

Evaluation of Transforming Your Space

Annex A: The Case Studies

August 2007

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Introduction

- A.1 This Annex presents a summary of all 36 case study projects visited for the purposes of the evaluation.
- A.2 Two cohorts of case studies of TYS funded projects were undertaken throughout the lifetime of the evaluation: the first cohort in year 1 (2004-2005) of our study, the second cohort in year 2 (2005-2006). In order to understand the impacts of projects over time and test issues of sustainability we re-contacted cohort 1 in each of the subsequent years of the study (contacted three times in total), and cohort 2 in the last year of the study (contacted twice in total). The case study projects comprised the following:
- **England:** seven local authorities per year – two to three projects covered from each local authority’s package of projects (a total of 14 case studies)
 - **Northern Ireland:** three lead partners per year – one project visit in each (a total of six case studies)
 - **Scotland:** four lead partners per year – one project visit in each (a total of eight case studies)
 - **Wales:** four lead partners per year – one project visit in each (a total of eight case studies).

England

Blackpool Council

Introduction

1. The TYS programme is co-ordinated by Blackpool Council's Community Development Team and managed from the Economic Development Team. The application for funding was forwarded to the Community Development Team to ensure that any bid encapsulated projects that would directly benefit the community.
2. Through the Blackpool Challenge Partnership (at that stage pre-LSP) six projects were proposed to the Partnership's Board. The Board, consisting of 9 private, 9 public and 9 community members, approved four of these projects.
3. The four were, the Solarium, St Johns, Stanley Park and TAB Community Centre and Sports Facility.
4. For each of the four approved:
 - a "vision" already existed, through the Challenge Partnership's work, and each was regarded as a "flagship" regeneration project for the area and the community;
 - they had already (again through the Challenge Partnership) identified a number of potential partners and other streams of funding; and
 - they provided a good fit between the national TYS programme priorities and those of the local Challenge Partnership.
5. The following table identifies the level of funding received by each project.

Levels of funding received							
Solarium		St Johns		Stanley Park		TAB Community Centre & Sports Facility	
Source	£	Source	£	Source	£	Source	£
TYS	175,000	TYS	125,000	TYS	100,000	TYS	340,000
Blackpool Council (Cap)	350,000	Blackpool Council (Cap)	20,000	Blackpool Council (Cap)	40,000	Sport England ¹	315,000
Blackpool Council (Rev)	250,000	St John's	20,000			Blackpool Council	4,000,000
ERDF Contact Action Plan ²	483,000	Lloyds Bank	10,000			Lancashire CC	120,000
ERDF Objective 2 Priority 1 Funding	195,000	Blackburn Diocese	155,000			LTP	19,000
Blackpool Challenge Partnership	200,000	Blackpool Challenge Partnership	200,000			ERDF Objective 2 Measure 2.4	139,000
Energy Savings Trust	132,000	PCT	48,000			To be determined	1,268,000
Lancashire Tourism Partnership	200,000	ODPM (Homeless Centre)	275,000				
SEED ³	49,000	HLF	360,000				
SITA ⁴	150,000	English Heritage	104,000				
Total	2,000,000	Total	1,300,000	Total	140,000	Total	6,246,000

¹ Active England fund

² Obtained through Lancashire University

³ Obtained through Blackpool Environmental Action Team (BEAT)

⁴ Landfill Tax

6. Despite the number of different funders and the significant amount of other funds the TYS funding was seen to be “fundamental”. The TYS funding appeared to be the catalyst in levering in and securing other funding sources. The TYS funds provided assurance to funders and monies against which other funding could be matched.

Project activities

7. All four of the projects are not only different in cost but they differ also in scope and activities. This case study assesses the activities of all four projects with a particular focus on two: Solaris and the TAB Community Centre and Sports Facility.

Stanley Park

8. Stanley Park is the town’s largest open green space. The TYS money is being used to refurbish a derelict building into a multi-purpose visitor centre at the park’s main arrival point. The centre will comprise a main exhibition area, a meeting room, a kitchen and a shop.
9. The project will not only provide a visitor centre and shop for the benefit of anyone using the park but it will provide a permanent base for the Friends of Stanley Park community group as well as offering meeting facilities for other community groups.
10. The project has recently obtained planning approval and hopes to have contractors on site in January 2005 and then open to the public in April 2005.
11. The project meshes very well with the £3.8 million grant from HLF, obtained by Blackpool Council in order to undertake a major redevelopment of the Park itself. This work will also start next year.
12. When the project is completed the centre will be maintained and operated by the Friends of Stanley Park and the Council’s Parks Department.

