

ST MATTHEWS BIG LOCAL

The Third Plan (2020)



Abstract

A detailed report of St Matthews and the work of St Matthews Big Local between 2017 and 2020, with a particular emphasis on the future.

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Chair's Report

Dear St Matthews' community,

As Chair of St Matthews Big Local, I have been reflecting on the past 6 years and how much we have achieved, as we introduce you to this our third and final Big Local Plan, which will cover the last four years of the ten-year project.

We have already worked hard in creating a legacy in St Matthews, by creating a charity whose brand and reputation is raising the profile of our Community. A community who often suffered a negative reputation is starting to turn a corner. The sense of community spirit is its strength, people now come to the area to use the facilities and many from outside are envious of the opportunities the Big Local programme has enabled us to create.

We have managed to deliver one of the most sought after facilities in our community for years, in the creation of the Multi Use Games area. It is enjoyed by hundreds of people each week, from our community and beyond.

The last six years have given us exciting opportunities and we have achieved so much. We have offered thousands of opportunities to hundreds of people in our community that without the Big Local £1 Million would simply not have happened.

We have been lucky to be supported by hundreds of volunteers over the past few years, to help deliver the programme and without their help we wouldn't have been able to achieve all that we have. We are immensely grateful. As well as training, grants, saving schemes, loyalty app, St Matthews Community Parks Day, Trip to the Seaside and much more.

We have been able to deliver on much of the priorities outlined in the last plan, with the biggest project delivered being the Multi Use Games Area. We are all very proud of the facility and continue to build on its success.

We have developed the Austin Jackson Memorial Garden, added new playground games, a ping pong table and worked with local partners to provide many structured sports activity sessions, increasing the health and wellbeing of our local people.

Recently we have managed to secure new additional funding to employ two Sports and Volunteer inclusion coaches, to provide a range of sporting opportunities within the community, encourage those that aspire to work or volunteer in sports and provide them with the opportunity.

In the past few years, austerity has had an impact in our community and Big Local and external funding and our partnerships with other organisations has helped to mitigate some of the harm to our community.

We introduced a foodbank; we have started fortnightly Fareshare deliveries and we provided free meals to hundreds of children and families over the summer months.

The climate crisis is increasingly on our agenda and we will be looking at what steps we can take as a charity to play our part in making a difference as we move forward.

We have managed to secure some external funding to increase our staff team to 7 people. We have an excellent team, who between them have many years of experience and are working hard to deliver the Big Local plan, our vision and other projects that help to make St Matthews an even better place to live and work. This additional funding has helped to deliver many new projects outside of the Big local plan, but that still fit in with our charities aims and the Big Local vision, which we feel is as relevant today as it was when we started.

The new plan has been devised by us speaking and consulting widely within our community. We were pleased with the feedback that you felt that St Matthews Big Local is doing a good job in the community and that you wanted us to continue beyond the life of the Big Local project.

The Board of Trustees and I will be parallel planning to try to keep the charity running in some form beyond the next four years, but we will also ensure that plans are in place to close the charity if we cannot continue.

One of the next largest projects we will be looking at is to create a community business that will support the work of the charity and where any profits are put back into the charity / community, for us to continue with some of the work we have started.

Once our plan is approved, we will establish a working group to start looking at how we can move forward to implement this.

The challenges of Covid have been far reaching across the world, the UK and in our community. We have remained adaptable and have risen to the challenges before us. We kept our community hub open and continue to support our community, even at the most difficult of times.

This, our new plan, will present us some delivery challenges in this new socially distanced world, but I am confident that our Trustees, Staff and Volunteers will redouble their efforts to deliver the plan in new and unique ways, continuing to build on the trust and confidence of our community and to continue St Matthews Big Local as a Charity, beyond the 10 years of funding.

Lee Nicholls

Chair – St Matthews Big Local

1. St Matthews Today



St Matthews is an estate of some 4,700 residents within the inner city of Leicester in the East Midlands Region of England. The Estate which is named after the Anglican Church of St Matthews is known for its close proximity to the city centre. It comprises of a high number of housing units in a relatively small geographic area. The vast majority of the housing stock was built over half-a-century ago by the local council. Although the housing units are relatively new, the structural condition of many of the buildings is poor and the area is run down and in need of upgrading. This section will provide a brief introduction of St Matthews' standard of living, education, crime levels, population, housing, communal space and facilities.

1.1. Standard of living: economy

St Matthews is amongst the most deprived neighbourhoods in England (reference 1). The indices of multiple deprivation cover 7 key areas: income; employment; health and disability; education; skills and training; barriers to housing and services; living environment; and crime. The area is divided into two sections called Lower Super Output Areas, and they are distinguished as 018E and 018F (see right). There are minor differences between the two areas but they are still both within the 10% most deprived areas of the country.



For example, out of almost 33,000 neighbourhoods in England,

- 018E is ranked 916th whilst 018F is ranked 1247th in terms of income deprivation.
- 018E is ranked 2936th whilst 018F is ranked 3149th worst in the country.
- Importantly, in terms of income deprivation affecting children, 018E is ranked as 3372th and 018F is ranked at 4604th worst in the country.
- Strikingly, in terms of income deprivation affecting older people, 018E is ranked 15th worst in the country whilst the 018F is 37th.

The most recent 2019 official figures have revealed that the area is still amongst the 10% of most deprived neighbourhoods in England (reference 1). However, since 2015, there has been an improvement across the majority of deprivation categories (see Appendix A for more details).

According to the latest Local Insight profile, 30% of children are living in poverty, compared to the East Midlands average of 17%. Furthermore, 18% of children 0-18 live in workless households. Only 53% of adults are economically active and by far the largest job type is in elementary occupations. Annual average household income (after housing costs) is £14k compared to £25k across the East Midlands.

1.2. Education and training of children, young people and adults

One of the poorest groups in Leicester, by a wide margin, is the Somalis who live in St Matthews Estate. Their unique economic and educational status has received special interest from The Economist (reference 2). Refugees and asylum seekers from civil war, who often passed through Sweden, the Netherlands or Denmark, have ended up in Leicester in the hope of a better life. Studies have shown that poor children will not achieve as much academically as their better off counterparts. This is not necessarily the case in St Matthews, however.

At the heart of St Matthews is Taylor Road Primary School. The recently retired head teacher, Chris Hassall, credits the residents who channel their ambitions through their children, who believe that education is their way out of poverty and social disadvantage. The parents/carers insist that their children turn up for extra lessons at evening and weekends. The children from the large Muslim community also attend a Madrassa every day after school.



The importance of education and attendance (Reference 3) is widely understood by the residents of St Matthews, and this is reflected in Taylor Road Primary School's record. The school has undergone

School data 2019

Number on roll 760

Attendance 96%

OFSTED Rating Good

Leicester Primary School rank 35/119

Attainment:

Overall 66% (above average)

Literacy 62%

English 64%

English as an additional language 95%

serious refurbishment over the past years to accommodate more pupils, and currently there are approximately 760 students at Taylor Road School. By far the majority of pupils have English as an additional language, with over 35 languages being spoken in the school. Taylor Road School, which is one of the prides of St Matthews, has recently been rated as 'good' (Reference 4) and has achieved a large number of awards. The new head, Anna Grant-Thomas, has been keen to work with and support us, despite reduced funding, on projects such as the Holiday Hunger programme.

There is a small independent Islamic Academy on the estate but there isn't a state Secondary School on the so the majority of young people access a number of secondary schools across Leicester. The largest numbers go to Soar Valley Community College, Moat College and Rushey Mead School. Overall, the children perform poorly at the early years' foundation stage but soon catch up by Key Stage 2 and by Key Stage 4 their results are only slightly below the East Midlands and England average. Additional provision for children and young people is provided by the What Cabin (pre-school, after school and holiday provision for the 0-13 age range) and the Children, Young People and Family Centre (CYPFC), both on Vancouver Road. The latter provides a range of services that support parents and carers to give their child the best start in life, though their level of service is greatly reduced due to Local Authority funding cuts. The What Cabin, on the other hand, is a registered charity run by St Matthew's Children's Action Group operating from a single-storey building on a public park in the St Matthew's area. It has approx. 200 children registered between the ages of 5 and 11. There are also several nurseries and pre-schools but very few childminders because of the lack of suitable and large enough homes.

