



Impact

**Capacity building, social capital,
liveability and sustainability:
understanding what's changed
and why.**

learning from the UK-wide
evaluation of Fair Share Trust



UK Community
Foundations
for thriving communities



Fair Share Trust's vision and aims

The Fair Share Trust vision was to leave a positive lasting legacy by building confidence, community skills, experience and networks to improve local communities.

FST was a £50 million devolved programme managed and delivered by UK Community Foundations, funded by the Big Lottery Fund (BIG). UKCF is a registered charity that leads a movement of Community Foundations committed to positive social change in the UK. It is a membership body that provides support to help Community Foundations develop individually and collectively to be more effective in: building financial and physical resources for local communities; providing services to donors; providing finance, investments and grants; and working together in community leadership to solve local problems.

FST ran from 2003–2013 working in 80 plus neighbourhoods across the four nations, each one of which had not previously received their 'fair share' of Lottery funding and was statistically among the least advantaged communities in the UK. In England and Scotland these typically covered one or two wards or housing estates; in

Northern Ireland they were the size of a single ward; and in Wales the size of Local Authorities.

FST was an innovative programme to respond to issues identified by BIG. Authority for the programme was devolved by BIG to UKCF. UKCF used its grant-making expertise to design a model of devolved delivery for FST, where Local Agents were appointed who provided support to Local Panels to enable local grant-making decisions to be made. Local Panels identified key gaps and needs in their area, sought to understand their community's assets, and set priorities for their future as well as the outcomes they wanted to achieve with the funding. Using the local priorities and outcomes they have guided and advised on the allocation of a ring-fenced pot of money.

The over arching purpose for FST was to increase the ability of communities living in the target neighbourhoods to win Lottery funding, plus four aims:

- 1. To build capacity – the confidence, skills and experience of individuals and communities to design, lead or become involved in community based projects.**
- 2. To enhance liveability – the physical space in which communities exist.**
- 3. To build social capital – the networks, relationships and contacts of individual, voluntary and community groups and statutory bodies within communities.**
- 4. To improve sustainability – a positive lasting legacy of change in the lives of people living in FST neighbourhoods.**

Fair Share Trust's defining features

What made Fair Share Trust distinctive was its combination of a number of key features in one programme. While some of these features can be seen in other programmes Fair Share Trust was the first to bring them together in one place.

Devolved management

- BIG appoints UKCF to manage FST
- The agreement is embodied in a Trust Deed
- BIG appoints an independent regulator – the Protector – to ensure good management of its investment
- The £50 million funding is invested in a Trust Fund
- UKCF invests and manages the £50 million Trust Fund
- UKCF designs a model that ensures devolved delivery
- UKCF Board establishes an FST Committee to oversee governance

Devolved delivery

- UKCF appoints Local Agents to manage local delivery
- The majority are Community Foundations from UKCF's network, the remainder are voluntary sector infrastructure organisations
- Local Agents enter into a service level agreement with UKCF
- Local Agents establish Local Panels of community members, local Councillors, and VCS and public sector bodies in each neighbourhood
- Local Panels agree priorities and grant-making decisions

Enabling conditions

- Common overarching programme purpose / four aims
- Strategic funding programme based on locally identified priorities
- Each area allocated a fixed percentage of the Trust Fund
- Strong focus on process as well as outcomes
- Flexibility and independence to decide local grant awards
- Variety of local procurement methods used
- Long-term programme (10 years in England and Wales; 8 years in Northern Ireland; 5 years extended to 7 in Scotland)

Find out more about the impact of Fair Share Trust...

This report is one of a series of documents evaluating the Fair Share Trust programme. To view or download other documents in the series, visit: www.fst-impact.org.uk



There is one programme management report

Part one of this paper describes FST in more detail and summarises why UKCF advocates for devolved grant-making. Part two looks at the constituent elements of a devolved programme, using the learning from FST to help future grant programme designers learn from its experience.



There is a paper about the co-created evaluation process

This is a brief summary of the co-creation approach that constituted part of the final evaluation of FST.

There are four national reports

The papers tell the story of FST in England, Northern Ireland, Scotland and Wales, highlighting the impacts that have been achieved and the learning.



Read comments and blog posts from people involved in FST, watch videos and download written reports from local FST areas at:

www.fst-impact.org.uk

About this paper

This paper focuses on FST's four aims: capacity building, social capital, liveability and sustainability and identifies the changes that the programme achieved for each one.

The use of local stories and examples from FST areas highlights what has been learnt about the approaches and methods that have made an important contribution to achieving the programme aims, as well as the factors that sometimes got in the way of local change.

The final element is an examination of the role that the FST's defining features have played in enabling and sustaining active, resilient and well connected communities.

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Capacity Building

Capacity Building

What Fair Share Trust meant by Capacity Building

To build capacity – the confidence, skills and experience of individuals and communities to design, lead or become involved in community based projects.

Capacity building was at the core of FST. Being targeted at areas that had not received their fair share of Lottery funding, FST was, by definition, engaging with communities that had low levels of capacity. Many FST areas had undeveloped voluntary and community sectors at the outset of the programme, with few groups in a position to receive external funding and very little evidence of connectivity across groups. Even in areas where the community and voluntary sector was active, community participation was generally low with a high proportion of residents experiencing economic and social disadvantage.

Capacity building within FST was about combining strategic grants with approaches that built skills, confidence and relationships within communities. The design of the programme, in itself, was empowering, providing local people and organisations with real opportunities to affect change locally.

This section of the paper examines:

Local priorities and capacity building

What the capacity building changes looked like across the UK

How Fair Share Trust brought about different kinds of changes in capacity building

Limitations and constraints on capacity building

Key messages about Fair Share Trust and capacity building

Local priorities and Capacity Building

Across the UK, many areas identified priorities that directly addressed issues around capacity building. Other areas chose not to prioritise capacity building but to work in a way that ensured that the people and organisations involved in the programme became stronger and more confident as a result of their experiences.

Between one third and one half of local priorities in England, Scotland and Wales were directly

concerned with capacity building, whereas this was not a priority in Northern Ireland. The interpretation of capacity building by Local Panels was broad: some wanted to build stronger community and voluntary organisations; others were focused on developing the skills and employability of local people; and some were keen to encourage more people to get involved in community life.

That a sizeable proportion of priorities were concerned with capacity building is not surprising given the rationale behind the

selection of FST areas. Local Panels wanted to ensure that organisations were in a stronger position to manage, develop and sustain local facilities and activities at the end of the programme. As a result there was recognition that this required both an injection of targeted support and greater participation by residents in local initiatives. The focus on skills and employability reflected a firm desire to improve access to training and development opportunities by making better use of local facilities and opportunities.

Potential Capacity Building changes:	Number of times this was prioritised by FST areas:			
	England	Scotland	Wales	N Ireland
Stronger local voluntary and community organisations	15	5	1	0
People gain skills, qualifications and employment	11	2	2	0
People are more involved and engaged in community activity and life	13	4	0	0
New or stronger social enterprises are developed	3	0	0	0
More people are volunteering	2	1	0	0
Total	44	12	3	0
% of total number of priorities for each country	26%	38%	43%	0%

Capacity Building

What the Capacity Building changes looked like across the UK

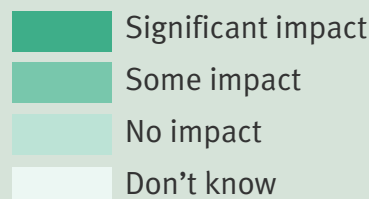
The devolved nature of FST ensured that capacity building permeated all levels of the programme. Local Agents, Local Panel members, local organisations and local people were entrusted with new responsibilities by UK Community Foundations. This presented tremendous opportunities for capacity building, as people and organisations were exposed to experiences that challenged and stretched them in new ways.

As FST drew to a close, Local Agents were asked to assess the level of impact FST funding had made on capacity building. 24 Local Agents replied and recorded their views on the following aspects of capacity building:

What impact has Fair Share Trust had on the skills and abilities of local people involved in groups to be active in making changes in their community?



What impact has Fair Share Trust had on the way people feel about their ability to make a difference in their community?



This shows how the focus on capacity building led to local people feeling more confident about their role as the agents for change in their community, to a substantial degree.

Changes in capacity were experienced across the programme, in the FST neighbourhoods and their residents, through local organisations, the Local Panels and Local Agents, and within UKCF, including the following:

Local people

Residents were encouraged to get involved in local projects and initiatives and make a contribution to their area.

Key capacity building changes:

- Local people have gained new skills and qualifications and work related experience.
- Local people, previously unemployed, have gone on to secure employment.
- Local people have new aspirations for their area and are more confident about their ability to get involved in local initiatives.

“I’m a different person now; I could never stand in front of people and talk about myself before and now I’m organising the group.”

Local resident, Scotland

“The development of some of the local people who have actively engaged with the programme has been key. They have learnt a huge amount over the past 10 years. Their self confidence and self esteem has increased, in some cases hugely. They know now who to speak to, and just as importantly they know how to speak to people who have the resource and influence to help them. We have local people heading up activities now who before would not have got involved. The project has given individuals a chance to shine, and some really have.”

Local Agent, West Lancashire, England

Capacity building

Local organisations

Local organisations were entrusted with resources to lead local initiatives.

Key capacity building changes:

- Local organisations have grown in confidence, expanded their activities and involved more local people.
- Local organisations have new levels of influence.
- Local organisations are more visible and more effective, gaining important skills in areas such as governance, communications, fund raising, financial management, business and development planning, monitoring and evaluation.
- Local organisations that had no experience of securing external funding, prior to FST, have gained confidence and gone on to obtain grants from other providers.
- Local organisations have grown and evolved into new types of organisation such as social enterprises.

“As a result of Fair Share Trust funding, a resident-led community group now meets monthly to discuss local issues and feeds into decisions made at a higher level by strategic authorities.”

Local Agent, North East Lincolnshire, England

Local Panels

Local Panels were entrusted with the responsibility to identify local priorities and recommend or steer funding decisions.

Key capacity building changes:

- Local Panel members know more about other agencies and service providers.
- Local Panel members who were also project leaders have achieved a higher success rate in their own fundraising activities because they have seen the decision-making process from a different perspective. As a result they now know what a strong application requires.
- Local Panel members know more about grant management and commissioning, budget management, monitoring and evaluation.
- Some Local Panel members have built their confidence and as a result are now representing their area on other decision-making bodies.

“The Local Panel which is made up by a majority of local residents, has given a number of local people with no previous history of sitting at the top table a chance to develop and grow into very capable community activists.”

Local Panel member, West Lancashire, England

Local Agents

Local Agents were entrusted with the responsibility to manage the local delivery of Fair Share Trust programme.

Key capacity building changes:

- Local Agents are much better informed about how to deliver a devolved grant programme.
- Local Agents developed substantial experience in how to run a strategic grant programme over a prolonged period, in contrast with one-off or short-term grant making.

- Local Agents are more knowledgeable about area based approaches and their local areas, in particular their needs, assets and priorities.
- Local Agents have a greater appreciation of how to engage local people and build capacity through tailored and targeted support.

“We have learnt an enormous amount about local needs, the local funding ecology, community development and social capital by working alongside local people. We now have a successful model for devolved grant-making which we now use to assist us in the design and implementation of other programmes.”