St Johns

13. St Johns is a large landmark church in the centre of the town. However, it no longer has the size of congregation to warrant the size of the building. As a result parts of the main worship area are being converted. There are two major developments taking place. One section is being developed into a homeless day/night shelter and the other into open access community meeting facilities.
14. The TYS money has primarily facilitated the development of the meeting facilities, however it has also played a critical role in levering in other funding streams.
15. The community meeting facilities are expected to be available from Spring 2005 and are to be managed and maintained by the St John’s Charity.

Solaris

16. The transformation of a derelict seafront solarium into a multi purpose “zero energy” building incorporating Lancaster University’s Sub-Regional Environment Centre, exhibition facilities, meeting rooms, business space and a café.
17. The building has been built using a number of sustainability principles, including waste minimisation and energy self sufficiency through solar photovoltaic tiles and wind turbines. Both of which generate more electricity for the building than it will use. Rainwater from the roof is also collected and used to flush the toilets.
18. The project therefore links closely with the Blackpool Environmental Action Team (BEAT) and fits well with the Agenda 21 ethos.
19. There are also very close links to Lancashire University whose involvement in the project’s development was key. They were looking to set up a sub-regional environmental centre in the area but required match funding, therefore when the TYS money became available this provided the impetus for the Environmental Centre to be realised.
20. As well as benefiting the environment the building is of benefit to the local community, schools, colleges and businesses. It provides:
 - office space for business start-ups (as a result of the ERDF Objective 2 Funding);
 - open use meeting rooms, with preferential rates for community and voluntary groups;
 - a café, again open to all, and particularly popular with the elderly; and
 - exhibition space, one large space (at the front of the building) which displays education material for both adults and children and other spaces (throughout the building) which displays professional artwork or work by school children.
21. The TYS funding directly contributed to the construction, the fitting out costs of the building and the innovative energy demonstration features. The money was also key in leveraging in other funding sources.
22. The project formally opened in November 2004 and has a full-time centre manager who is employed by Blackpool Council
23. The beneficiaries of this project to date have been extremely varied and from all parts of the community. In November 2004 the project was visited by a total of 4,820 people. Of which 750 used the centre’s grounds, 644 attended meetings and 3,426 visited the exhibitions or the cafe. On top of this, two businesses start-ups have located in the centre as has a Lancashire University unit and members of the town’s Environmental Action Team.

TAB Community Centre and Sports Facility

24. The development of a “Health Village” located in the Talbot and Brunswick wards comprising a community centre, a sports facility, a sure start and PCT centre⁵, and two open spaces (one play and one quiet). The Health Village is being constructed in two of Blackpool’s most deprived wards and in an area of densely populated housing.
25. The Health Village comprises a number of different funders and seeks to target a number of different aspects of a number of different problems. Each element of the Village aims to target different parts of the community and expects different beneficiaries. However, despite this, throughout the whole village there are clear inter-linkages between each individual element both physically and in terms of users.
26. The overall aim of the project is to improve health and well-being of the local community as well as drawing together different groups within the community.
27. The TYS funding was to encompass the sports facility, the open spaces and the community centre. It was also, like the other projects, the catalyst in bringing in other funding, notably from Sport England.
28. The village is being constructed, in three phases, in an area of densely population housing (95 houses per hectare). Therefore the first step was for the Council to assemble the site. This required the acquisition of a number of houses and small businesses - an extremely time consuming process.
29. During the process of assembling the site development work could begin on Phase 1, the Sure Start/PCT centre. Work was due to be completed in January 2005.
30. The site assembly stage is now also completed so work began on Phase 2, construction of the sports facility and open spaces. This Phase was due to finish in Autumn 2005.
31. At the time of the case study visit Phase 3 still required £1.2m of funding to be obtained, although there was no sense that there would be a problem obtaining this, and the whole project was expected to be complete by September 2006. Subsequently it became clear that the project had to be scaled back and funding would not be available for the community centre. However, the project in its revised form is regarded positively both by the Council and by users.
32. The project is managed by the Council but is being driven by the local community association.