Youth provision on the Estate is poor and has continued to decline over the last 3 years. The youth club continues to face funding cuts and only provides limited, targeted sessions. SABL has set up a youth panel and a local charity provide some sessions and activities.

The adult population are at a disadvantage in terms of Education, Skills and Training. The government's Indices of Deprivation data of 2019 has found that the two St Matthews neighbourhoods (018E and 018F) are ranked 2,671 and 2,159 respectively out of 32,844 neighbourhoods in regards to adults' education, making St Matthews amongst the 10% most deprived neighbourhood in the country. 42% of the adult population have no qualifications as compared to 25% in the East Midlands. It is understood that along with economic disadvantage, language and other social disadvantages contribute to this situation. Leicester Adult Skills and Learning Service (LASALS) which used to operate from St Matthews has moved to the City Centre, making accessing courses more difficult. SABL continues to provide funding to LASALS to enable residents to benefit from free training courses. In years 4, 5 and 6 an average of 40 residents took advantage of this attending a diverse range of courses including a very popular 'Prepare for Citizenship' course.

1.3. Crime levels

By the late 20th century the area was notorious for petty crime, drug dealing and prostitution. St Matthews was known as 'Sitex city' with empty properties being susceptible to vandalism. It was a transient area with lots of people moving in and out with a small settled community. The social problems of the times were not helped by the open plan nature of the area which allowed people from neighbouring areas surrounding the Estate to come easily onto the Estate. These issues such as

burglaries and joyriding have stigmatised the area and its people to this day. The local police team speak of dealing with over 400 burglaries a year at that time. Unfortunately, this historic reputation still blights the community. With austerity, crime across the Leicestershire Police area has risen slowly since 2015. Leicestershire Police currently have around 2,041 officers, whereas at its height in 2009 it had 2,300. However, recent additional funding means Leicestershire Police aims to boost its overall number by 600 by 2025.

Recorded data shows that most crime is lower than the average across the East Midlands. However, caution should be applied with this data as Police recorded crime is not currently considered a completely reliable measure of trends in crime for most crime types. For example, it does not include crimes that do not come to the attention of the police or are not recorded by them. As a result, the actual crime trends in St Matthews might be higher than the recorded figures (see Appendix B for crime data).

Unfortunately, knife crime both locally and nationally appears to be increasing. There have been several knife crime related incidents locally over the past year with Section 60 Stop and Search powers authorisations given in February and May 2019, and in September 2019 a young man was murdered in a stabbing incident on St Matthews. There has also been an increase in violent crime and gang and drug culture on and around the periphery of the estate. The lack of youth activities and reduced levels of Policing only increases the risks of becoming involved in violence. These incidents although isolated have a severe impact on the community not only in their increased perception of lack of safety, but also the negative stereotyping that then comes along with the news articles associated with incidents and negative comments by readers. Despite the excellent work done within our community by residents, police, local partners and Voluntary and Community Sector Organisations to raise its positive profile the stories can often detract from the reality of our community and these news stories can paint a negative image of our community.

In 2019 the Violent Reduction Network was commissioned in Leicester by the government. We were



awarded a small grant to launch a new project 'Project Aspire' this led to a 12-week sport and mentoring project for a small group of young people aged 15-24 and we will continue to seek opportunities to engage with young people in our community and provide positive activities.

The local neighbourhood policing team are based locally within the St Matthews Big Local area and have a satellite office based in the local GP surgery at Prince Phillip House, and this helps them to be more easily accessible to the community. The team attend numerous community engagement events throughout the year either organised by the team or other agencies. They assist with our annual community Parks Day event and many other events that we organise under our 'Safer and Secure' vision such as bike safety days. The St Matthews neighbourhood Police have a very positive relationship with the local community and they have worked hard to break down barriers within our diverse community. Since our last plan the Police team have been reduced in number from two Police officer and two Police Community Support Officer to Two Police Officers and One Police Community Support Officer. With decreasing policing resources, the team who were once ring fenced in the community are now frequently required to cover other areas.



PCSO Karen Reed was also recently recognised for the contribution to the community by the Leicestershire Police Crime Commissioner Lord Willy Bach. PCSO Reed is a Big Local Partnership member and was instrumental in setting up a weekly women's group which was part of our Big Local Plan. The group is now attended by up to 40 women from the community each week. The group has grown in strength and confidence and PCSO Reeds relationship with the women has gained her respect, friendship and helped to break down barriers with the Police. PC Rob Evans has worked widely with main agencies across the community and in particular working with young people alongside Leicester City in the Community with the Premier League KICKS programme. The programme has helped to foster positive relationships with the Police and young people through sport. Many of the officers also take up voluntary duties on the Estate and can often be seen around the community on their days off undertaking roles such as school governors or trustees of local charities.

1.4. Population

Today the population of St Matthews is one of the most diverse in Leicester with 86% classed as non-white. The largest cultural groups are Asian (40%); Black African and other Black (38%); and White British (11%). The Estate's population has become stable over recent years, but has in the past

seen large numbers of new arrivals and is home to Portuguese, Polish, Romanian, Caribbean notably Montserratian, Zimbabwean, Somali, Indian, Pakistani, Kurdish, French, Chinese and Irish residents



amongst others. Overall it is a young Estate - the total population is 4,700 of which 38% are aged 0 – 15, 55% are of working age and only 7% are aged over 65. Although the Estate faces some significant challenges, Local Insight data shows a higher than East Midlands and National average in how residents feel about the strength of local social relationships and belonging and their satisfaction with the local areas as a place to live. St

Matthews has a strong entrepreneurial spirit and local people have developed several voluntary and community sector projects and organisations over the years to meet the specific cultural and social needs within our wide ranging demographic profile.

The area has become a beacon for the East and Central African Muslim communities, particularly from Tanzania and Somalia, with stores, places of worship and recreational facilities enabling cultural expression and life to thrive. The most common misconception found outside the Estate is that ‘only Somalis’ live there. 65% of the population are Muslim and we therefore ensure we take their cultural and religious customs and beliefs into account across all of our activities and events. The remainder of the population are mainly Hindu (9%) and Christian (16%) and no religion (6%).

1.5. Housing

Housing is a major issue on the Estate with it being one of the most sought after areas in regard to housing allocation in stark contrast to its position in the late 20th century. This table details the ethnicity of householders. The majority of the housing stock

	St Matthews main		All Council Homes main	
Ethnicity	household contact	%	household contact	%
White	102	11.4	10,407	52.4
Asian	268	29.9	2,346	11.8
Black	247	27.6	2,186	11.0
Dual / mixed	9	1.0	313	1.6
Prefer not to say	25	2.8	512	2.6
Other	41	4.6	498	2.5
Ethnicity unknown	204	22.8	3,592	18.1
TOTAL	896		19,854	

remains predominantly two bedroom maisonettes (74% of properties are 2 bedroomed) with limited 3+ bedroom units available. This has created overcrowded conditions for many growing families. Housing for larger families is a significant need not only here but across the Wycliffe Ward. 38% of households are classified as overcrowded and as the population grows younger and families



continue to grow then space will continue to be an issue. The design of the blocks and the heating system has led to long standing issues with rat infestation, rubbish collection, littering and fly tipping. The housing department work closely with tenants and organisations on the estate and over the past 3 years have worked on addressing pest control issues and carried out work recommended by the pest control team on bin rooms and shrub removal.

1.6. Communal space and amenities

St Matthews is compact and less than 5% of the area is dedicated to open and green space for families and children to socialise and exercise. There are two small well-used parks but these suffer from a lack of investment and maintenance as council budgets and resources shrink, despite the concerted efforts of the local Tenants Association. Many of the blocks have small unkempt communal courtyards and there is a small grassed area at the edge of the Estate which has an ongoing problem with it being used for prostitution. In these spaces animals and residents converge and the area's cleanliness is poor with dog mess and rubbish affecting how people can interact with it. Play equipment breaks down through heavy use and a lack of regular maintenance. There are regular reports of anti-social behaviour in communal open spaces within blocks of housing where children are playing because they have nowhere else to go or parents will not allow them to go to further away larger parks for safety concerns. Continuing issues with parking has meant the local authority has turned unused and green areas into car parking bays. They have removed some double yellow lines to create extra parking, added a new car park on Kashmir Rd, improved the car park on Chester Close and created a car park on Manitoba Rd, Ontario Close, involving a parking enforcement team to deal with persistent offenders who block the bin rooms.