Local Agent, Wales

UKCF

UKCF was entrusted with the responsibility to manage the £50 million FST programme.

Key capacity building changes:

- UKCF is much better informed about the systems and processes that support the management of a substantial, devolved grant programme on a national scale.
- UKCF has considerable practical experience of a running a programme that puts local people at its heart.

“It has built UKCF's capacity to a significant degree in terms of managing a substantial grant programme. It has developed networking and helped to build relationships with the Community Foundations.”

UKCF

Capacity building

How Fair Share Trust brought about different kinds of changes in Capacity Building

It is the case that the devolved nature of FST provided a platform for capacity building, while other features of the programme delivery also helped to build confidence and skills. These are highlighted below and some local stories help illustrate how this played out in practice.

These are some of the forms which capacity building has taken:

Local people were trained and supported to make better use of public spaces and community buildings

Hands-on support and encouragement enabled local people to engage with the programme

Fair Share Trust grants have built potential over a longer period of time

Many grants were designed to enhance educational, employment and training opportunities

The role of partners in building capacity has been significant

Local people were trained and supported to make better use of public spaces and community buildings

At the start of the FST programme, many Local Panels identified that making better use of community facilities, buildings and outdoor spaces was a priority. A common response in a number of areas was to build the skills and capabilities of local people to improve their community assets. This required an approach that combined capital spend on local facilities with advice, training and support for residents.

“The key has been that they’ve involved the community as well. It’s helped to develop the community organisations themselves. It’s not just about building facilities – it’s about building strength and empowering the local organisations in the area.”

Chair, Local Panel, Great Yarmouth, England

Case study:

**Sale Moor
Community
Partnership,
Trafford,
England >>**

Training and support played an important role in the capacity building work at Sale Moor, Manchester.

The FST Local Panel in Trafford identified that building the strength of local community organisations in Sale Moor to support residents and meet their needs was a priority. Sale Moor Community Partnership became the focal point for the Local Panel’s grants, enabling skills to be developed and for local people to gain support from a Community Development Worker.

FST supported Sale Moor Community Partnership over a number of years with the aim of building skills and abilities within the partnership and supporting the organisation to become strong enough to deliver support to other community groups in the area.

A bespoke 6 week training programme for trustees and staff covering aspects of running and sustaining a voluntary organisation was a key part of the organisation’s development. This complemented the ongoing support available to the trustees through the Community Development Worker.

The capacity of individuals, the Community Partnership and local community organisations was grown as a result. The numbers of residents accessing activities run by local community organisations grew, as did the use of other community buildings. Over 200 people a week visited the Partnership’s base, and a Youth Partnership was also created bringing together the two main young people’s organisations in the area, leading to the creation of a small grant fund, the Youth Bank, led by and for 8-19 year olds.

Other changes included grants from other funders for new activity in the area and an increase in volunteering – 24 additional volunteers were recruited by local organisations. The Community Partnership has become the key networking and support group in the area.

Capacity building

Hands-on support and encouragement enabled local people to engage with the programme

There was recognition across FST that local people would need support in order to engage effectively with the programme. Local Agents provided ongoing support to Local Panel members to guide them through the process of influencing grant funding decisions. In most areas, advice was also offered to the organisations that applied for FST funds, to ensure they developed credible projects that addressed local priorities. Often this support came from a Grants Officer or Community Development Worker who was specifically employed to build the capacity of local people and local organisations to engage with the programme.

Many of the organisations that received FST funding also chose to build an element of hands-on support into their project design. This ensured that local initiatives, such as the creation of a community garden, or the development of a peer-support service for carers, involved as many people as possible and built their confidence along the way.

“We funded eight small groups so they now all have governing documents, they all have bank accounts in the name of their groups, which gives them autonomy and they’re not dependent on some of the bigger local groups. And then to offer more potential for sustainability we helped them to create a web page on an online giving site, to promote themselves, and hopefully act as a magnet for future funding.”

Small Groups Development Officer, Sandwell, England



Case study:

Fair Share Trust in Scotland >>

Foundation Scotland (FS) allocated each FST area a Grants Officer whose role was to set up and work with the Local Panels. They were also there to guide and support organisations in their delivery of projects, as well as monitoring progress and ensuring they were delivering on their commitments.

By working in this way, FS became a critical friend as well as a supportive funder. This helped organisations to take some important steps such as employing staff for the first time,

and it helped them to face up to issues, such as what happens after FST funding ends. This approach to building capacity was also reflected in the way grants were made in the FST areas. For example, many of the funded projects employed a Development Worker who built relationships with residents and community groups in order to engage them in the FST activities.

In Larkhall, South Lanarkshire, a Community Engagement Development Officer worked with and through the Community Engagement Network to support new and existing community and voluntary organisations to increase their skills, improve networking opportunities, lever in new funding and play a key role in the regeneration process. There were many successes from this approach: the Friends of Morgan Glen achieved nature reserve status for a local green space; Strutherhill Community Transport expanded their services further; Pride of Place, a local environment group, acted as a decision-making body for the distribution of £80,000 per annum; and 40 youth work practitioners joined together to develop an action plan for local youth service provision.

Fair Share Trust grants have built potential over a longer period of time

FST was a strategic grant programme, designed to ensure that decisions were informed by an understanding of local priorities and of the potential of groups and organisations to bring about change. Rather than committing all their funds early on, many Local Panels staggered their spending in order to support the growth of community initiatives over the lifetime of the programme. This approach optimised opportunities for capacity building as it allowed local initiatives to evolve and grow at a pace that was right for the people involved and for the local community.

Case study:

Urban Roots,
Glasgow,
Scotland >>

In Toryglen, Glasgow, the Local Panel wanted to improve the quality of life for local people by involving the community in environmental improvements.

They knew about the work of the Toryglen Gardening Club and were keen to support it but were aware that, as a very small volunteer led club, it lacked time, resources and capacity to be a recipient of a grant. The Local Panel supported the Club through a grant to British Trust for Conservation Volunteers Scotland (BTCV Scotland). BTCV's

approach was geared around working closely and sensitively with the local community in order to build capacity.

Their achievements after just two years were considerable: six community gardens were established; 70 volunteers were recruited and trained; strong links with schools and housing associations were made; and many more local people were doing things outdoors.

The Club grew stronger and became a registered charity, changing its name to Urban Roots. The new organisation began to employ local people as sessional staff, involved 300 local people in driving forward environmental improvements and, crucially, secured over £150,000 from the Climate Challenge Fund, creating a sustainable future for the social and environmental renewal of Toryglen.

The story of the Club demonstrates how to build capacity at a local level:

- build on the passion and ideas that already exist in communities.
- invest in individuals and organisations that have the ability to harness and grow local passion and skills.
- provide the right level of funding at the right time to enable local projects to flourish.



Capacity building

Many grants were designed to enhance educational, employment and training opportunities

Many FST areas built capacity through a focus on getting people involved in community-based work to gain new skills and qualifications. A stand out feature of this approach was the emphasis placed on offering people practical work experiences that make a positive contribution to community life, such as voluntary youth work, community radio, peer counselling or play-work. Crucially, projects tapped into people's interests and strengths in order to provide meaningful experiences that genuinely built confidence and aspirations. This approach brought multiple impacts: individuals gained new skills which often provided the bridge to employment and local organisations benefited from an expanded volunteer pool, enabling them to offer services that were more locally-owned.

“The women have gone from being survivors to moving up to be volunteers to actually working for us. That’s a massive achievement and I have so much admiration for the women that do that.”

Local organisation, Blackpool, England

Case study:

**CATS scheme,
Blaenau Gwent,
Wales >>**

Blaenau Gwent is one of the most deprived areas in Wales with the highest level of severe child poverty, and unemployment rates significantly above the Welsh average.

The former reliance of the borough, which includes the towns of Ebbw Vale, Abertillery and Tredegar, on heavy industries such as steel manufacturing and coal mining has created a legacy of high levels of unemployment and resulted in a population exodus as working people move in search of better employment opportunities. As a result, FST funding prioritised building skills for those not in employment, education or training.

The Local Panel took the decision to support a project that could fill a local employment need, that of nurturing a base of Community Development Workers. The Community Apprentices Training & Skills project (CATS) was funded to support trainees through an intensive paid training and work experience programme. This multiplier approach meant that in addition to creating an innovative community apprenticeship programme, the project built the capacity of people who then went on to nurture, energise and support more than 100 other community initiatives, thereby increasing volunteering and work opportunities across Blaenau Gwent.

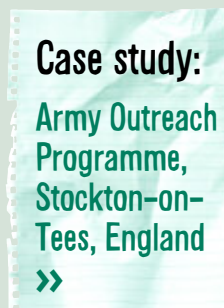


The role of partners in building capacity has been significant

The FST programme did not exist in isolation and the role of partners in supporting local people to deliver activities and outcomes that addressed local priorities has been significant.

Amongst many of the partner organisations that have been involved in the programme are Local Authorities, Housing Associations, Health Partnerships and local arms of National Charities.

These organisations brought experience, expertise and insights that have helped to build skills and experience locally.



Concerns over young people at risk were the prompt for the Army Outreach Programme, led by the Eastern Ravens Trust and involving the Local Authority Youth Service, a local youth work project and the Army.

Young people involved in, or at risk of becoming a part of anti-social behaviour took part in two residential events. The programme involved a range of challenging outdoor activities, designed to stretch young people physically, socially (there was a strong emphasis on teamwork) and behaviourally (by exploring attitudes towards others). In addition, the activities were designed to be great fun.

The programme worked with young people to improve life skills, help them to recognise their own abilities and to become more responsible citizens; they all achieved three Open College Network credits and a First Aid qualification. The programme finished with a high profile presentation from the Mayor of Stockton and high-ranking army officers. A number of the young people involved have since joined the army cadets.

Capacity building

Limitations and constraints on Capacity Building

- On the (few) occasions where short term grants were awarded without any capacity building support, the potential for building skills and confidence was diminished.
- Inevitably, where local funds were awarded to larger, well established organisations there have been fewer opportunities to build capacity of new organisations through direct grants. However, across the programme there are many examples of larger organisations using their FST funding to appoint Development Workers who have built confidence locally and contributed to the emergence of new groups and activities.
- At the outset of the programme, many FST areas had an under developed voluntary and community sector with low participation and low levels of volunteering. Practical decisions had to be made about who to recruit onto Local Panels and engage in the programme in the first instance. For some this involved focusing efforts on those people that were already active in their area rather than targeting hard to reach local people. Over the 7-10 year time scale, as the programme built up a local reputation, it was possible for Local Panels to revisit and refresh their membership and extend their reach to a wider range of people.
- Where there has been a strong 'community development' thread within FST areas, there have been significant contributions from skilled Development Workers who have worked with local people building their skills and confidence over time. Where this has been absent, there has been less potential to build capacity on the ground.
- Capacity building is a very resource intensive process and it requires skilled input from experienced people. Some Local Agents have acknowledged that with little previous experience of managing programmes of this kind, they have themselves been on a steep learning curve. The dual responsibilities of managing the programme and empowering Local Panels to make good grant-making decisions hasn't always been easy to balance.
- Although capacity building has given some people the confidence to take up opportunities to influence decision-making in other forums, the wider structures of decision-making haven't always permitted their involvement.
- Not all FST areas were neighbourhoods with a clear identity. Some rural areas were very large and some urban areas included a number of discrete neighbourhoods with separate identities. In this context area-wide changes in capacity building are hard to detect and the picture that emerges in these larger areas is one of pockets of capacity building, concentrated around particular organisations or particular groups of people.

