<b>-4,965.14</b>	<b>-7,447.71</b>	<b>-9,930.28</b>	<b>-12,412.85</b>	<b>-14,895.42</b>	<b>-17,377.98</b>	<b>-19,860.55</b>	<b>-22,343.12</b>	<b>-24,825.69</b>	<b>-27,308.26</b>	<b>-29,790.83</b>
<b>Expenditure</b>													
Telephone	183.14	183.14	183.14	183.14	183.14	183.14	183.14	183.14	183.14	183.14	183.14	183.14	2,197.69
Insurance	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	988.96
Professional fees	61.05	61.05	61.05	61.05	61.05	61.05	61.05	61.05	61.05	61.05	61.05	61.05	732.56
Rates	76.31	76.31	76.31	76.31	76.31	76.31	76.31	76.31	76.31	76.31	76.31	76.31	915.70
Heat & Light	274.71	274.71	274.71	274.71	274.71	274.71	274.71	274.71	274.71	274.71	274.71	274.71	3,296.53
Cleaning Materials	36.63	36.63	36.63	36.63	36.63	36.63	36.63	36.63	36.63	36.63	36.63	36.63	439.54
Repairs and maintenance	189.25	189.25	189.25	189.25	189.25	189.25	189.25	189.25	189.25	189.25	189.25	189.25	2,270.94
Water	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	82.41	988.96
Volunteers (2 x £5.00 per day)	163.33	163.33	163.33	163.33	163.33	163.33	163.33	163.33	163.33	163.33	163.33	163.33	1,959.96
Rent	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	1,333.33	16,000.00
<b>Total Expenditure</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	<b>2,482.57</b>	
<b>Balance</b>	<b>-2,482.57</b>	<b>-4,965.14</b>	<b>-7,447.71</b>	<b>-9,930.28</b>	<b>-12,412.85</b>	<b>-14,895.42</b>	<b>-17,377.98</b>	<b>-19,860.55</b>	<b>-22,343.12</b>	<b>-24,825.69</b>	<b>-27,308.26</b>	<b>-29,790.83</b>	

## Assumptions - Shenley Hub Projected Revenue Spend

The following cash flow has been calculated using the following:

- Revenue spend only
- Rent £16,000 per year
- Floor space 2,405 sq ft
- No full-time staff – but up to 12 volunteers (£5 per day)

Annual costs for the Shenley Court Hall are used as a baseline/comparison for the proposed site:

### Shenley Court Hall rounded annual costs

Floor space: 6,566 sq. ft.

Rounded up annual over-heads:

Telephones: £6000 (including an IT support fee)

Insurance: £2700 building, contents & liability

Professional fees: £2000

Rates: £2500

Heat & Light: £9000

Cleaning materials: £1200

Repairs & Maintenance £6200: Includes window cleaning, Boiler contract, vacuum contract, PAT testing, Alarms & Fire Ext maintenance, Sanitary bin contract, TV Licence plus any repairs that arise over the year.

Licences, Water £2700

Volunteer expenses (£5.00 per day) actual annual spend for volunteers at Shenley Court Hall is £1075.

### Calculations:

Item		Shenley Court Hall		Shenley Hub	
		sq. ft.	Total cost per sq. ft.	x sq. ft. Shenley hub	Monthly expenditure
Sq. Ft.		6,566		2,405	
Telephone		£6,000.00	£0.91	£2,197.69	£183.14
Insurance		£2,700.00	£0.41	£988.96	£82.41
Professional Fees		£2,000.00	£0.30	£732.56	£61.05
Rates		£2,500.00	£0.38	£915.70	£76.31
Heat & Light		£9,000.00	£1.37	£3,296.53	£274.71
Cleaning Materials		£1,200.00	£0.18	£439.54	£36.63
Repairs and Maintenance		£6,200.00	£0.94	£2,270.94	£189.25
Water		£2,700.00	£0.41	£988.96	£82.41
<b>Volunteers</b>	<b>No. per day</b>	<b>Cost per day</b>	<b>Total</b>	<b>Annual cost</b>	<b>Monthly cost</b>
Volunteers (12 x £5.00 per day)	2	£5.00	£10.00	£1960.00	£163.33
<b>Annual Rent</b>				£16,000.00	£1,333.33



## WIN £25.00!

Thank you for taking the time to complete this short questionnaire, aimed at supporting a feasibility study into a proposed **Community Hub** on the **Shenley Estate**. All those submitting a completed questionnaire will have the opportunity to win a **£25.00** voucher.

Personal Information	
Name	.....
Age	..... Ethnic Origin .....
Gender	Male <input type="checkbox"/> Female <input type="checkbox"/>
Postcode	.....
Employment Status	.....
Registered disabled	Yes <input type="checkbox"/> No <input type="checkbox"/>

### Section 1 – How would you rate the following?

(1 is low – 5 is high) (0 – no views)

I enjoy living in this area	0 1 2 3 4 5
I feel safe living in this area	0 1 2 3 4 5
There is lots to do in this area	0 1 2 3 4 5
I am aware of what is going on in my area	0 1 2 3 4 5
There are plenty of places nearby where I can meet other people	0 1 2 3 4 5
I sometimes feel lonely	0 1 2 3 4 5
I find it difficult to access support and advice	0 1 2 3 4 5

(If appropriate) – **Why do you find it difficult to access support and advice?**

.....

**Section 2** Please tick **all** that apply

**I would look forward to somewhere local to:**

- |   |                          |
|---|--------------------------|
| Meet other people                                     | <input type="checkbox"/> |
| Enjoy myself  | <input type="checkbox"/> |
| Become involved in community activities               | <input type="checkbox"/> |
| Find out more about what is on offer to me in my area | <input type="checkbox"/> |
| Receive support with child care                       | <input type="checkbox"/> |
| Receive general support and advice                    | <input type="checkbox"/> |

(If appropriate) ***In what areas would you value support and advice?***

.....

.....

**Section 3** Please tick **all** that apply

**I would like somewhere local where I could access:**

- |  |                          |
|--|--------------------------|
| Education / Training                   | <input type="checkbox"/> |
| Health / Fitness                       | <input type="checkbox"/> |
| Basic computer skills                  | <input type="checkbox"/> |
| Job seeking skills / Job opportunities | <input type="checkbox"/> |

Other (please list) .....

***Anything else you wish to add / 'Wish List'? (Please continue on a separate piece of paper if necessary)***

**For further information**, please contact **Edwin Lewis** at Wider Impact Consultancy on **0845 165 0491**, or email **edwin@widerimpact.com**

# widerimpact

Independent Analysis. Strategic Reviews

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