St Matthews Tenants and Residents Association, on the other hand, turned two plots of land into allotments which several residents are using to grow vegetables and plants. This was made possible with the funding grant available from St Matthews Big Local. One of the most significant changes has been the building of our state of the art Multi-Use Games Area, Cruyff Court, outdoor gym and community garden on what was a large, mostly unused grassed area on Willow Street. More details on this can be found under Section 2.2.



St Matthews holds many key amenities: Taylor Road Primary School, St Matthews Centre (until late 2013 officially known as St Matthews Neighbourhood Centre but better known amongst the younger community as the Sports Hall), a local housing office, a local library and the Tenants and Residents Association, chaired by the area's most well-known community advocate Jean Williams MBE. Businesses include a pharmacy, a Post Office, halal butchers, barbers, a petrol station, cafes, clothes and general stores, factories, takeaways, garages, a new homeless facility, shops and one large and many small supermarkets. Some disused factories and buildings have been converted to mosques and cultural centres and there are a range of places of worship serving many religions and faiths. Prince Phillip House contains the only NHS medical centre for the area and a base for the local police. There are no dental practices or opticians on the estate.

2. Background of St Matthews Big Local (SMBL) – Years 1 - 6

Chance for residents to bid for share of National Lottery cash

PEOPLE in a deprived city neighbourhood are being urged to apply for a share of £30,000 to improve their community.

St Matthew's ward was awarded £1 million by the National Lottery in 2012 to use over 10 years.

Since being awarded the funding, the St Matthew's Big Local volunteer partnership board has given out grants of more than £90,000 to residents and voluntary organisations.

Now residents and established organisations in the

ward can apply for a share of a further £30,000 in funding.

Residents can apply for up to £500 and organisations can apply for up to £3,000.

The funding is designed to make the area cleaner and greener, increase residents' feelings of safety, celebrate diversity and reduce the isolation of the elderly.

Possible recipients of the cash could include groups that run activities such as gardening clubs, sport clubs and events or arrange community meals or

picnics, activities which have a positive effect on the community and bring as many people together as possible.

The fund's chairman, Simon Johnson, said: "We are now in our third year of this exciting opportunity to empower people to make a real difference in their community."

"Residents can apply for these grants of up to £500 and alongside their friends and neighbours can make a real impact on the things they have told us matter to them."

"We have been able to fund various opportunities over the past two years such as football tournaments, trips, educational programmes and two new community allotments."

"This year we want to offer extra support for residents and will be working alongside Leicester Community Well-being Service, who will support residents' applications by giving support, advice and mentoring, as well as helping to develop creative ideas."

This year, the grants programme will be managed by

Leicestershire and Rutland Community Foundation on behalf of St Matthew's Big Local. The grants programme will be open throughout the year.

Jean Williams MBE, who chairs the St Matthew's Tenants' Association, said: "These grants are a great opportunity for residents. It will empower them to look after their community and have a say in how things are run."

To make an application, visit: stmatthewsbiglocal.com



RALLYING CALL: Jean Williams, of St Matthew's Tenants' Association

Leicester' St Matthew's estate given £1m from National Lottery

Understanding residents' communications needs is key
St Matthews Estate Big Local

Deprived area's
£1m lotto boost

Following the announcement that St Matthews was a Big Local area in February 2012, many meetings were held with interested residents, agencies and voluntary groups gradually coming together to form a Steering Group. The Steering Group pulled together the ideas and suggestions made by everyone who took part to prepare the vision and project ideas for the first three-year Plan. This was consulted on widely at St Matthews Community Parks Day, on the street and other outreach activities. An ideal person specification for Partnership Board members was developed by the Steering group and local people were invited to apply to become members of the partnership Board. SMBL Leicester (SMBLL) became a CIO on 21st April 2016 after operating for 2 years as an unincorporated organisation.

Things have progressed significantly during the period of the Second Plan, 2017 – 2020. In October 2016 we took over the ground floor of St Matthews House (a building previously occupied by the Contact Project) which we have developed into a community hub. Over the last 3 years we have continued to improve the building so it can now be used for a range of events and activities and is available to hire, generating a small income. We have secured funding for 5 part-time staff and we have built the MUGA and Cruyff Court and developed the Community Garden.

2.1. Priorities

The priorities for years 1 to 3 were identified in early 2013 through a number of consultation events across the Estate with different interest groups. Residents, young and old, were asked their opinion on the Estate and asked what they saw as priorities in terms of helping the area improve and how we should use one million pounds over the next 10 years.

By the summer of 2013, the steering group membership had collated the various suggestions and grouped them by theme. These subsequently became the vision that formed the aims of our Local Plan. They are to make St Matthews a place:

1. which is cleaner and greener
2. where everyone is appreciated, valued and respected
3. where everyone can reach their potential and local businesses flourish
4. where everyone feels safe and secure
5. where we can celebrate diversity, talent and creativity

Consultation on the Second Plan reaffirmed these existing priorities and became the basis of our delivery for 2017 – 2020.

2.2. What we have achieved since 2017 – success stories

Over the past three years, a lot of work has been done to ensure that the majority of the agreed priorities in the Second Plan were met. We have also improved the way we monitor and record our activities and events so that we are better able to track our progress and provide data. We have regular ongoing activities like our increasingly popular women's community cafe, the grants programme has encouraged organisations to deliver projects that improve the lives of residents. We also put on other activities and events in line with our planned priorities which have increased year on year. It has given residents a real opportunity to become empowered to make a real difference in St Matthews. Since 2017 adults and children have benefitted over 10,000 times from our programme (excluding Covid-19 support activities).



Volunteering continues to be an integral part of the Charity's work. The volunteer Board of Trustees remain central to offering strategic vision and direction to the Charity. Additionally, there is ongoing voluntary input from the local Police as well as local residents and organisations who willingly give their time to supporting and offering practical help and support.

The recruitment of a Community Engagement Worker in April 2018 has strengthened our ability to recruit and manage volunteers. In July 2019, 9 residents undertook a six-week Volunteer Training Programme. Currently, 15 local people have expressed an interest to pursue the Charity's informal volunteer training programme and to engage with the work of the Charity on a voluntary basis. In total, since 2017, over 500 people have volunteered at various events and activities.

A key aim was to reduce the burden of debt and high interest charges faced by low income households and provide an alternative source of credit to the cheque cashers, high cost door-step providers and illegal money lenders so we developed a successful partnership with the Credit Union, offering incentives for residents to sign up and save.



Undoubtedly, one of our greatest successes has been the building of the MUGA, Cruyff Court and the revamp of the adjacent community garden. Since opening in August 2018 it has proved more popular than we could have imagined. It is free to use for the community and is used almost every day, sometimes by up to 200 people. It has also developed a positive reputation with sporting partners and local groups who can hire out the facility to put on sessions. It has enabled us to further develop our relationship with Leicester City in the Community who use it regularly and has enabled us to generate income from bookings and funding for sport and health related projects. In late 2019 we were successful in being awarded Sport England Workforce Diversity funding for a year-long project to employ a Sports and Volunteer Inclusion Worker and a Sessional Support Worker to increase the number of BAME women, particularly Muslim women's participating in sport and physical activity.

For the first time in 2018 we took part in a pilot holiday hunger programme over the school holidays with Feeding Britain funding. It was such a success that, raising our own funding, and with the help of volunteers we did it again in 2019 (over 1500 meals). Due to Covid-19 we won't be able to provide

this service in the same way so as of the end of June 2020 we are considering ways in which we can safely support our families who will suffer hardship over the school Summer holidays.