Key messages about Fair Share Trust and Capacity Building

“The unique feature of this programme was the time span of the project and the amount of funding available. This allowed for some very long-term development work and capacity building which would not have been possible with a shorter programme. The approach was unique in as much as local people decided on how the funds were used and I think that this gave confidence and empowerment to people who were used to having services ‘delivered to them’ but in which they were not really able to participate”

Local Agent, Swindon, England

There is an abundance of evidence across FST that local people, local organisations, Local Agents and UKCF have grown in capacity as a result of the programme. These changes are wide ranging and far reaching. They concern organisational matters such as governance, fundraising, staff recruitment and management and they are about personal capacity such as self-confidence, morale and raised aspirations.

Ultimately capacity building has contributed to a greater commitment and ownership of local resources and activities at a neighbourhood level, which in

turn brought a greater sense of optimism and more of a ‘can-do’ attitude.

There have been some factors that have constrained or limited the reach and scope of capacity building, such as the wide geographical coverage of some FST areas and the limited supply, in the early days, of people or local organisations to play a leading role in the programme at a local level.

However, in most instances, the commitment, patience and adaptability of Local Agents, local organisations and local people has helped to resolve these difficulties, a process

which has been helped enormously by the 7-10 year timescale.

There are a number of other features of the FST approach that have made an important contribution to capacity building, and these are highlighted in the table opposite.

Capacity building

Key feature of Fair Share Trust

Contribution to Capacity Building

Local Panel, devolved decision-making	The Local Panels gave many local people the opportunity, for the first time, to play a role in making local funding decisions. The process of sharing local knowledge, mapping needs, identifying priorities and awarding funds has been hugely significant in terms of building the capacity of these Local Panel members.
Local Agent providing leadership	Local Agents were the drivers of capacity building in their role as Chairs of Local Panels and through the employment or sponsorship of local development workers.
7-10 year programme duration	The length of the programme enabled strategic choices over long-term funding, together with a staged approach to grant-making that could build capacity over time. The longevity of the programme also gave the Local Agent and Local Panel members time to 'grow' into their roles.
Strategic grant programme, driven by locally identified priorities	The strategic approach allowed good targeting of capacity building needs, and the identification and development of local organisations to meet those needs.





Liveability

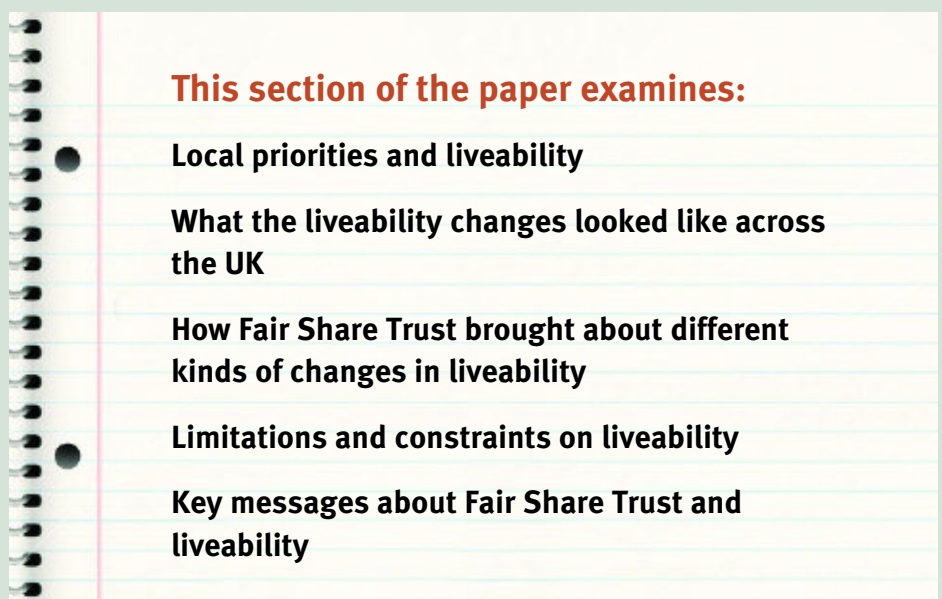
What Fair Share Trust meant by Liveability

To enhance liveability – the physical space in which communities exist.

Communities are about people and the places they live in. FST set out to impact on liveability by enhancing the physical space in which communities exist. The programme offered people the chance to think carefully about the places they lived in, and how to improve them over a number of years, enabling community organisations and individuals to feel more responsible for improving the quality of their neighbourhood. Over the life of the programme, liveability came to mean more than physical improvements; it was also about the way that people felt about where they lived.

Community organisations across the UK seized this chance, designing projects that went beyond bricks and mortar to make places and spaces that are safer, healthier, greener, cleaner, more welcoming and more accessible to all groups.

Different people have changed places in different ways in England, Northern Ireland, Scotland and Wales – some



have worked on local community buildings, others on green spaces, play areas, parks, shops and people's homes and gardens. Others have put funds into equipment or facilities to bring people together, or in festivals, sports or arts projects to boost community spirit. This has changed the way people feel about where they live.

Local priorities and Liveability

Across the UK, a wide range of liveability priorities were chosen by Local Panels. These reflected needs across the diverse FST areas that ranged from coastal to rural to urban. The breakdown of these priorities against potential liveability changes is shown in the table to the right.

Between 40% and 70% of priorities chosen by Local Panels across the UK related to liveability. This reflects the rationale behind FST – that the targeted neighbourhoods were ones that had historically found it difficult to access Lottery funding. It is reasonable to conclude that other sources of funding were also relatively inaccessible, and that opportunities for people and organisations to attract funds that would improve liveability were rare.

When considering priorities, Local Panels around the UK have reflected their concerns about what it is like to live in

neighbourhoods where funding levels have been low – the priorities chosen echo those often seen within regeneration programmes; a mixture of structural issues (community buildings, open spaces, access), risks (health, safety) and a focus

on those most in need (young people, families). In England and Scotland a desire to focus on community spirit was also prominent.

Potential Liveability changes:	Number of times this was prioritised by FST areas:			
	England	Scotland	Wales	N Ireland
Positive experiences for young people	26	4	0	1
Positive contributions to health and wellbeing	16	3	1	0
Enhanced open spaces	14	5	1	0
Safer communities	13	1	0	0
Prouder, more spirited and cohesive communities	11	2	0	0
Improved access to services and facilities	9	1	2	0
Improved community buildings and facilities	8	3	0	0
Better family life	5	1	0	1
Total	102	20	4	2
% of total number of priorities for each country	60%	62%	57%	67%

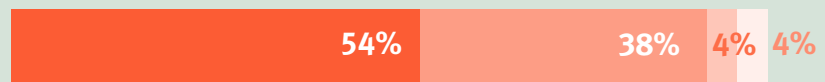
Liveability

What the Liveability changes looked like across the UK

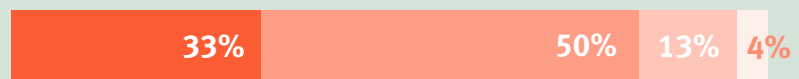
The devolved nature of FST ensured that each area would interpret liveability to fit best with the aspirations of local people. This created a patchwork of projects and activities which were very local in flavour, but which could recognisably be seen as part of a programme which included a focus on how people felt about where they lived.

As FST drew to a close, Local Agents were asked to assess the level of impact their programmes had made on liveability. 24 Local Agents replied and recorded their views on the following aspects of liveability:

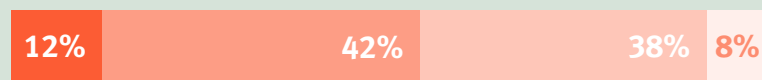
What impact has Fair Share Trust had on enabling better use of community buildings and facilities?



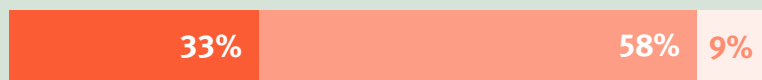
What impact has Fair Share Trust had on enabling better use of local green spaces?



What impact has Fair Share Trust had on the cleanliness of the area?



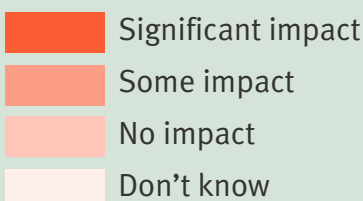
What impact has Fair Share Trust had on community spirit in the area?



What impact has Fair Share Trust had on enabling groups to co-operate to make a positive difference in their community?



This shows the variable impact FST had on different aspects of liveability.



The following pages highlight some of those aspects in more detail, to show what changes to liveability meant in practice:

Positive experiences for young people

Improved community buildings and facilities

Stronger relationships between agencies

Stronger community pride and spirit

Improved access to services and facilities

Better family life

Positive contributions to health and wellbeing

Enhanced open spaces

Safer communities

Liveability

Positive experiences for young people

- Young people have developed new ways of learning from each other, such as through creating youth forums.
- Young people have been given a voice through the production of magazines, web pages, blogs and social media.
- Young people have been actively engaged in positive and constructive activities.
- Young people have a greater sense of responsibility for new facilities and equipment.

“Taking the kids off the street in the town and bringing them to somewhere that they can actually play safely, associate with friends and play games, is massively beneficial for the whole of the community.”

Chair of Thomas Close Play Area, Anglesey, Wales

“There has been a physical benefit in terms of facilities. Fair Share Trust has funded physical assets like the Rainbow Community Garden, the local pitch and putt golf course, the Thorpes Resource Centre and others. So there will be a visible, physical legacy from FST, but thousands of lives have been changed as well.”

Development worker, Hull, England

“You see the transformation from when you first meet the young people and they know very little about other cultures. They get to find out about so many cultures and countries – not just the UK”

Paul (Mr T) Thwala, Jump BME Project



Improved community buildings and facilities

- Older and outdated buildings have been brought back into community use through upgrades to facilities such as kitchens and toilets, and access improvements.
- People's homes and gardens have been renovated through projects such as gardening, home maintenance and insulation. This has been of particular benefit for older people and people with disabilities.
- Community centres have been upgraded or built, creating new or improved assets in local neighbourhoods.
- Community shops have been created to support local community activity and generate funds.
- 56 community buildings around the UK were improved or built through Fair Share Trust funds.

Stronger community pride and spirit

- People have become more familiar with their community, through initiatives such as local history groups.
- Communities have found new ways of celebrating together, through community festivals and street parties.
- Young people and older people have got to know and understand each other better through intergenerational activity.
- Local people have communicated better with their neighbours through newsletters and websites.
- People have given time and energy to local projects and initiatives through volunteering.



“The gardens were an eyesore. But now when you walk out your door it’s lovely. We gave people tools. We encouraged them. And people have begun to take ownership. It’s a great feeling for me.”

Linda Mangam, Little Digmaor Residents Group

Liveability

Improved access to services and facilities

- People have been provided with new methods of accessing local assets or attending local activities, such as new paths to green spaces or a shared community minibus.
- People with difficulties or needs have been connected and signposted to support through Fair Share Trust funded projects.
- People with special needs have gained access to new activities and facilities, such as a water based activity club for children.
- Isolated people have gained access to support services through projects such as mobile handymen or craftsmen.
- Services have made changes so that they are more accessible to a wider range of people.