Community Engagement

33. The community have been engaged in a variety of different ways and at a variety of different levels:

⁵ £1.8m funding secured through Sure Start (£1m), NOF Neighbourhood Nursery Fund (£149,000) and the PCT (£650,000)

- the community was involved strategically, through the nine members on the Challenge Partnership Board, in the original decision of which projects to fund;
 - the community is also, and has been, involved in the development of each individual project, directly influencing the design of activities (notably the TAB Community centre and Sports Facility);
 - the community are also involved in the day to day delivery of individual projects (Stanley Park and St John's); and
 - the community have been engaged by the project (Solaris).
34. It is clear that each project has engaged the community in a different way and at different stages:

Stanley Park

35. The development of the visitor centre at Stanley Park is intended specifically for the community. It has already fully engaged the local community group, Friends of Stanley Park. This group have had an input in what should be in the Centre and will also directly benefit from a permanent office/meeting space.
36. The aim of the Centre, when it opens, will be to engage the wider community who use the park as well as offering meeting space for other community groups

St Johns

37. The development of both elements of St Johns have involved and engaged the local community through the St John's Charity. They are also specifically for and will benefit the local community, particularly the open access meeting space (for which the TYS money is specifically contributing to).

Solaris

38. One of the key aims for the Solaris centre is to provide a platform to develop community activities. The centre itself is designed with the community in mind. There is an open to all café, meeting rooms with discounted rates for community groups, open space (which were used a lot during the summer for football) and exhibitions, displaying art work from local artists.
39. Extensive consultation undertaken by BEAT, the Area Forum and Save our Solarium group confirmed that the project is based on community needs.
40. In terms of evidence of engagement visitor numbers are extremely high (4,820 visitors⁶ were recorded in November), the meeting rooms are heavily booked and the café is very popular. The opportunity to promote local artwork has also received a massive response.

⁶ This includes walking in the grounds, using meeting rooms, visiting exhibitions and using the cafe

41. The Centre is continually looking to improve its service to the community and uses customer satisfaction survey's to gauge opinion on what it is doing and to identify ways in which it could change.

TAB Community Centre and Sports Facility

42. Again, this project is entirely focused on the community and for the benefit of the local community. The aim of the Health Village as a whole is to improve the health and wellbeing of the local community. Although the project is in its early development stages, lots of different community groups are already engaged and the Talbot and Brunswick Community Association are driving the project forward.
43. A variety of community groups have all had a direct say in what should be included in the village, for instance local mums requested "a Mediterranean style garden" as part of one of the open spaces, whilst local young people have requested "swings, slides and roundabouts" as part of the adventure play area.
44. A full consultation took place with 84 young people on the 15th November 2004 seeking to find out what they would most like in the Multi Use Games Area (sports facility), the open green space and the adventure play areas. The consultation, including a presentation from the lead architect, proved very successful and it is hoped that young people will continue to assist the design team in the decision making process.
45. The village is clearly being built with the community as the priority: the aspiration is that through its creation a number of community groups will be brought together creating a much more cohesive community.

Outputs and Impacts

46. The following table summarises the project's outcomes at the time of our visit. As three of the projects were still in the development phase the full extent of their outcomes were not yet realised. The fourth project had only been in operating for a matter of months. All the projects have the potential to impact significantly upon the economy, society, health and the environment, only time will tell whether these impacts emerge.
47. The only unexpected outcome to date has been the popularity of the art exhibitions at the Solaris centre and the impact that this has had on engaging local artists in the work of the centre.
48. A number of these outcomes would not have been achieved without the TYS funding. This is primarily because of the importance of the TYS money in leveraging in other funding sources and providing the "kick start" to the projects development. The TYS money has meant that all of the projects have engaged the community and will seek to continue to engage them.

Table 1: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
St John's			
Social	Community Engagement	The community has been involved in the development of the project	The project has fully involved the St John's Charity
Stanley Park			
Social	Community Engagement	Through the Friends of Stanley Park the community have been involved in the project's development	The Friends of Stanley Park are fully engaged
Solaris			
Social	Community Engagement	The centre is used by a number of the community and by various community groups. The café and open space have proved extremely productive in engaging various groups in the community. The art exhibitions have also engaged local artists who wish to display their work	The numbers using the centre since it has opened have progressively risen
Economic	Business support	The centre has space for business start-ups to locate in	Three of the four spaces have been filled by business start-ups
	Job creation	New jobs created for people to work in the centre	The centre employs a number of staff in the reception and café as well as a full time manager
Environmental	Redevelopment of a derelict building	The development of an unused building	A derelict seafront building has been transformed into a smart new centre
	Creation of a Zero Energy building	The building is designed using principles of sustainability including waste minimisation and energy efficiency	The building creates more energy than it uses and is therefore able to sell energy back to the National Grid
	Creation of green space	Enhancement of green space making it more attractive for community use	4 acres of green space is now available for community use for a variety of different purposes (walking dogs, football)