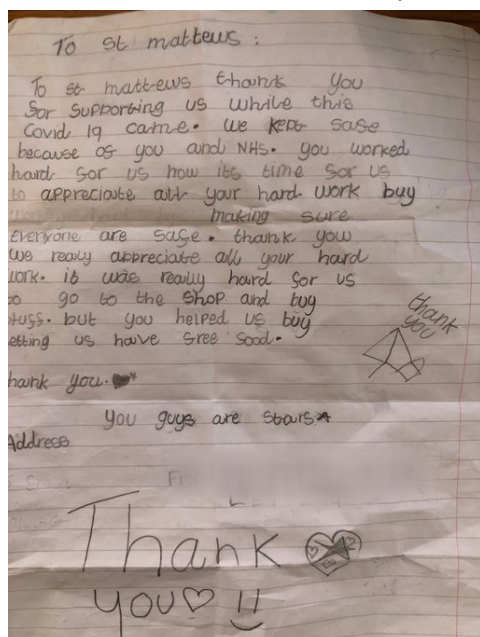


In addition to the above, we put on our ever popular annual trip to the seaside. More specifically for young people, SMBL managed several cycling events which saw over 200 residents taking home free bike safety and security equipment as well as participating in an educational workshop.

The elderly residents were involved in regular trips and dinner events to reduce the levels of social isolation that they often experienced. Amongst the other popular activities is the St Matthews Clean Up Days, where the community come together to clear up rubbish and help to raise awareness about littering.



In March 2020 the Covid-19 pandemic had a massive impact on everyone and SMBL, like many other charities, had to adapt and work out how best to manage during the unprecedented situation. The Board of Trustees and the Charity Manager decided to suspend all normal activities, with staff either



furloughed or working from home. We worked on how best we could support the residents during this time. We already operated an emergency food bank which with Big Lottery funding we were able to expand to meet increasing demand. We secured a range of other additional funding and donations, and the Manager, supported by local volunteers, offered emergency support to vulnerable residents including telephone support, signposting, food parcels, meals, a community fridge and fareshare food deliveries. We also increased our community food table and community fridge to 4 times a week, providing free food to families.

Over the period we provided 1500 food parcels and meals and helped over 400 residents. In just one month our community food table and fridge was visited almost 800 times supporting over 2000 residents.

The pandemic prevented us from achieving some of our 2020 priorities involving social gatherings, specifically Parks Day, an annual event on the MUGA and a community celebration / Big Lunch. Sadly, we also had to cancel our trip to Skegness.

For full details of our activities delivered during the period of this plan, see Appendix C, Record of activities 2017 – 2020. All of the activities have had a massive impact on the sense of community and have succeeded in promoting community cohesion.

2.3. Additional funding

The engagement of a Business Development Worker, followed by a Charity Manager has ensured that SMBLL has continued to be successful in applying for and being awarded additional funding and donations whether in cash or kind, which is essential if SMBL is to continue to operate beyond the initial 10 years. Local Insight data has been extremely useful for supporting applications for additional funding. Full details can be found in Appendix D, but the highlights are in the 3 years of this plan we have secured almost £500,000 in additional funding and donations. A significant proportion of that was to fund the building and maintenance of the MUGA and staffing costs but much was smaller amounts that allowed us to continue to deliver projects that were important to the community but not funded by the Big Local Plan.

2.4. Strengths and weaknesses

The partnership has been involved in dozens of activities and programmes over the past 6 years in an effort to implement the promised priorities. As expected, all these activities came with challenges but in the majority of cases these challenges were reduced to a minimum due to the pro-activeness and good planning skills of the partnership team. From very early on the strategy of SMBL was to work with all agencies of St Matthews and with as many residents as possible, in an effort to utilise the community's passion, skills and strengths to reach a mutual goal: to improve the social, physical and economic state of St Matthews. It was recognised that the vision would not be met by solo-working, and hence multi-agency partnerships would be valuable in many contexts. Some very strong partnerships have been developed with local agencies and organisations, especially with the Police, Leicester City Council, Leicester City in the Community and LASALS. It is hoped that we can continue to further develop and strengthen partnerships in the coming years. Working in partnership with other agencies not only provides the expertise of their staff but it can also release their own resources without having to spend Big Local money in order to make things happen.

Residents have become increasingly involved in SMBL in the last 3 years and we are seen increasingly as a trusted, impartial organisation providing a safe, neutral space for residents.





Our success in securing additional funding for staffing has significantly improved our organisation and ability to deliver projects. The appointment of a Charity manager in December 2018 has resulted in improved processes and procedures, a more organised and efficient staff team and increased income generation from rentals and MUGA hire, strengthening our position financially and within the community. We demonstrated our strength as a charity in how quickly we adapted to the Covid-19 pandemic and were able to call on the support of our many partners and friends.

As an organisation we continue to learn what does and doesn't work. We have delivered activities that we assumed, from what residents tell us, would be popular where in fact few people participated. We have had to turn down funding opportunities as we don't have sufficient infrastructure or staff to ensure we are able to deliver. It has also been a challenge to find funding that includes or is solely for core costs.

2.5. What we have achieved so far - table

In the following pages is a more detailed review of what we have achieved in years 4 - 6.

Key:

	Not achieved / deferred
	In progress / on target / partly achieved
	Achieved
	Not applicable

We want St Matthews to be a place which is cleaner and greener (environment & open space)			Year and outcome		
Outcomes (what we will achieve...)	Priorities and Objectives (What we said we'd do...)	Action / outcomes (What we have and have not achieved)	4	5	6
We want to: encourage responsible behaviour on the street and at home encourage energy efficiency encourage walking, cycling and bus use encourage garden improvement and grow your own	Address the parking issues in St Matthews	We continued to lobby the Local Authority and worked with St Matthews Tenants and Residents Association to put pressure on them to take some action to address the situation. This has resulted in the implementation of time limited parking spaces with approx. 70 new resident parking spaces being built on waste / unused land – however this increase has given rise to a negative environmental impact.	Nil	Nil	
	Improve environmental appearance, litter and rubbish	We have continued to lobby the Local Authority Housing Department and worked with St Matthews Tenants and Residents Association to put pressure on them to take some action to address the situation. This is an ongoing problem that still creates a challenge for all, despite ongoing support and education	Nil	Nil	Nil
	Continue the car share scheme that has already been set up	We continued to support the car share scheme with funding for year 4 only	500		
	Continue with an annual community clean-up day	We continued to fund and have delivered 4 popular and successful community clean-up days	500	500	500
	Continue to develop a gardening / grow your own / composting project and to invest in tools and resources to enable this to develop into a long running sustainable project	We worked with the local Tenants and Residents Association, Volunteers from the Good Gym to make the area around McKenzie Way and shop of Manitoba Rd into an Oasis of Colour. With local community groups we mobilised the estate to plant 10,000 bulbs for Austin Jackson Memorial Garden. Fruit trees were planted on Bushy Park and along Wharf Street. Some minor equipment was purchased such as spades and hand trowels.	5000	1500	500
	Set up a St Matthews Cycling Club	Volunteers set up a cycling club in St Matthews which ran regular events. In partnership with Leicester City Council a successful St Matthews women's cycling club was formed and we worked with 'Wheels for All' to deliver accessible cycling events	Nil		
	To develop a local bike hire scheme	We are working with Leicester City Council to support a citywide bike hire scheme with a base on St Matthews and hope to provide 112 membership passes for residents over the next 5 years			2000