Better family life

- Support groups and networks for parents of children with special needs have been established.
- More families have been involved in community life.
- Children had better family experiences.
- Parents have become more involved in the lives of their children.



“It’s a place to gather and share – to be a community. There’s not too many places out there where people can actually go meet, other than a pub. So a place like The Yard Project is needed every ten square blocks!”

Keith Clark, The Yard Project volunteer

Positive contributions to health and wellbeing

- Community groups have gained new sporting equipment through Fair Share Trust to keep local people active and fit.
- People with care needs, such as dementia sufferers, have been supported through social and activity programmes.
- Physical activities have contributed to mental health improvements for local people.
- Involvement in community activities has contributed to a more positive outlook and attitude.

“Weed is for losers, this project has proved this. I am my own person now and I will not give in to peer pressure.”

Young person, Trafford, England

Enhanced open spaces

- Local people have improved the natural environment through allotments and growing projects, community gardens and sensory gardens.
- Local parks and community spaces, such as War Memorials, have been enhanced and re-landscaped.
- Play, leisure and recreational spaces have been renovated or created.
- People are getting pleasure out of their local open spaces.
- Local open spaces have become a focal point for residents to meet and do things together.
- 76 outdoor spaces around the UK were improved or built through Fair Share Trust funds.

Safer communities

- People in a number of communities felt safer as a result of FST funded projects.
- Some communities have reported reductions in crime and anti-social behaviour (examples include burglary, secondary fires, criminal damage and vandalism).
- Parks and play areas were made safer by improvements such as providing good lines of sight and new lighting.
- Community relations with the Police service have improved.

Liveability

How Fair Share Trust brought about different kinds of changes in Liveability

There are many features of the delivery of FST that helped to enhance liveability. These are highlighted here and on the following pages, together with some examples of local stories that help bring liveability to life.

In planning how to make communities better places to live, Local Panels were able to think in new ways and consider not just buildings or community facilities and green spaces, but how safe neighbourhoods felt, how welcoming or accessible they were, and how the image and sense of identity and pride affected local people.

These are some of the forms which liveability has taken:

Liveability projects attracted involvement from local people, who often took a role in delivery

The funding of buildings and outdoor community spaces created knock on benefits because local people were at the heart of the changes

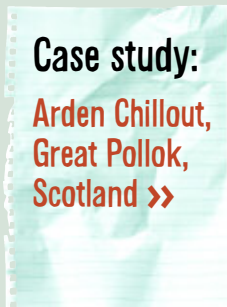
Easier access to services has brought significant liveability benefits for some

Growing citizens for the future

Small grants have made big changes to individuals and communities

Liveability projects attracted involvement from local people, who often took a role in delivery

Many FST projects were delivered by community organisations based in and around the FST areas. This increased the potential for local people to play a role in their delivery which, in turn, increased ownership and commitment, and contributed towards sustainability.



Glen Oaks Housing Association created a new youth facility in Arden in Glasgow. A previous facility was burnt down and closed in 2004.

The Housing Association used FST funds to purchase a portacabin and placed it in an area that had the highest amount of anti-social behaviour in the hope that it

would address this by providing young people with something to do on their doorstep.

To make sure that young people felt they had some ownership of the building they invited them to sit on a steering committee to drive its management. The centre lay empty for the first 6 months due to planning and funding issues and there was a fear locally that the young people would become frustrated and vandalise the property. However, they did not and it opened successfully in 2006 and was open 4 nights a week.

Within months they had 174 members and 10 volunteers.

The whole community got behind the project and there was a huge increase in community events through fundraising activities. The opinion of the local community clearly

changed towards its young people. They were viewed more positively and were allowed to use the local community centre for the first time in years.

This led to other successes for the project. Channel Five's presenters Colin McAllister and Justin Ryan were filming a programme in the area on housing and decided to help the youth facility by holding a charity auction. The auction raised a further £50,000 which helped to kit out the facility and train volunteer youth workers.

Very soon the portacabin premises were proving to be too small and the youth workers often had to turn young people in the area away.

In August 2007, the committee responsible for running the cabin became an independent organisation – Arden Chillout – and took on a lease for the cabin from the Housing Association.

One of the first applications for funding they made was to the FST and they were successful in getting a small grant.

Arden Chillout is still an active youth organisation in Greater Pollok and has since moved into much larger premises in the Arden area. The organisation continues to meet the needs of young people and build community spirit.

The funding of buildings and outdoor community spaces created knock on benefits because local people were at the heart of the changes

New or improved community buildings and outdoor spaces such as parks, green spaces or play facilities were high priorities for many FST areas. FST provided, in many instances, the first realistic opportunity for local people to seriously think about the assets in their neighbourhood, as the funds for such projects had previously been out of reach. The significance of capital projects (they are visible to residents) helped to draw people into their planning and delivery, and resulted in many building and outdoor space projects creating additional liveability benefits for communities.

Case study:
Paddock Wood Skate Park, Northumberland England >>

Young people in the former mining town of Ashington helped drive forwards the building of a new skate park. The park offers improved liveability for children and young people, becoming a magnet for skateboarders, scooter riders and BMX riders aged from four up to 20.

There have also been significant knock on liveability benefits for other residents – young people have organised litter picks to keep the area clean and are

acting as peace-keepers on site, resolving disputes between different groups of users. The local Police have welcomed the site and the impact it has had on life in the area:

“We have had a problem with mini-motos in that area but the young people that use the skate park just don’t let them on. Anti-social behaviour has gone down and we don’t get any trouble from there...there’s been a massive decrease (in Police reports).”

Community Support Officer, Northumbria Police



Easier access to services has brought significant liveability benefits for some

For some people, particularly those who are at the margins of mainstream community life, accessing services can be a challenge. In many areas, people with disabilities, health problems, caring responsibilities and language difficulties have all experienced enhanced liveability because services are now engaging them more effectively as a result of FST projects.

“It’s made services stop and really think about the way they are promoting themselves. They are much more pro-active and no longer complacent, just expecting people to come through their door.”

Local resident, Wrexham, Wales

Case study:

Increased access to services, Wrexham, Wales >>

In Wrexham, FST has prompted organisations such as the Welsh Refugee Council, Citizen’s Advice Bureau and the Local Authority to come together to develop a co-ordinated approach to promoting inclusion across the county.

The projects that have been funded have been instrumental in helping to build relationships between Gypsy and Traveller site residents, migrant workers, refugees and asylum seekers and local agencies.

One stand out success has been the work across the County with out of school clubs to raise awareness of the barriers that prevent some of the new communities of Wrexham from accessing their services and facilities. The clubs are now much more pro-active in engaging different communities, and this has meant that far more children and families have been able to benefit from the positive experiences they offer. The dramatic increase in the user numbers has also contributed to the longer-term sustainability of some clubs because they are now on a sounder financial footing.

Liveability

Growing citizens for the future

Activities and support for children and young people were a high priority for many Local Panels. A feature of much of the work commissioned to benefit young people was its developmental nature. In addition to providing activities which young people engaged with and had fun at, many FST projects also enabled young people to consider their role in the community, and their relationship to other people. This often led to young people becoming more responsible members of the community.



FST projects in two neighbourhoods in Belfast brought together young people from across the Catholic / Protestant divide in the city.

Some of the young people had never met someone from the other community before. Projects such as a community mural representing the

young people's lives, a citizenship project including work on cultural diversity, and a youth forum, all helped young people to begin to build connections.

The impacts were significant. New friendships were made through the forum and the majority of young people remained involved over 18 months after its launch; the young men involved in the mural project all undertook a Youth Achievement Award; members of the citizenship group agreed they should see themselves as being from the same community.

Small grants have made big changes to individuals and communities

Well-chosen awards that supported a project in the right way and at the right time have made significant differences; many grants have gone further and have had impacts beyond the original value of the award. For example, by bringing a building back into use or providing a crucial piece of equipment for an event, there are knock on benefits for many people and groups, such as the chance to meet others or to take part in a new activity.



FST funds made big changes to the accessibility of a natural asset in Wigan. Low Hall Nature Reserve was underused at wetter times of the year, and the volunteer Friends Group wanted to give as much opportunity as possible for local people to gain access to nature at all times of the year.

A new path gave the community a different walk through the reserve and a chance to get close to the wildlife. The Friends Group managed the works acquiring quotes from contractors and supervising workmen on site. They organised an opening event to celebrate the new path and picnic area.

The impacts have been substantial – wheelchair users now access the wild flower meadow that is adjacent to the walkway. Children use the site more and the local Children's Centre regularly take groups to the Reserve to allow children to get close to wildlife and to enjoy watching and feeding the swans and ducks. The Friends Group also noted a noticeable upturn in the volume of local people using the picnic trail and enjoying picnicking on the site.

Limitations and constraints on building Liveability

- Some Local Panels were ambitious in their plans for the creation of community assets and buildings. While many areas succeeded in doing so, some struggled to manage the complexity of capital projects, and where this happened it led to disappointment and frustration.
- Managing the pace of capital projects was a challenge for some areas. Local organisations discovered that physical projects take time and involve legal and bureaucratic processes. This meant that expectations needed to be carefully managed and a realistic completion timescale shared with local people. UKCF supplied guidance to support local projects with managing capital projects.
- A number of projects found that health and wellbeing was a difficult outcome to achieve and to measure. Where specific health issues were addressed, such as drug use, projects made better progress in assessing impact.
- Some liveability changes were best achieved through partnerships with others. Community safety projects are an example of this, where the involvement of the Police or Local Authority is likely to aid progress. In some places, these partnerships took time to develop.

Liveability

Key Messages about Fair Share Trust and Liveability

Liveability was a key feature of FST: the timescale allowed local people and organisations the chance to make long-term plans and think carefully about what they would like their neighbourhoods to feel and look like as places to live.

Liveability was a high priority for Local Panels, with the majority of priorities identified across the UK relating to liveability. Local Panels interpreted liveability as about being more than the physical space in a neighbourhood, and also about the sense of place that comes with living there.

In this sense, FST enabled local people and organisations to become involved in place-making, delivering changes that went beyond bricks and mortar to make places and spaces that were safer, healthier, greener, more welcoming and more accessible to all groups.

As a result the liveability changes created by FST were significant. Local Agents reported high levels of changes to the use of local buildings, facilities and outdoor spaces; boosted community

spirit; and higher levels of co-operation between groups to make a difference locally.

There are a number of features of the FST approach that have made an important contribution to liveability, and these are highlighted in the table opposite.

**Key feature of
Fair Share Trust**

**Contribution to
Liveability**

Local Panel, devolved decision-making	The Local Panels ensured that the knowledge held by local people about what it was like to live in the targeted neighbourhoods was applied to the identification and solution of needs and issues.
7-10 year programme duration	The length of the programme enabled strategic choices over long-term grants, together with a staged approach to grant-making. This was particularly important to liveability as it allowed longer-term capital projects to be fully considered.
Strategic grant programme, driven by locally identified priorities	The local determination of priorities and outcomes attracted people to become involved and offered them a stake in improving local life.



Social Capital

Social Capital

What Fair Share Trust meant by Social Capital

To build social capital – the networks, relationships and contacts of individual, voluntary and community groups and statutory bodies within communities.