We want St Matthews to be a place where everyone is appreciated, valued & respected (young people, children, families & elderly)			Year & outcome		
Outcomes (what we will achieve...)	Priorities and Objectives (what we said we'd do...)	Action / Outcomes (what we have and have not achieved)	4	5	6
We want to: provide positive activities for young people, promote storytelling – our stories, St Matthews story, encourage inter-generational learning, encourage gatherings for courtyards and close neighbours, develop a winter care scheme for elderly and housebound residents, subsidise events and outings for all groups, develop support for groups of isolated people, be a source of information for everyone	Continue to provide better facilities for our Children and Young People	The MUGA and Cruyff Court was opened in August 2018 and the adjacent Community garden developed in March 2019. The facility has been more successful than we could have hoped for and is used on a daily basis. The Community Hub has continued to be improved and is now regularly used for activities and available for hire. See below for information on Youth Activities.	Nil	Nil	Nil
	Continue to run the Community Women's café	The weekly Women's Community café, supported by the local PCSO and additional funding has become extremely popular with over 30 regular attendees and has created a safe space. with a range of activities and events. We are still working with them to carry it forward themselves as a constituted group.	500	500	500
	Continue to develop the Community Hub	We have increased the range of services and activities that are delivered from the Hub and we have introduced a hire and charging policy that has seen a steady increase in use and income generation	500	500	500
	Continue with the building of the MUGA	The MUGA project has proved to be a resounding success – the state of the art facility has been hugely successful and as well as being a great facility for the community it is being hired out on a regular basis by a range of organisations, providing an income that helps to cover maintenance costs.	n/a		
	Set up a Youth Panel	A Youth Panel was set up with the support of local youth workers so young people could decide on what activities and services they would like	Nil		
	Develop a programme of youth activities	The youth panel took some time to get established with different young people attending each time. In the summer of 2019, the youth panel agreed to fund £500 of vouchers to encourage a St Matthews Talent show at our community parks day. This was very popular with auditions being held in the lead up to the main event.	1,000	2,000	2,000

We want St Matthews to be a place where everyone can reach their potential & local businesses flourish (employment, enterprise & training)			Year & outcome		
Outcomes (what will we achieve...)	Priorities and Objectives (what we said we'd do...)	Action / Outcomes (What we have and have not achieved)	4	5	6
We want to: produce a directory of local businesses, run employability workshops for young people, develop employment advice and support, provide loans for local businesses to employ local people, encourage appropriate business/ social enterprise development, commission support for local businesses in danger of failure, encourage mutual support among local business	Continue to campaign for free Wi-Fi to be installed	We have continued to lobby the Local Authority to have free Wi-Fi installed on the Estate for residents and businesses although with limited progress. They have provided it in public buildings and the City Centre	Nil	Nil	Nil
	Strengthen and develop our partnerships with local businesses and agencies	We have continued to strengthen and develop our partnerships with local businesses and agencies to establish the support they can offer and what projects we can work on together. We have also introduced our Loyal Free app that supports businesses and provides resident discounts on the estate	Nil	Nil	Nil
	Continue with the small grants programme	We have continued to offer a small grants programme for residents and VCS organisations to bid for funding for projects that meet our criteria and vision priorities. 5k of the funding has been dedicated to spacehive for crowdfunding projects. The programme has not however been as successful as we hoped.	10,000	10,000	10,000
	Continue to offer a Credit Union for residents	We have continued to offer a Credit Union service to residents with pop up sessions held at the Community Hub. We have also offered offer financial incentives for residents to join and save regularly	2,000	2,000	2,000
	Continue with funding access to training	We have continued to fund access to training for individuals via LASALS and have commissioned and funded courses and sessions that support our vision and priorities	4,000	4,000	4,000
	Work with our health partners to develop health services and activities	We have worked with the local Church Seventh Day Adventist to provide health advice workshops at the annual Community Parks Day	Nil	Nil	Nil
	Establish a Youth Apprenticeship Scheme with local businesses	We were unable to set up and fund a youth apprenticeship scheme – we didn't get sufficient support or interest from local businesses to achieve this so we decided not to continue with this priority	2,000	2,000	2,000
	Set up a resident discount scheme with the support of local businesses	We have worked with local businesses and have set up a resident discount / loyalty scheme via Loyal Free, an app that offers a percentage discount on purchases for St Matthews residents	500	500	500

We want St Matthews to be a place where everyone feels safe and secure (safety & security)			Year & outcome		
Outcomes (what will we achieve...)	Priorities and Objectives (what we said we'd do...)	Action / Outcomes (What we have and have not achieved)	4	5	6
We want to: improve environmental safety, improve relationship with police and council workers, educate people about staying safe, provide funding to encourage activities as alternatives to anti-social behaviour, support safety campaigning, take crime reduction measures	Continue to hold car safety events	We hoped to continue to support and work with our local police to hold regular car safety events – Unfortunately due to national cutbacks with the Police Service and changes in local police structure this has not been achieved.	NII	NII	NII
	Continue to put on cycle safety events and workshops annually	We have continued to hold annual cycle safety events and workshop, providing free safety equipment, bike repairs and training	1,000	1,000	1,000
	Commission a project that promotes a positive image of St Matthews	We commissioned a project to promotes a positive image of St Matthews to change people's perception of the Estate and addresses the fear of crime.	1,500		
	Fund any activities / events / resources that may be needed as a reaction to any future safety concerns	Funding has been used to support our community on several occasions. When 'Punish a Muslim' day became a concern we organised a positive counter event on the same day, this was well received by our community and received national and international press coverage. We have used some of the funding to support a school holiday food programme. Recently there was a murder within our community, and we funded panic alarms for residents who were fearful of going out. More recently the funding has been used to support an emergency food provision for those in need due to the corona virus.	1,000	1,000	1,000

We want St Matthews to be a place where we celebrate diversity, talents and creativity (culture and leisure)			Year & proposed budget £		
Outcomes (what will we achieve...)	Priorities and Objectives (what we said we'd do...)	Action / Outcomes (What we have and have not achieved)	4	5	6
We want to: encourage health lifestyles, improve sports provision & access, support annual St Matthews Community Parks Day, run local cultural festivals, produce a directory of local facilities & agencies, provide opportunities for creativity	Support for the annual Parks Day	We have continued to fund, provide resources for and support the annual Parks Day and in 2019 we took over the management of the event. Unfortunately 2020 had to be cancelled due to Covid-19	2,000	2,000	2,000
	We will use the MUGA to hold an annual event	In 2019 we used the Multi Use Games Area to support National play day and organised a day with Zorb Balls and Donkeys. In 2020 it was our intention to organise a Mini Olympics but this had to be cancelled due to Covid-19	1,000	1,000	1,000
	Hold an annual community celebration / big lunch	With the limited budget this funding has been used to support Children Christmas Parties or events when the community has come together to eat. In 2020 we intended to hold a Bring and Share meal as part of National Play day at our Multi Use Games Area but this had to be cancelled due to Covid-19	500	500	500
	Support for other festivals and events as they arise	We have made small amount of funding available for Eid celebration, Children's Christmas Party and Christmas Day meal for the elders.	1,000	1,000	1,000

3. SMBL Third Plan: Consulting for New Priorities – Years 7 - 10

As promised in our first and second Big Local Plan, consultations have been a big part of St Matthews over recent years. It meant SMBL was regularly listening to the views of residents, workers and visitors to St Matthews and that they were taken into account when making decisions which have the potential to affect their interests.

Another comprehensive consultation programme was devised to revisit the priorities and to establish the priorities for years 7 - 10. (see questionnaire: Appendix E). Key themes to the consultation this time were legacy and sustainability. We needed to find out not just what the priorities were for years 7 – 10, but what the community wanted us to do, if anything, beyond year 10, when the funding from Local Trust ends.

3.1. Consultation - Research methods

The priorities for the Big Local Plan 2020 were established through a number of consultation events across the Estate from December 2019 to March 2020, targeting all age groups and the diversity of the residents (see Gantt Chart -Appendix F). The Community Development Worker led on regular engagement in the community. For example, youth sessions were approached to consult young people, and elderly homes were visited to access seniors' views. Institutions such as the Children, Young People and Families Centre (CYPFC) and Taylor Road Primary School provided valuable access to children and parents living in the area, especially during the school pick-up and drop-off hours. There was also an online survey available. To increase uptake in the number of people taking part in the survey, we offered a monthly £50 prize draw for anyone who had completed the questionnaire. Towards the end of the consultation period, staff and volunteers delivered the consultation to the majority of homes on the estate. We are aware the number of responses was low (less than 5%), but we are confident that every household was provided with the opportunity to respond.

3.2. Research findings

On analysing the consultation responses, it became clear that the key priorities that emerged were largely the same as the original ones – in addition we asked the residents' opinions on what they wanted us to do in the future. Below is a summary of the responses. A full analysis of responses is available in Appendix G.

St Matthews Big Local vision and residents' lives



An overwhelming majority of 90% felt the vision was still relevant today. Again an overwhelming majority of 90% either didn't respond or said no change when we asked if we should change anything about the vision. The majority of the responses to questions about the vision matched the existing priorities which indicates residents are either happy with what we are delivering or they don't see the need for

additional or amended priorities. There were only a small number of responses regarding challenges and what would make life better.

When asked to name 3 things they would like us to do in the next 4 years that would make a real difference to the community, the responses aligned with our existing vision:

Response	Value	%
Diversity, talent, creativity	140	24.6%
None / no response	139	24.4%
Cleaner and greener	119	20.9%
Safe and secure	58	10.2%
Potential / business	52	9.1%
other / misc	43	7.5%
Appreciated, valued, respected	19	3.3%
Total	570	100.0%

Opinion on the work of St Matthews Big Local

We were really pleased that residents appreciated our work with 78% thinking that St Matthews Big Local is helping to make the area an even better place to live, work and volunteer and the majority believing that we had done well in improving the lives of residents. These responses affirmed that we were delivering what the community wants and needs and our vision and priorities were right for the community.

Legacy

We also canvassed opinion on the future and legacy of the Charity. This is discussed in more detail in section 4.5 and in the separate Appendix H: Legacy Statement.

3.3. Strengths and weaknesses of findings

One of the strengths of SMBL's consultation was that we were able to engage various social groups to get the most accurate results, and was therefore representative of the whole community. The questionnaire survey was online and in paper form which allowed us to access the majority of the community with the support of the whole staff team, volunteers and the Board of Trustees. As well as being inexpensive and flexible, we have staff with research experience and qualifications, so we were able to analyse the results in house and not pay an external company.

Our response rate was only 8% of the working age population. The low response numbers could be attributed to 'consultation fatigue' or perhaps because the questionnaire was quite long and took time to read, understand and answer. Also, a perceived weakness, given the results of the consultation were again similar to the previous results, could be that there is a lack of understanding of what the parameters of the funding are or, that by and large the community are happy with what we are doing and didn't feel the need to respond.

3.4. Priorities: What the community wants

Given the results of the consultation, the Board of Trustees agreed that the original vision and priorities should still stand and the revisited priorities should continue under the umbrella of our original vision. The Board then had a workshop where they looked at the consultation findings and agreed the priorities to be included in the new plan. Some priorities were deleted, some continued unchanged or were reworded and updated slightly and some new priorities were added. They then looked at the budget and allocated an amount for each of the priorities and for the core costs to enable the Charity to keep running.

The effect of Covid 19 and the advice concerning social distancing was also taken into account when deciding on the priorities with the understanding that some of the activities may need to be reviewed or amended over time as the situation develops.

To make St Matthews a place which is cleaner and greener

Deleted priorities:

- Continue the car share scheme

Continuing / updated / amended priorities:

- Address the parking issues in St Matthews changed to: We will continue to monitor the parking issues in St Matthews and lobby to improve public transport
- Continue with an annual community clean-up day changed to quarterly

- Continue to develop a gardening / grow your own / project and to invest in tools and resources to enable this to develop into a long running sustainable project remains but with the addition of education on the impact of climate change
- To set up a St Matthews Cycling Club changed to: Support local cycling initiatives
- To develop a local bike hire scheme changed to: Work with the Local Authority Sustainable Transport Initiative to support the bike hire scheme

New priorities:

- No new priorities added

To make St Matthews a place where everyone is appreciated, valued and respected

Deleted priorities:

- No priorities were deleted

Continuing / updated / amended priorities:

- Continue to provide better facilities for our Children and Young People
- Continue to run the Community women's café
- Continue to develop the Community Hub
- Continue with the building of the MUGA changed to: Continue to develop the MUGA and garden
- Youth panel
- Develop a programme of youth activities

New priorities:

- Set up Local Hero Awards

To make St Matthews a place where everyone can reach their potential and local business flourish

Deleted priorities:

- Continue with the small grants scheme
- Establish a Youth Apprenticeship Scheme with local businesses

Continuing / updated / amended priorities:

- Continue to campaign for free Wi-Fi to be installed
- Strengthen and develop our partnerships with local businesses and agencies: and provide support to local businesses added
- Continue to offer a Credit Union for residents
- Continue with funding to access to training
- To work with our health partners to develop health services and activities
- Support a resident discount scheme with the support of local businesses via Loyal Free app added

New priorities:

- No new priorities

To make St Matthews a place where everyone feels safe and secure

Deleted priorities:

- No deleted priorities

Continuing / updated / amended priorities:

- Continue to hold car safety events
- Continue to put on cycle safety events and workshops annually
- To commission a project that promotes a positive image of St Matthews to change people's perception of the Estate and addresses the fear of crime changed to: Promoting a positive image of St Matthews
- Fund any activities / events / resources that may be needed as a reaction to any future safety concerns

New priorities:

- Work with the Local Authority and the Police to make St Matthews residents feel more safe and secure

To make St Matthews a place where we can celebrate diversity, talent and creativity

Deleted priorities

- No deleted priorities

Continuing / updated / amended priorities

- Support for the annual Parks Day
- We will use the MUGA to hold an annual event
- Hold an annual community celebration / big lunch
- Put on or support others to provide a series of community cohesion and cultural events and activities

New priorities

- No new priorities

3.5. What we want to achieve – Table of year 7 – 10 priorities

We want St Matthews to be a place which is cleaner and greener. (environment & open space)			Year & proposed budget £			
Outcomes (what we will achieve...)	Priorities and Objectives (What we will do...)	Action (How and when will we achieve it...)	7	8	9	10
We want to: encourage responsible behaviour on the street and at home encourage energy efficiency encourage walking, cycling and bus use encourage garden improvement and grow your own	We will continue to monitor the parking issues in St Matthews and lobby to improve public transport	We will monitor the parking situation and if necessary lobby the Local Authority and work with St Matthews Tenants and Residents Association to put pressure on them to take some action to address issues as they arise and lobby organisations to improve public transport	£0	£0	£0	£0
	Improve environmental appearance, litter and rubbish	We will continue to lobby the Local Authority Housing Department and work with St Matthews Tenants and Residents Association to put pressure on them to take some action to address the situation	£0	£0	£0	£0
	Continue with quarterly community clean-up days	We will continue to fund and organise quarterly community clean-up days and to support the education of residents regarding litter and recycling	£700	£600	£500	£400
	Continue to develop a gardening / grow your own / project and to invest in tools and resources to enable this to develop into a long running sustainable project	We will increase planting within our community We will organise grow your own events, set up gardening schemes, plant flower beds and hanging baskets. We will fund the tools and resources needed to enable this to happen We will look to use the gardening session to educate the community around the impact of climate change	£1000	£800	£800	£800
	Support local cycling initiatives	Encourage and Support the women's cycling club and any other cycling initiatives that arise from cycle hire scheme	£0	£0	£0	£0
	Work with the Local Authority Sustainable Transport Initiative to support the bike hire scheme	Provide financial support to residents to enable them to join the City's bike hire scheme at a subsidised price	£2000	£1500	£500	£0

We want St Matthews to be a place where everyone is appreciated, valued & respected (young people, children, families & elderly)			Year & proposed budget £			
Outcomes (what we will achieve...)	Priorities and Objectives (what we will do...)	Action (How and when will we achieve it...)	7	8	9	10
We want to: provide positive activities for young people, promote storytelling – our stories, St Matthews story, encourage inter-generational learning, encourage gatherings for courtyards and close neighbours, develop a winter care scheme for elderly and housebound residents, subsidise events and outings for all groups, develop support for groups of isolated people, be a source of information for everyone		We will continue with the development of the MUGA and the Community Hub to provide more community and youth activities. We will secure new funding to achieve this	£0	£0	£0	£0
	Continue to support the Community Women's Café	We will continue to run the Community Women's café weekly, supported by the local Police on the Estate and we will develop volunteers to carry it forward. We will work with the group to help them work towards becoming an independent group with their own constitution	£1000	£750	£500	£250
	Continue to develop the Community Hub	We will continue to develop a range of services and activities to be delivered from the Hub, focussing on long term sustainability and income generation	£500	£500	£500	£500
	Continue to develop the MUGA and garden	We will continue to develop the MUGA and garden to maintain high usage and to deliver activities through external funding and to increase rental income	£0	£0	£0	£0
	Youth Panel	We will continue to work with and develop a Youth Panel with the support of local youth workers so young people can decide what activities and services they would like and have a voice in our community	£200	£200	£200	£200
	Develop a programme of youth activities	A programme of varied activities will be delivered in consultation with the Youth Panel, they will be delivered with a particular emphasis on addressing the lack of facilities and tackling anti-social behaviour	£2000	£2000	£2000	£2000
	Local Hero Awards	We will develop a Local Hero Award to recognize the contribution made by members of the community that have gone that extra mile. Local people would nominate the heroes and each hero's story would be showcased monthly to promote the positive story of people who live in our community	£800	£700	£700	£700