FST aimed to build social capital by creating conditions that promoted networks, relationships and contacts between local people, community and voluntary organisations and statutory bodies. The aim was to encourage people to come together to make things happen at a local level in order to generate social links, connections, trust and shared values – all vital assets for the achievement of progress and change.

Typically, most of the FST areas had a relatively low baseline of social capital at the outset of the programme. Low levels of community activity, undeveloped local networks, social isolation, historical conflicts and parochialism all got in the way of collaboration and co-operation.

The process of building social capital in England, Northern Ireland, Scotland and Wales

This section of the paper examines:

What the social capital changes looked like across the UK

How Fair Share Trust brought about different kinds of changes in social capital

Limitations and constraints on social capital

Key messages about Fair Share Trust and social capital

combined strategic grants with approaches that built relationships. UK Community Foundation's design of the programme played a critical role in building social capital because it created a platform for new types of exchanges between people and organisations.

What the Social Capital changes looked like across the UK

Although only a small number of Local Panels chose priorities directly related to social capital, commitment to building social capital across the FST areas was high – the desire to build social capital was evident in the grant award decisions that Local Panels made and in the direction and advice that they gave organisations receiving funding.

In practice, activities were funded not only because they addressed capacity building or liveability priorities, but because they would be delivered in a way that fostered social interaction as well.

This meant that in many areas there was an expectation that organisations funded by FST would join up and share ideas and information so that stronger local networks would evolve.

Local Agents were asked to assess the level of impact their programme had made on social capital. 24 Local Agents replied and recorded their views on the following aspects of social capital:

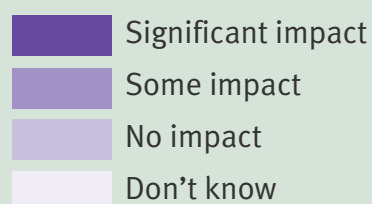
To what extent has Fair Share Trust built relationships and trust between people with different backgrounds and interests?



To what extent has Fair Share Trust enabled individuals and groups to come together and co-operate to make a positive difference in their community?



What effect has Fair Share Trust had on the creation of new networks in the area?



Social Capital

Changes in social capital were built through the processes of identifying priorities, making grant decisions and delivering activities and projects in neighbourhoods. At every level of the FST programme, there is evidence of social capital benefits, including the following:

Local people

Key social capital changes:

- Local people with shared interests or concerns have joined together to form new groups.
- There are more examples of peer support within communities. This has often been formalised through volunteering or mentoring programmes.

- Forums are stronger because they are attracting more members and are better connected to service providers.

- People of different backgrounds, interests and ages are doing things together and in some cases this is helping to overcome historic rivalries.

“The people involved in the group have stated that participation not only benefits their physical health but also their mental health and that the physical exercise is only one element of this success; they benefit also by the opportunity to socialise, to give and receive support and to feel involved in meaningful activity.”

Group worker, Linwood, Scotland

Local organisations

Key social capital changes:

- Organisations are working in partnership to address priorities.
- There are stronger formal and informal networks connecting different organisations together.

- Organisations are signposting between each other and sharing their knowledge and skills. There are many instances of organisations adding value to each other.

“Local groups have joined with others to form a stronger voice and take action.”

Local Panel member, Walsall, England

Local Panels

Key social capital changes:

- Local Panel members have shared knowledge and reached agreement about local priorities.
- In some areas there are better relationships between local people, statutory agencies and local Councillors because of their involvement in Local Panels.
- Local Panel members promoted the programme in other forums and made connections that brought local benefits, such as the levering in of additional resources.

“We all own the problem and the solution.”

Local Agent, Scotland

Local Agents

Key social capital changes:

- Local Agents are better networked with local organisations and local people.

“We now have a close relationship with Local Panel members and funded groups which otherwise may not have come about.”

Local Agent, North East Lincolnshire, England

UKCF

Key social capital changes:

- UKCF is better networked with Community Foundations and other local infrastructure organisations.

“It has developed networking and helped to build relationships with the Community Foundations.”

UKCF

Social Capital

How Fair Share Trust brought about different kinds of changes in Social Capital

FST has shown that **how** things get done in local communities is as important as **what** gets done. When looking at the way grant decisions were made at a local level, and considering the way that activities were delivered on the ground, it is possible to see that there were certain methods and approaches that made a critical contribution to social capital across the programme. These are highlighted below and a selection of local stories illustrate what they looked like in practice.

These are some of the forms which social capital has taken:

Fair Share Trust was about collaboration not competition

Local Panels chose to build cohesion by funding activities that addressed traditionally broken or weak relationships

Local delivery and management of Fair Share Trust fostered closer relationships between service providers and local people

Local Panels funded initiatives that promoted good communications

Fair Share Trust funding connected together people with common needs and interests

Fair Share Trust funding helped to develop the local infrastructure that supports social capital

Fair Share Trust was about collaboration not competition

Unlike many competitive grant programmes, FST placed a strong emphasis on collaboration and co-operation. There were certain aspects of UK Community Foundation’s design that created the conditions for dialogue and exchange:

- Local Panels members were required to reach a common understanding of local priorities and they had to agree on how those priorities would be addressed.

- A strategic approach to grant-making meant that organisations were encouraged to work together and develop partnership responses to local priorities.
- Local Panels were able to spot and broker potential links between local organisations seeking FST funds.
- The localised identity of the programme helped to build links between projects and

encouraged the sharing of skills, knowledge, equipment and facilities.

- The longevity of the programme helped to cement relationships.

“Groups that were, to an extent, working in competition have adopted more collaborative approaches.”

Local Agent, Wansbeck and Blyth Valley, England



Although 49 wards benefitted from FST in Northern Ireland, the programme operated through a single, Province wide, Local Agent and a single Local Panel.

Community Foundation Northern Ireland (CFNI), the Local Agent, sought a genuinely collaborative approach from the outset of the

programme, believing strongly that competitive approaches would only widen divisions between communities.

A dialogue with local people was established at the start of the programme, and continued throughout, building collaboration and co-operation into the structure of the programme. CFNI used a series of roadshows and workshops across the target areas to sell the message that this was a new way of investing in communities. This work was actively focused on those in neighbourhoods who could access marginalised sections of the community, and people and

groups who would not usually come into contact with funders.

The key task of identifying priorities was completed in consultation with local people, with the aim of choosing a small number of priorities that would be shared across all the FST neighbourhoods. This approach was designed to increase commonality and encourage dialogue on shared concerns once the programme was underway. This exercise led to the identification of three priority groups of people which all communities would focus on: families in difficult circumstances, young people aged 14-21, and isolated older people.

This collaborative approach was followed through in deciding which projects and activities would be funded. CFNI asked people from each area to come together and work with other stakeholders (community organisations, the Local Authority, charities etc.) to consider local needs and solutions. CFNI facilitated discussions between the interested parties with the aim of creating a single joined up proposal for each area that all involved believed would be effective.

Social Capital

Local Panels chose to build cohesion by funding activities that addressed traditionally broken or weak relationships

Creating connections between people can be challenging where there is no history of contact across neighbourhoods, communities or age groups. Some Local Panels identified groups they aimed to bring together and commissioned activities to do this, resulting in new connections between older people and young people, between neighbouring communities, and between people from different ethnic backgrounds. The need to bring together people who were historically disconnected was most acute in Northern Ireland and the Local Agent and Panel chose a process that obliged a focus on things in common, rather than aspects of difference. This led to individuals and groups working together, offering contributions and seeing each other as assets. In many instances in FST projects across Northern Ireland, the impacts on social capital have been high, and established new understandings and the beginnings of trust.

“Everybody kept to their own community at the start but by the end everyone was mixing no bother at all.”

*Project participant,
Belfast, Northern
Ireland*

Case study:

**Bonkerz,
Newtonabbey,
Northern
Ireland >>**

Sectarianism, drug abuse and teenage pregnancy formed the subject matter for Bonkerz – a cross-community young people’s project in Newtonabbey, Co Antrim.

Bringing young people together in the Coole, Dannaney and Valley areas of Newtonabbey was a challenging and carefully managed process. Specialist engagement support and a youth arts company supported 40 young people aged 14-16 to create and perform a powerful drama to peers, families, community representatives and local agencies.

Young people identified a number of benefits from their involvement, including shifts in attitudes towards sectarianism, new friendships, and a desire from some young people to seek further drama training, or youth work training. A finding from the project evaluation was that:

“the cross community and youth work dimension took on a greater significance for young people than the youth achievement aspect.”

Local evaluation report

Local delivery and management of Fair Share Trust fostered closer relationships between service providers and local people

Relationships between service providers, local Councillors and local people are better because FST has been managed and delivered locally. Local Panels provided a platform for people to prioritise, plan and make decisions together. Furthermore, capacity building activities with local organisations contributed to a stronger collective voice and this created an impetus for better quality exchanges with service providers.

“Local people are happy to talk to the Police, Fire Service, Council, County Council and others and these bodies are now happy to talk to local people on an equal footing.”

*Local Panel member,
West Lancs, England*

Case study:

Mobile police office, Larkhall, Scotland >>

In Larkhall in Scotland the FST Panel awarded the Police a grant to purchase a Caravelle van to be used as a mobile police office.

The vehicle and the increased police presence that came with it raised the visibility of police, reduced response times and helped to build better community relationships.



Case study:

Police and young people, Droylsden, England >>

Relationships between young people and the police have been the focus of the Prime project in Droylsden, Tameside.

Bringing young people and police officers together to work on personal safety and a video focused on gun crime, gangs and domestic violence has built respect and understanding, and been a factor in reducing anti social behaviour in the area.

“It’s improved the levels of trust between young people and the Police. Given recent troubles in the area this is a relationship people really value.”

Local Headteacher

Social Capital

Local Panels funded initiatives that promoted good communications

Communication between people and organisations is a key aspect of social capital. The FST approach generated social communications between neighbours, community organisations and agencies serving local areas.

A notable aspect of the communication generated by the delivery of FST is that it increased connections horizontally and vertically. That is to say that people connected with people like themselves, or organisations discovered other organisations they could co-operate with, at their level (horizontal connections) and that people and organisations found themselves communicating with others who operated at a different level (vertical connections).

A common example is this is the Local Panels, where residents found themselves partners with workers, managers and planners linked to their neighbourhood.

Case study:

Social networking for older people, Bolton, England >>

The purchase of eight laptops for use by residents in warden-supported blocks of flats in Bolton created connections between older people, and helped them re-connect with relatives and friends in other parts of the country, and the world.

Although one of the smallest FST awards made in the area, the laptops and the support to use them have opened many doors for the residents...

“We’re now in touch again with people we had lost touch with”

“We enjoy playing games on the laptops with our young grandchildren.”

“I’ve contacted old school friends through Friends ReUnited”

“We can now communicate when we can’t write due to arthritis.”

“We’re keeping in touch with distant friends and relatives through Skype and emails.”

A communal booking system is operated by the Residents Association, and the laptops have also played a part in the residents monthly social gatherings. The Chair of the Residents Association says the laptops made a huge impact: “The improved quality of life is very apparent in the greater cohesion among people. Residents are helping each other to use the laptops, and they have gained a greater understanding of the value of technology.”