We want St Matthews to be a place where everyone can reach their potential & local businesses flourish (employment, enterprise & training)			Year & proposed budget £			
Outcomes (what will we achieve...)	Priorities and Objectives (what we will do...)	Action (How and when will we achieve it...)	7	8	9	10
We want to: produce a directory of local businesses, run employability workshops for young people, develop employment advice and support, provide loans for local businesses to employ local people, encourage appropriate business/ social enterprise development, commission support for local businesses in danger of failure, encourage mutual support among local business	Continue to campaign for free Wi-Fi to be installed	We will continue to lobby the Local Authority to have free Wi-Fi installed on the Estate for residents and businesses	£0	£0	£0	£0
	Strengthen and develop our partnerships with agencies and provide support to local businesses	We will continue to strengthen and develop our partnerships with agencies and establish the support they can offer (particularly around welfare rights and financial support) and what projects we can work on together and we will explore ways in which we can support local businesses (particularly new businesses) with training, skills and advice We will create a small business grants programme to support local business. We will work with and signpost business to the local LLEP to improve business skills.	£5000	£0	£0	£0
	Continue to work with Clockwise Credit Union	A Credit Union service will continue to be offered to residents with sessions held at the Community Hub. We will continue to promote and signpost residents to their services.	£0	£0	£0	£0
	Continue with funding access to training	We will continue to fund access to training for individuals and commission and fund courses that support our vision and priorities. We will continue our relationship with Leicester Adult Skills and Learning Service and look to promote online training content.	£2500	£2250	£2000	£1500
	Work with our health partners to develop health services and activities	We will work to develop and strengthen our partnerships with health agencies to support them to deliver targeted services and activities on the Estate to address the health needs of the community and encourage and provide more physical activities	£0	£0	£0	£0
	Support a resident discount scheme with the support of local businesses	Continue to support businesses and residents with a local discount scheme using the Loyal Free app	£1200	£0	£0	£0

We want St Matthews to be a place where everyone feels safe and secure (safety & security)			Year & proposed budget £			
Outcomes (what will we achieve...)	Priorities and Objectives (what we will do...)	Action (How and when will we achieve it...)	7	8	9	10
We want to: improve environmental safety, improve relationship with police and council workers, educate people about staying safe, provide funding to encourage activities as alternatives to anti-social behaviour, support safety campaigning, take crime reduction measures	Continue to hold car safety events	We will continue to support and work with our local police to hold regular car safety events	£0	£0	£0	£0
	Continue to put on cycle safety events and workshops annually	We will continue to hold an annual cycle safety event and workshop, providing free safety equipment	£500	£500	£500	£0
	Promoting a positive image of St Matthews	We will continue to work towards promoting a positive image of St Matthews to change people's perception of the Estate and address the fear of crime. We will use social media and our partner agencies resources to do this	£0	£0	£0	£0
	Fund any activities / events / resources that may be needed as a reaction to any future safety concerns	We understand that we may need to react to situations that threaten the safety and security of residents, so we will use additional funding for any activities, events and / or resources that may be required	£750	£750	£750	£0
	Work with the Local Authority and the Police to make St Matthews residents feel more safe and secure	We will lobby the Local Authority to improve safety measures such as street lighting, CCTV etc; we will work with the Police to increase policing, reduce crime and ASB and change people's perception of crime; and we will support initiatives that educate people about crime and safety	£0	£0	£0	£0

We want St Matthews to be a place where we celebrate diversity, talents and creativity (culture and leisure)			Year & proposed budget £			
Outcomes (what will we achieve...)	Priorities and Objectives (what we will do...)	Action (How and when will we achieve it...)	7	8	9	10
We want to: encourage health lifestyles, improve sports provision & access, support annual St Matthews Community Parks Day, run local cultural festivals, produce a directory of local facilities & agencies, provide opportunities for creativity	Support for the annual Parks Day	We will continue to fund, provide resources for and support the annual Parks Day. In year 10 We will also fund a large final celebration event to thank all those that have supported the Big Local journey	£3500	£3250	£3000	£8000
	We will use the MUGA to hold an annual event	We will use the MUGA to hold an annual event focused on sport and health, themed around any major sporting events such as the Olympics and the World Cup	£1000	£1000	£1000	£500
	Hold an annual community celebration / big lunch	We will hold an annual community event / big lunch that celebrates community cohesion and diversity	£500	£500	£500	£0
	Put on or support others to provide a series of community cohesion and cultural events and activities	Provide funding and / or resources for celebrations, festivals, events and activities that promote community cohesion and increase access to cultural events	£1000	£1000	£1000	£1000

4. Method of Delivery – How we will deliver demand

Key to the success of SMBL and our ability to achieve our agreed priorities for the coming 4 years is how we will deliver, how we will continue to inform, engage with and involve the community and our partners to create a feeling of ownership. It is also crucial to look at the long term legacy and sustainability of SMBL. However, we are mindful that we may need to make some changes depending on the longer term impact and social distancing regulations as a result of the Covid-19 pandemic.

4.1. Communication plan

The consultation responses on communication showed that the majority hear about SMBL via text, followed by word of mouth, email and poster and the preferred method of keeping them informed is by text, email or by post. In order to inform residents and other interested parties of what we are doing we will continue our social media presence, and hold a range of open events. In light of the consultation responses, we will continue to send out regular emails, texts and posters about what's going on. We will continue to consult with the community via trips, community and celebration events, and a range of activities. This will become particularly important as we reach the end of the 10 years and look to the potential future operation of the Charity.

We have a large communication reach within the community. Since the introduction of GDPR we had to review our original distribution list to ensure we were compliant. We now have over 180 local people who receive regular text messages from us - although there is a cost to this it appears to be one of the most popular forms of communication and allows us to let residents know something is happening immediately. We have 1370 followers on Twitter where we are very active and network with the wider Leicester Community and beyond. During May our tweets have shown on someone's timeline 24k times. We have a Mail Chimp distribution list of 250 local residents and Key individuals who we are able to send details of upcoming events. We have over 827 'friends' on Facebook and we find this a useful free resource to update our community. We have recently become the Admin on the Next Door website and have 259 local residents who have signed up to the service. This allows us to add targeted information out to our community.

4.2. Partnership working

There is a vast range of skills, expertise, services and opportunities that our partners can offer. We will continue to work with and strengthen our existing partnerships and develop new ones. It has been encouraging that so many organisations and agencies continue to be keen to work with and support us so we need to focus on embedding the links we already have and establishing new ones.

We need to think strategically about how we can look to develop joint funded and match funded activities and services and even explore opportunities for pooling of resources and funding in the future.

4.3. Staff / Volunteering

The past 3 years has seen big changes in staff and volunteering. In early 2018, we were successful in being awarded initial funding from the Tudor Trust for staffing. This enabled us to employ 4 part-time workers – a Business Development Worker, a Community Development Worker, an Administrator and a Handyperson/Premises officer. Having staff enabled us to vastly improve our systems and processes, community engagement and delivery of activities, secure additional funding and maintain our Hub and MUGA for use by the community and to increase income generation. In November 2019 it became clear that we needed to employ a Manager to support the Board of Trustees and provide a management structure for the staff. We successfully obtained continuation funding from the Tudor Trust and employed a part-time Manager in December 2019. With funding from the PCC and Sport England, in January 2020 we were also able to employ 2 part-time Sports Inclusion Workers.