In addition to the Social Capital gained by the residents, the laptops are improving other areas of life for the residents – online shopping, banking and bill payments have now become regular activities for many residents.

Fair Share Trust funding connected together people with common needs and interests

Participation in local activities is itself a measure of change for some people who, because of personal challenges such as ill-health, disability, redundancy or caring responsibilities have become isolated from community life. Across the FST programme, a vast range of opportunities have been created for people to attend local classes and courses, join newly established groups or take part in community events. These opportunities have helped some people to take the important first step of meeting and connecting with others.

A stand out success of the programme in many areas has been the contribution it has made to the creation or re-vitalising of groups and forums that bring together people with common needs or interests. Examples include parent and toddler groups, allotment groups, support networks for carers, and social clubs for the elderly.



Case study:

Disability Can Do, Caerphilly, Wales >>

In Caerphilly in Wales most of the Fair Share Trust funding was awarded to a single, new strategic organisation –

'Disability Can Do Organisation' (DCDO).

The aims of the new user-led charity were to provide information and advocacy for disabled people and their carers, building up their confidence and increasing understanding and awareness amongst the wider population of their needs and aspirations.

DCDO made an important contribution to social capital by taking on the task of facilitating the floundering Disability Forum which had been initiated by the Local Authority and the District Health Board. Before DCDO got involved, the forum was under threat of disbanding due to a shortage of willing volunteers to support its work.

Now the forum is thriving, with good attendance from disabled people and their carers at meetings, which are held at venues across the County Borough. The forum provides vital opportunities for people to come together and talk about common areas of concern, which DCDO's advocacy service can then take forward.

Social Capital

Fair Share Trust funding helped to develop the local infrastructure that supports social capital

Social capital grows when people have opportunities to communicate with each other, meet together and do things collaboratively. Fair Share Trust has made a valuable contribution to the infrastructure that makes these social exchanges possible by funding transport, community facilities, green spaces and information technology. In many FST areas the availability of funding to increase the quality and usage of

local spaces helped to rally people together around a common cause. Once developed, community facilities such as sports clubs, community centres, play areas and community gardens, have been a hub for day to day social interaction, communication and co-operation between people and local organisations, and this in turn has promoted the informal exchanges and networks that build social capital.

Similarly, funding for community transport has created new opportunities for local organisations to network and provide activities that bring people together.

Meanwhile, better access to computers and the Internet has injected new life into community newsletters and websites and presented local organisations with a wider range of communication channels.



In Anglesey the Local Panel chose to prioritise children’s play as a vital element in community improvement, health and wellbeing.

At the start of FST the condition of Anglesey’s playgrounds was a major concern and there was a desire to develop an Anglesey-wide commitment to children’s play from the ‘bottom-up’. Over the ten years of the programme, local people from different parts of Anglesey worked closely with the Local Authority, to create high quality play spaces that

children and families could enjoy. But FST on Anglesey hasn’t just been about climbing walls, zip wires and skate parks.

The process of creating the play spaces made a huge contribution to social capital on the island as people came together to pool ideas, raise funds and drive the projects forward. Now that the newly developed facilities are being well used, they are acting as a focal point for young people and families and, crucially, have been a catalyst for more exchanges across different communities as local people are sharing their experiences with others who want to do something similar in their neighbourhood.

“It’s really brought the community together – this is very much a focal point within the community”
Local resident, Anglesey



Limitations and constraints on building Social Capital

- Social capital took time to build in some areas where an undeveloped community and voluntary sector meant there were few groups to engage with and the process of fostering networks was a long-term undertaking.
- Some Local Panels found it hard to get people to work in partnership at the beginning of the programme, when individuals and organisations were more concerned with fighting their own corner rather than co-operating to address local priorities.
- In some areas the people who came forward to be members of Local Panels were already seeking FST funding for local initiatives that they were leading. This created some challenges in building relationships with other existing or emerging groups in the community and required a sensitive handling of micro politics by Local Agents.
- The large or dispersed scale of some FST areas limited the ability to have an area-wide impact on social capital. Nevertheless there is evidence of social capital gains for particular parts of the community, such as disabled people in Caerphilly.
- Where local funds were mainly awarded to larger well-established organisations, there were fewer opportunities to build social capital across different groups at a neighbourhood level. However there have been ‘downstream’ benefits for social capital flowing from the activities and development work undertaken by larger organisations.
- Membership of some Local Panels experienced a high drop-off rate as the programme progressed and this limited opportunities to build social capital. There was a recognition in some areas that the social capital benefits of the Local Panels would have been more enduring if the Local Panels had a clearer remit to oversee the monitoring and evaluation of local investments.
- Within some areas, the divides between people of different backgrounds, faiths and cultures were so entrenched that it is likely that FST has only begun to scratch the surface of some important local issues.

Social Capital

Key messages about Fair Share Trust and Social Capital

“As Local Agent, we have brokered relationships between two communities who do not naturally work well together, and through this drive the programme forward. It has taken a great deal of time to get the Local Panel to work together and create a shared vision.”

Local Agent, Swindon, England

Social capital was not an explicit focus for the Local Panels, but it has emerged as a clear area of impact: there is a lot of evidence to show that social capital gains have been made at different levels of the programme.

Within the FST areas, many more people are active in their neighbourhoods and this has meant that there are far more everyday instances of communication, co-operation and collaboration. The catalyst for these changes has been well-targeted awards to local initiatives that connect people with common interests and concerns. The re-vitalisation of local spaces and facilities where people can meet and do things together appears to have been particularly important in this respect.

It is very apparent that Local Panels have provided the platform for the development of new relationships between local people, local organisations, statutory organisations and the Local Agent.

Although there were challenges associated with joint working at the early stages of the programme, most Local Panels overcame these early difficulties and there are signs that relationships are going to endure well beyond the lifetime of the programme.

The social capital benefits for the Local Agents have also been well articulated. For many, the programme has offered the chance to form strong connections with people and organisations at a very local level.

There are a number of features of UK Community Foundation’s design of the programme that have made an important contribution to social capital, and these are highlighted in the table opposite.

**Key feature of
Fair Share Trust**

**Contribution to
Social Capital**

<p>Strategic grant programme, driven by locally identified priorities</p>	<p>The process of agreeing local priorities required a new level of joint working that was unprecedented in many areas. Local people joined together with service providers from the voluntary and statutory sector to pool their knowledge and experience. Although challenging in the early days, this approach fostered better communication and co-operation between key people and organisations.</p> <p>There was an emphasis on ensuring that funding decisions addressed locally identified priorities. Co-operation between organisations was often encouraged to ensure that the right kinds of initiatives and activities were developed to address local priorities.</p>
<p>Local Panels and devolved decision-making</p>	<p>Local Panel members came together at regular intervals throughout the programme to make funding decisions. Their ongoing responsibility to the programme helped to maintain and develop their relationships with each other.</p>
<p>Local Agents providing local leadership</p>	<p>Local Agents have been connected to the communities they have supported in a long-term developmental relationship.</p> <p>As managers of the local programmes, Local Agents have taken responsibility for brokering relationships between people and organisations.</p>
<p>7-10 year programme duration</p>	<p>Dedicated funding over a period of time helped to cement relationships between Local Panel members and within communities.</p>



Sustainability

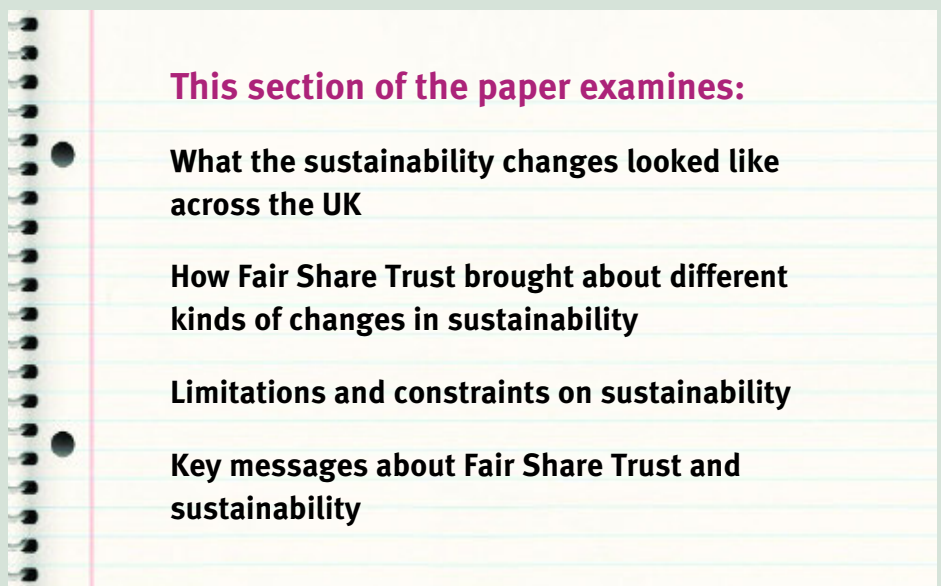
What Fair Share Trust meant by Sustainability

To improve sustainability – a positive lasting legacy of change in the lives of people living in FST neighbourhoods.

Fair Share Trust aimed to create a positive lasting legacy from the programme's work. UKCF and the FST Committee believed strongly that sustainability was more than a one dimensional consideration of securing further funds at the end of the programme. Rather, true sustainability would be achieved by embedding skills, attitudes and approaches in the FST areas.

It was key goal that FST would seek to avoid the 'cliff face' loss of funds common at the end of funding programmes. Although it was impossible for those designing the programme to anticipate the political or financial climate 7 to 10 years ahead, it was possible to predict that those benefitting from FST over that time would need more than new funding streams to continue their work.

UK Community Foundations adopted a view, based on consultation with Local Agents, of sustainability based on the assets that the programme would create – the increased



This section of the paper examines:

What the sustainability changes looked like across the UK

How Fair Share Trust brought about different kinds of changes in sustainability

Limitations and constraints on sustainability

Key messages about Fair Share Trust and sustainability

capacity that would be developed in people, community organisations, and structures through the programme; the new connections, knowledge and networks between people and organisations generated by involvement; and the increased commitment and ownership stimulated in communities.

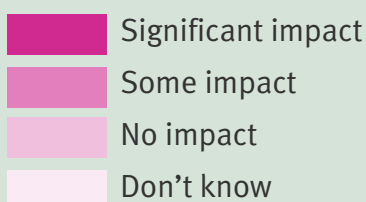
The process of creating sustainability in England, Northern Ireland, Scotland and Wales was built by UK Community Foundations encouraging Local Agents and

projects to think carefully about their future and the future of their neighbourhood. Sustainability planning retained an interest in identifying how future work could be funded, but also emphasised the importance of maintaining the impacts the projects had achieved beyond the end of their funding.

What the Sustainability changes looked like across the UK

Local Panels did not prioritise sustainability in the same way as they prioritised changes linked to liveability or capacity building, for example.

Nonetheless, sustainability was important for each Local Panel across the UK. UKCF actively encouraged Local Panels to make sustainable choices in their commissioning and their grant-making decisions by introducing a sustainability planning toolkit. In the latter part of the programme, and following the shifts in the economic climate, sustainability planning was actively encouraged.



As FST drew to a close, Local Agents were asked to assess the level of impact their programmes had made on sustainability. 24 Local Agents replied and recorded their views on the following aspects of sustainability:

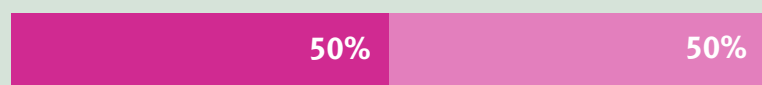
To what extent will FST funded projects continue beyond the end of FST funding?



To what extent will FST projects be mainstreamed beyond the end of FST funding?



To what extent will individuals and groups be able to make use of the skills, confidence and ambition gained through FST beyond the lifetime of FST?



What effect has FST had on the creation of new networks in the area?



What effect has FST made to the better / wider use of buildings and facilities in the area beyond the lifetime of FST?



Sustainability

How Fair Share Trust contributed to Sustainability

This is an interesting picture because it does demonstrate that, unlike many other funding programmes, there is a high degree of sustainability to aspects of FST supported work.

The 7-10 year life of the programme, the Local Panel structure and the encouragement to take the long view and think carefully and strategically about local priorities, created good opportunities to consider sustainability. Coupled with the UK Community Foundations' encouragement to use the assets created through the programme, people, projects and organisations began to identify a range of approaches and forward steps. This created a complex and diverse picture across the UK, as the capacity, social capital and liveability generated by the programme was used to shape sustainability.

The following pages highlight some of those aspects in more detail, to show what changes to sustainability meant in practice:

Organisations are in a stronger position to meet local needs

More people are wanting to do things in their communities, and have the skills and abilities to do so

Better resources and facilities have been developed in communities which will continue beyond the life of the programme

Stronger relationships exist between agencies

There are new strategic commitments from public bodies

Individuals involved in the Local Panels have continued to use these skills on other programmes

Attitudes have been changed

Stronger voluntary and community sector infrastructures have been created

Organisations secured resources to continue activity in communities

Organisations have adopted new business models

It is clear that sustainability has taken a variety of forms, depending on local circumstances, assets and opportunities across the FST areas.

Organisations are in a stronger position to meet local needs


- Trustees and Board members of community organisations have gained new skills.
- Ambitions and aspirations have been raised.
- Forward plans and sustainability strategies have been created and implemented.
- Organisations have identified strategic goals and assessed risks.
- New ways of working, such as Asset Based Community Development, have been adopted.

“The Fair Share Trust project has enabled us to move forward into sustainability because the small projects we were able to start with Fair Share have grown into much larger projects.”

*Ashfield Voluntary Action,
Nottinghamshire,
England*

More people want to do things in their communities, and have the skills and abilities to do so

- Levels of participation in local community activity have increased.
- Levels of skill have been raised; people have gained additional qualifications.
- Levels of volunteering have increased.



“We have developed a ‘new breed’ of citizen based in the community that will go on to role model how it is possible to turn things around in their lives”

*Trina Whitney, Volunteer
Co-ordinator, DOVE
Project*

Sustainability

Better resources and facilities have been developed in communities

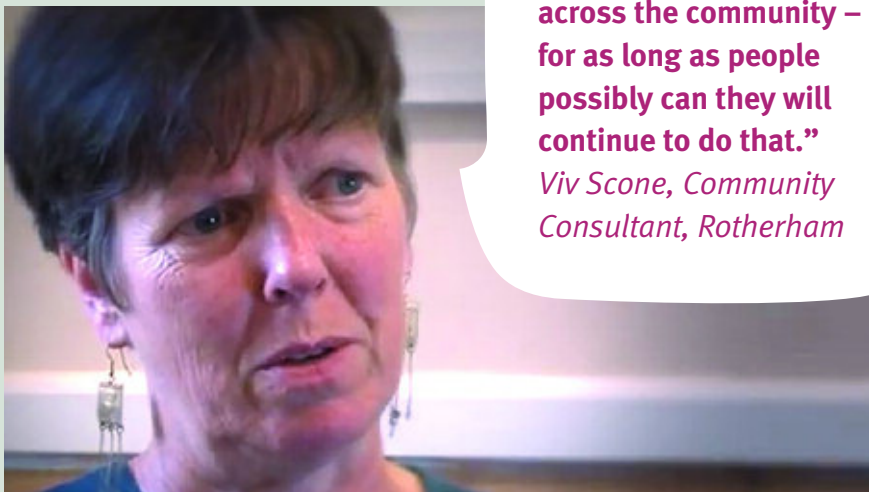
- New directories of the resources and assets in communities have been produced.
- Community buildings and outdoor spaces have been enhanced (see Liveability).
- Publications and practice guides have been produced by funded projects and Local Agents.

“By developing new community facilities in Dagenham, and by encouraging use of existing facilities in all areas, FST has enabled residents to access and make use of facilities during the programme and will support their continued use after Fair Share. New networks have been created in all areas, through the development of working partnerships, panel members, and through new connections being made between residents and between residents and organisations. Through our training and capacity building programme, we have given groups greater confidence and skills that they can utilise to develop their organisations and services further in the future.”

Local Agent, London, England

Stronger relationships exist between agencies

- Agencies and organisations are working together through new networks.
- Relationships have been strengthened through working together in specific communities.
- Partnership working has become common practice in some FST areas.
- Organisations have built their experience and skills for successful project delivery.
- Youth organisations and the Police have developed good working relationships in some areas.



“I think the relationships will carry on and the concept of working across the community – for as long as people possibly can they will continue to do that.”

Viv Scone, Community Consultant, Rotherham

There are new strategic commitments from public bodies

- Organisations have secured commissions from public sector bodies to deliver new activities and services.
- FST areas have been adopted as priorities within Strategic Planning.

“The Voluntary Sector Development Manager project managed by the local CVS developed and supported a cohort of key local organisations in areas such as business planning, governance, marketing and quality standards to ensure each organisation had strong governance and management and was in a position to think strategically about the benefits of sustainability, rather than the common ‘fire-fighting’ mode.

As a result organisations are more confident in their ability to seek new opportunities and develop further; one organisation has now incorporated as charitable company in order to be more attractive to public sector commissioners. They have subsequently secured the maximum grant from North Essex Primary Care Trust.”

Local Agent, Essex, England

Individuals involved in making Fair Share Trust grant decisions have continued to use these skills on other programmes

- Local Panel members have gone on to be involved in new programmes.
- Local Panel members have become more engaged in local community activity.
- Local people have become involved in strategic planning groups and structures.

“I have much more confidence in the work I am doing in the community, and in understanding the funding process. The contacts I now have, both within the local community and the Community Foundation are truly valuable to me. I feel more prepared to start new initiatives knowing there is a strong network of like-minded people to approach.”

Local Panel member, Knowsley, England

Sustainability

Attitudes have changed

- Local people have gained new belief and energy in their capacity to be agents for change in their community.
- Individuals have set goals for themselves.
- Service providers are engaging more effectively with community organisations.
- Community organisations are more trusting of public sector bodies.
- Different sections of the community have made connections with each other and worked together.
- Attitudes have become more positive, shifting from problems towards solutions.



“The little boy that caused all the hassle – he was nine at the time – he’s now coming up to sixteen and he says if it wasn’t for you I’d be in prison like my sisters and brothers, and I thank you.”

Julie Bascombe, Bugs to Butterflies, Blackpool

Organisations secured funding to continue activity in communities

- Over £25 million additional funding secured by FST funded organisations across the UK (including Lottery money).
- One study identified an additional £3 was secured for each £1 invested.
- In kind support has been donated to support ongoing work.

“FST has put our organisation into a different league. Prior to getting the funding we were very small and we ticked along by utilising small pots of funding... we are now in a position to go for much bigger pots of money. We’ve learnt a lot and have some very strong independent evaluation to demonstrate the impact of our approach. We now have £320,000 for another three year project, as a result of successful funding bids to Big Lottery Reaching Communities, The Arts Council and the Esmée Fairbairn Foundation.”

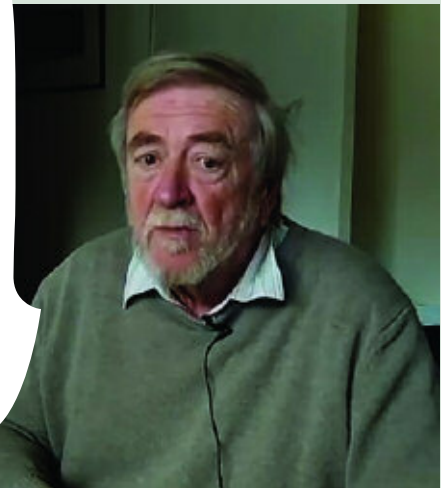
The London Bus Theatre Company, Essex, England

Stronger voluntary and community sector infrastructures have been created

- The Local Agents – Community Foundations and voluntary sector infrastructure bodies – have become skilled in running strategic grants programmes.
- New local infrastructure organisations have been created.
- Existing local infrastructure organisations have been strengthened.

“The most important thing is that those community groups FST has helped have been able to survive and grow in a time of deep recession. The test in the next ten years is to try and make sure that capacity is sustained.”

Murray Stuart, Chair, North Somerset Local Panel



Organisations have adopted new business models

- Informal community groups have become established community organisations.
- New charitable companies have been created.
- New social enterprises have been established.
- New income generating activities have been initiated.

“The Thorpes Resource Centre experienced a number of challenging financial situations which led to the closure of the community centre and the loss of a number of funded job posts. Fair Share helped the volunteers to re-launch the organisation under a new name with limited company status and a new charity number. The Fair Share Trust worker helped the group explore possible income streams and future sustainability and from those discussions the group engaged with potential partners. They now host the local market, various family based groups in partnership with the local children's centre, and have launched a community gym, all of which provide them with a sustainable income for the future.”

Local Agent, Hull, England

Sustainability

How Fair Share Trust brought about different kinds of Sustainability

Process was as important as outcomes for FST. In terms of sustainability this meant that the skills, abilities, confidence, networks and structures developed through the focus on capacity building and social capital became its building blocks.

Case study:

consensus grant-making, Northern Ireland >>

The consensual approach to grant-making adopted in Northern Ireland generated significant commitment from people and organisations. This commitment had a strong influence on sustainability.

Consensus grant-making involved people from a local neighbourhood

coming together to worked with other stakeholders (community organisations, the Local Authority, charities etc.) to consider local needs, and solutions. The single joined up proposal for each area that resulted therefore had a sign up from all involved.

The Local Agent found that the trust offered through the approach built commitment, involvement and co-operation, and created a platform for sustainability, one which enabled 90% of Northern Irish FST groups to report that they were continuing their work at the end of the programme.

“This was a fresh approach to funding. It encouraged people and agencies to work together, which brought benefits for all of us. The funder remained interested and enthusiastic throughout, which was a different experience from most. The whole process was transparent and open and this increased enthusiasm on the ground.”

Local youth worker, Northern Ireland

Case study:

developing leadership, DreamworX, Lowestoft, England >>

DreamworX is a street based youth project working with 8-13 year olds throughout North Lowestoft.

Through FST, DreamworX targeted young people who do not normally use traditional youth clubs or other youth provision, aiming to engage them, build relationships and

develop young people as leaders in the community.

Using streetwork, drop-ins – informal sessions set up to build healthy relationships with adults, learn basic life skills and access support and guidance – volunteering and recognised awards and qualifications, the project supports young people to develop new skills and confidence.