Once in post, the new Community Development Worker was able to build on the work of the previous temporary community engagement worker and increase the number and quality of volunteers and volunteering opportunities including the delivery of a volunteer training programme. Moving forward, the 4-year plan will include a budget for management and overhead costs including staffing and we will continue to increase the number of active volunteers.

4.4. Challenges and opportunities

The key challenge for years 7 - 10 is to plan for the end of St Matthews Big Local funded by the Local Trust and to move forward with St Matthews Big Local as a charity beyond year 10. However, in the next 4 years we will strive to deliver against the agreed plan priorities and to increase our income generation from the Community Hub and the MUGA. We will monitor closely the after effects of the coronavirus pandemic – we anticipate that there will be several consequences for our residents around deprivation and hardship and we will look to ensuring we meet the changing needs of the community.



An ongoing issue is around getting more residents and community groups to be more proactively involved in the running of SMBL rather than just benefit from the services and activities. We will continue to focus on community development work to encourage the community to take ownership of SMBL.

Air pollution has been an issue on St Matthews because of its proximity to major routes in and out of the city. Leicester City Council have declared a 'climate emergency' and as cleaner and greener is one of our key priorities we will develop our environmental policy and work with the local authority and other organisations to support positive action to reduce pollution for the health of the community.

The next phase of SMBL's journey presents an exciting opportunity for us to develop a social enterprise or community business that will enable SMBL to continue to improve the lives of residents.

4.5. Legacy and Sustainability

With regards to the consultation, the responses support the view that the Charity should continue after the end of the 10 years Local Trust funding with the majority agreeing that we should: 'Keep the Charity open, manage the MUGA and St Matthews House as a Community Hub and create a business where the profits go back into the community'. Although there were a range of suggestions for a business idea, the most popular were food related / shop / some kind of business, however these were small numbers with the majority giving no response.

As required, a separate legacy statement has been prepared and submitted with this plan – see Appendix H. It outlines how we anticipate the Charity moving forward after the 10-year Local Trust funding ends in August 2024. It focusses on the key areas of funding, the MUGA, the Community Hub, staff, volunteers and the Board of Trustees.

For the duration of this plan, we will be working on how to achieve these goals by increasing our income generation and developing plans for a community business or social enterprise.

5. Plan review

The SML partnership reviewed the first Big Local Plan in 2015 (YR1) and 2016 (YR2) and the second Big Local Plan (YRs 4,5,6) formed part of our plan review for 2017. The review of the second Big Local Plan (2017 – 2020) took place in April 2020.

Local Trust only require this current final Third Big Local Plan 2020 – 2024 (YRs 7, 8, 9, 10) to be reviewed once at the end of the 4-year period but the Board of Trustees may decide to review the plan periodically to ensure we are on track and to make any amendments to the agreed priorities as and when necessary.

6. Expenditure – How much we need (and table of expected expenditure)

The St Matthews Big Local Partnership Board/Board of Trustees held an interactive online workshop with the Big Local Rep during June and agreed the new Vision and priorities for the next four years. They allocated a budget for the Vision priorities based on their experience.

The budget allocation was made alongside the comprehensive financial and budget information they were provided with, which included the organisational core cost including staffing, and the running cost of the community hub.

The Partnership board also agreed to fund the communities desire to create a new business and regular trips for the next four years.

When allocating the budget these additional factors were considered:

- This budget is based on experiences of the past 6 years.
 - Staff salaries include a slight rise as some posts have not had a pay rise for several years.
- Tudor Trust funding will subsidise posts in year 7/8. We will approach Tudor Trust to see if they can offer further funding.

- Redundancy costs are provided based on government costs if all posts remain for term of grant.
- Community Hub running costs have a 5% increase each year with a provision for legal fees to extend the leave at the end of the contracted period.
- A budget has been left to remain part of the Big Local programme.
- A budget has been allocated of £2,000 for research into a community business. A further £90k has been allocated toward the cost of leasing / purchasing the equipment / premises. It is envisaged that match funding would be sorted for this project.
- There will be an estimated underspent of around £15k from year 6. This can be added to the community business.

St Matthews Big Local Budget	YR 7	YR8	YR9	YR10
Salaries				
Manager	£ 25,000.00	£ 25,000.00	£ 25,000.00	£ 25,000.00
CDW	£ 18,928.00	£ 18,928.00	£ 18,928.00	£ 18,928.00
BDW	£ 11,648.00	£ 11,648.00	£ 11,648.00	£ 11,648.00
ADMIN	£ 4,914.00	£ 4,914.00	£ 4,914.00	£ 4,914.00
Handyman	£ 9,568.00	£ 9,568.00	£ 9,568.00	£ 9,568.00
*Remaing Funding from Tudor to part cover year 7/8.	£ (18,500.00)	£ (9,250.00)		
Total Salary costs .	£ 51,558.00	£ 60,808.00	£ 70,058.00	£ 70,058.00
Estimates redundancy costs.				£ 13,055.00
Community Hub running costs				
Rent	£ 1,800.00	£ 1,836.00	£ 1,872.72	£ 1,910.17
Untiliies	£ 1,400.00	£ 1,428.00	£ 1,456.56	£ 1,485.69
Insurance	£ 1,800.00	£ 1,836.00	£ 1,872.72	£ 1,951.11
Office costs	£ 500.00	£ 510.00	£ 520.20	£ 530.60
Cleaning	£ 1,050.00	£ 1,071.00	£ 1,092.42	£ 1,114.27
Maintenace	£ 950.00	£ 969.00	£ 988.38	£ 1,008.15
Legal fees (To extend lease transfer lease or winding up costs)				£ 5,000.00
Total Community Hub running costs	£ 7,500.00	£ 7,650.00	£ 7,803.00	£ 13,000.00
Vision priorities				
Cleaner and Greener	£ 3,700.00	£ 2,900.00	£ 2,050.00	£ 1,200.00
Everyone feels safer and secure	£ 1,250.00	£ 1,250.00	£ 1,250.00	-
Everyone is valued and respected	£ 4,500.00	£ 4,150.00	£ 3,900.00	£ 3,650.00
Everyone can reach their full potential and business flourish	£ 8,700.00	£ 2,250.00	£ 2,000.00	£ 1,500.00
Celebrate Diversity Talend and Creativity (including parks day) (Final Celebration event)	£ 6,000.00	£ 5,750.00	£ 5,500.00	£ 9,500.00
Total Vision Priorities	£ 24,150.00	£ 16,300.00	£ 14,700.00	£ 15,850.00
Overheads				
Public Liabilty, Website, Annual Accounts ect.	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,075.00
Total overheads	£ 2,500.00	£ 2,500.00	£ 2,500.00	£ 2,075.00
Other Projects				
Retain to be part of Big Local Programme				£ 1,004.54
Community Trip	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 2,700.00
Total Other Projects	£ 2,000.00	£ 2,000.00	£ 2,000.00	£ 3,704.54
Community Business	£ 2,000.00	£ 90,000.00	£ -	£ -
Total community business	£ 2,000.00	£ 90,000.00	£ -	£ -
Total Big Local Funding required	£ 89,708.00	£ 179,258.00	£ 97,061.00	£ 117,742.54

7. References

1. http://dclgapps.communities.gov.uk/imd/iod_index.html
2. <http://www.economist.com/news/britain/21641283-unnervingly-poor-children-seem-fare-better-poor-neighbourhoods-paradox-ghetto>
3. <http://www.taylorroadprimary.co.uk/attendance-data/>
4. <https://reports.ofsted.gov.uk/provider/21/120065>

8. Appendices

Appendices below are attached as separate hard copy / electronic files

- A. IMD Data 2015 2019**
- B. Crime Data**
- C. Activities and Events Spreadsheet**
- D. Additional funding Spreadsheet**
- E. Consultation Questionnaire**
- F. GANTT Chart**
- G. Analysis of Consultation responses**
- H. Legacy Statement**

All additional documents and policies including can be accessed and downloaded from the St Matthews Big Local website: <https://www.stmatthewsbiglocal.com>