Young people are encouraged to take a leadership role and become involved in running projects and activities and participate in youth panels. Many have become role models for the younger children in the project and ambassadors to their peers and the wider community.

Nearly 100 young people gained a leadership award or qualification through involvement in the DreamworX FST project. This has helped sustain the work as these young people have become part of the team of paid workers and volunteers, supporting them to deliver activities and guide younger members. Young leaders have also helped secure new funds from the Lottery and BBC Children in Need to aid sustainability.

Case study:

voluntary sector infrastructure, North Somerset, England >>

The Local Panel was primarily concerned with the weakness of the voluntary and community sector infrastructure and capacity in the district at the outset of the programme, and set out to ensure a sustainable future for community activity in the area.

They believed that ‘just another grants programme’ would be unlikely to address this, and adopted a clear strategy of development work alongside infrastructure organisations and what were termed ‘community anchor organisations’ in target neighbourhoods.

The Local Panel used a commissioning approach, engaging in dialogue with potential providers and undertaking extensive research before making awards. The Local Panel funded a total of 11 organisations (with nearly 60% of funds supporting the development of a new local infrastructure organisation – Voluntary Action North Somerset), creating a legacy of support for community development in the district.

“FST funding has made a fantastic difference. We originally started out with paid employees and we couldn’t sustain that. But following the FST funding we changed to a volunteer basis. And that’s been fantastic. It’s drawn people in. It’s involved the local community. And it’s just gone from strength to strength.”

Pill Resource Centre, North Somerset, England

“The most important thing really is that those community groups we’ve supported have been able to build their own capacity at a time of great difficulty. They have survived and grown at a time of deep recession. The test in the next ten years is to try and make sure that capacity is sustained. A whole set of local organisations will need to work with local communities in North Somerset continue to get their fair share of resources.”

Chair, Local Panel

Case study:

social firms, Greater Pollok, Scotland >>

In the Greater Pollok area, a grant was awarded to provide dedicated support to five social economy organisations to build their sustainability.

Consultants from Community Enterprise in Strathclyde (CEIS), provided tailored organisational

development consultancy to each organisation over a 12-month period. The support made a big difference to their sustainability.

For example: Levern Credit Union was able to extend its opening hours and increase its membership, whilst the Village Storytelling Centre went on to access £40,034 from the Glasgow Key Fund and FST to develop their new social enterprise arm. Parentstop developed an affordable bike sales, hire and repair service and became South West Community Cycles, whilst Leithland Neighbourhood Centre developed a new external catering facilities.

Sustainability

Case study:

networks and connections, Droylsden, England >>

Networks and links between community organisations formed a key element of the development of sustainability in Droylsden. The FST funded Community Development Worker focused on a range of work designed to encourage connections, including the following:

- A Droylsden Directory of local voluntary and community organisation services and activities that was distributed widely in the FST area.
- New links with the Local Authority officers working in the area supported a collaborative approach and led to improved input by local organisations into partnership structures.
- Networking and training events, increasing the skills and knowledge of voluntary and community organisations on governance, fundraising, recruiting and managing volunteers and strategic planning.

Grant recipients and Local Panel members reported that the worker had a significant impact on the knowledge, skills and sustainability of individual organisations and on the strength and visibility of the sector in the area. Over a three year period, the worker supported 74 organisations and moved 12 of those towards more sustainable structures.

“The networking really linked work together and helped across the board.... our profile has increased among groups and councilors - we're seen as a vigorous but friendly organisation. Fair Share Trust has really helped make us a more central player in Droylsden and Tameside.”

Worker, Water Adventure Centre, Tameside

Case study:

Local Panel's approach, Anglesey, Wales >>

In Anglesey in Wales there is now a long-term strategic commitment to promote play, which goes beyond the improvement of individual play areas.

A Business Plan was developed in the last three years of FST, and on the back of this, funding was

secured for a Play Officer. A toolkit was produced to support Community Councils to develop play sites, which has been accompanied by training and seminars. There is a sense that attitudes towards play have changed.

There is more consultation with children and young people about what they want and far less fear about the risks associated with allowing children to play freely.

With growing interest in Anglesey's approach to promoting play from other areas, there is potential for the legacy of FST to extend beyond county boundaries to other parts of Wales.

Limitations and constraints on building Sustainability

Creating sustainable community led change is a challenging task, and Local Panels, people and organisations encountered difficulties in their planning for the future. One Local Panel member commented that sustainability planning was like shooting at a moving target, but that instilling good planning principles within organisations at least ensured they were aiming in the right direction!

- Asking local people to think in a new way about sustainability, with an emphasis on building skills and structures that would take forward activity, rather than reliance on ‘grant-hopping’, took time for some areas to understand and embed.
- Some Local Agents had limited experience of operating a strategic grant programme, or of sponsoring and supporting community development, and took time to appreciate these roles and their relationship to sustainability.
- The tensions between funding for the long-term through commissioned projects and meeting immediate needs through short-term grants was never fully resolved in some FST areas.
- Where small or short-term grants were actively used, this discouraged longer-term planning for sustainability, and encouraged solutions based on seeking the next grant.
- Some Local Panels have encountered significant changes in their FST areas, most commonly through new patterns of immigration. This has shifted priorities locally and, particularly where patterns of change are ongoing, made for unstable forward planning.
- Evaluation practice across the FST areas has been mixed, and this has compromised the ability of some projects and areas to demonstrate the impact of their work or identify successful ways of working.
- The impact of the economic downturn significantly reshaped the options for financial sustainability for all the FST areas. Loss of staff in partner organisations, changes in local needs, downsizing of the public sector and the shrinkage of funds available in communities all limited and constrained the potential routes for financial sustainability for many FST areas and projects.

Sustainability

Key messages about Fair Share Trust and Sustainability

The ambition of FST was to create a lasting legacy. The design of the programme assumed that this legacy would be built on more than the simple act of moving from one funding stream to another; it would be built on the inputs to people, organisations, structures, capacity and social capital over the life of the programme.

FST provides a strong example of the power of strategic grant-making in capacity and social capital. The programme can point to demonstrations of sustainability in many forms – individuals who have grown in skills and ability, community organisations that have assumed new and effective roles in addressing needs, new social enterprises, and regenerated voluntary and community sector infrastructures. The programme has affirmed the value of supporting funded projects to consider sustainability early in their planning, and demonstrated that good sustainability can be generated by long-term grant-making in local areas.

Within the context of a dramatically shifting economic environment much has been done to enable aspects of the FST approach to be continued in neighbourhoods across the UK. The key characteristics of FST have supported local people and organisations to work around limitations and create and develop assets which can be used to further local ambitions.

The following table concludes by drawing attention to the features of FST that have made an important contribution to sustainability.

**Key feature of
Fair Share Trust****Contribution to
Sustainability**

Local Panel, devolved decision-making	Local Panels were key drivers for sustainability as the programme developed, by encouraging local people and organisations to find the right forward strategies for their own work.
Local Agent providing leadership	By encouraging long-term thinking and grant-making, and offering leadership through the Chairing of the Local Panel, Local Agents provided a consistent input concerning both the value of, and the Fair Share Trust vision for, sustainability.
7-10 year programme duration	The longevity of programme enabled a considered approach to sustainability, and allowed time for practice, behaviour and attitudes to change and become embedded.
Strategic grant programme, driven by locally identified priorities	FST aspired to be a sustainable programme by encouraging investment, rather than an uncoordinated collection of grants. This approach allowed the development of skills, capacity and structures in neighbourhoods, as well as building ownership and commitment from local people and organisations. These new assets within areas have generated a desire to maintain the momentum of the programme. They also enabled the production of sustainability plans which were realistic and diverse, rather than one dimensional.

Conclusions

A summary of the impact of Fair Share Trust

FST set out to invest in the long-term strength of neighbourhoods that were missing out on their fair share. The vision was to leave a positive lasting legacy of confidence, skills, experience and networks to improve local communities.

FST achieved a great deal – for local people, for organisations and for communities as a whole. There was also significant added value from programme – outcomes that might not have been anticipated from the outset – for Local Agents and for UKCF.

Impacts for local people

Fair Share Trust has tapped into the potential that exists in local areas, leading many people to find new ambitions, skills, experiences and confidence. Gaining qualifications and work, both voluntary and paid, have been key impacts across the UK, and confirm the contribution to personal capacity building by FST.

People have also made new connections through becoming involved in community activity; many have established new relationships and contacts with their neighbours, others have forged links with people who

share their concerns or have similar needs. These social capital impacts will form the foundations for future change.

Young people have particularly gained from Fair Share Trust, as many Local Panels prioritised their needs. Play, learning, personal development, qualifications, work experience and employment have all resulted from FST funding.

Impacts for local organisations

Fair Share Trust has strengthened many local groups and organisations, enabling them to take on a more effective role within their areas. Better governance arrangements, improved communications, stronger fundraising skills, better financial management, new business plans and improved skills in evaluation have all resulted from FST funding. Together, these impacts have raised the capacity of organisations in Fair Share Trust areas significantly, and contributed to attracting over £25m of additional funds into neighbourhoods, a key goal for FST.

Local organisations have used this new capacity well, becoming more prominent and visible in their neighbourhoods, becoming part of new networks established through Fair Share Trust locally and exerting additional influence. Many organisations have adopted new structures and business models, and entered into effective partnerships with other providers from the voluntary, public and private sectors.

Impacts for FST areas

Fair Share Trust created substantial changes in liveability. The programme enabled a physical impact to neighbourhoods, through the funding of over 130 community buildings and outdoor spaces around the UK. It also generated a marked shift in how people felt where they lived, building commitment and less tangible changes linked to liveability, such as community pride, spirit and ambition.

FST has had an impact on improving the safety of local neighbourhoods, enhancing the local environment and providing increased accessibility and usage of local assets. When coupled with the gains for people and organisations, and the new infrastructure of increased capacity and social capital, these changes in liveability help to create a strong and sustainable legacy, which those in the FST areas can build on in the future.

Impacts for Community Foundations and other Local Agents

Community Foundations and other Local Agents developed new skills and expertise from their involvement as Local Agents and these will benefit their on-going grant-making role. These include: valuing the input of local people / engaging them in decision-making; employing a strategic approach to funding decisions; highly targeted area based funding approaches; understanding the capacity needs of managing and running long-term programmes.

Impact for UKCF

Managing a programme the nature and scale of FST was a new experience for UKCF and there was significant learning for the organisation about the processes of managing a devolved programme and engaging local people in decision-making. It was however with regards to learning about the governance and systems required for something of this scale where there was most added value for UKCF. As a result of FST the organisation is well equipped to deliver further grant-making programmes of a substantial scale, to deploy measures to manage governance and performance effectively, and to put in place the appropriate levels of support to the local delivery agencies.

If you've enjoyed learning about the impact of Fair Share Trust, you can find out more by visiting the website.

Explore comments posted by people involved in FST from around the UK, watch local evaluation videos, download reports and more:

www.fst-impact.org.uk

Fair Share Trust was managed by UK Community Foundations, previously known as Community Foundation Network.

UK Community Foundations' vision is to see thriving communities across the UK.

To find out more about our work, visit:

www.ukcommunityfoundations.org

This report forms part of the UK-wide evaluation of Fair Share Trust, carried out by Icarus Collective and Andrassy Media for UK Community Foundations.

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