Table 1: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
TAB Community Centre and Sports Facility			
Social	Community Engagement	The community is fully involved in project development and driving the project forward	A number of different community groups have been engaged and are working together
Economic	House demolition	A previously run down area of housing and small businesses have been bought and demolished	As a result of expectation of what the Health Village will bring to the area house prices in the local area have been rising

49. When we contacted the project again in 2007, the following outcomes were reported:

- numbers of users of public open spaces increased after the work was undertaken; visitor centre in Stanley Park attracted 25k visitors. There is strong, if anecdotal, evidence that involvement and additional benefits have been gained mainly by local people living in disadvantaged neighbourhoods. Friends of Stanley Park provided with HQ/office on site (depot). The Council hopes to see this group take on a larger role in the future, once the work under the HLF grant is completed (eg in relation to the café and carpark – project work started in November 2005, will run to the end of 2007)
- the number of visitors to the Solarium has been much higher than expected: projected at 20k /year: £60k in 2005-6, £100k to date in 2006-07. There is increasing involvement of schoolchildren: 884 on organised visits thus far this year
- economic benefits: around 25 jobs in Solarium workspace have been maintained and there is considerable interest in the centre; occasional turnover of tenants takes place, but no more than expected and the space is reoccupied quickly.

Barriers

50. There have been no significant barriers. While the community centre has not yet happened, and another part of a project has been delayed, the four projects all developed and then maintained their momentum. The community(ies) played an important role in this – welcoming, being involved, helping to make things happen.
51. The main barrier to be overcome was having all the funding in place: funding from a competitive stream (even if pre-allocated under Fair Shares) meant that projects gained credibility and were in a better position to gain other commitments.
52. When a funding problem occurred – overspending on the Solarium owing to unforeseen site complications – the Council stepped in.

Future and Sustainability

53. The projects are primarily capital based which in itself creates a degree of permanence, but they also each address a very specific need and serve a clear purpose, a need and purpose that will exist beyond the lifetime of the TYS funding.
54. Each of the projects already have a clear means of sustainability. Stanley Park will be operated by the Friends of Stanley Park community group and the centre will be maintained by the Council's Park services. St Johns will be managed and operated by St John's Charity (a registered charity). Solaris has a number of revenue sources that means it can sustain itself. The Sports Facility and Community Centre form an integral part of the Health Village and will continue to be supported by a number of community groups, local schools, Sport England and the Council
55. For each of the projects there appears to be a real commitment to achieving and maintaining success, but it is too early to tell how this will work out.

Overview

56. It is fair to say that whilst the projects relied heavily on other funding sources and that they could not have progressed on TYS funding alone, the TYS money was key in leveraging in other funding sources and in providing the impetus needed for the projects to start.
57. The key positive lesson learned from this process have been:
 - there was a real need for each of the projects
 - the importance of involving the community from the start
 - the flexibility of the funding allowed projects that had been "on the shelf" to move forward and it allowed other funding sources to be pulled in.
58. The main benefits from TYS have been:
 - i) project enabled derelict brownfield land and buildings to be brought back into use – Solarium building was an eyesore
 - ii) community(ies) were involved in a constructive, purposeful, way – they gained and recognised the benefits to them
 - iii) for Blackpool BC, the project brought important benefits in providing a practical demonstration of the ambitious transforming vision for the town, and the priorities the Council wanted to adopt in pursuing a more prosperous future; also the type of projects it wanted to support, and the way in which these would be achieved- TYS-funded initiatives complement the 'headline bid' for a national Casino.
 - A process benefit was that the project also demonstrated what was possible in drawing together funding from different sources, working with others, building competence in delivery. This has improved the local authority's credibility with partners, and given the Council confidence in developing similar projects.

Pendle Borough Council

Introduction

1. The TYS programme is co-ordinated by the Council's Employment and Community Initiatives Team within the Regeneration Unit. Because of staff changes there is no knowledge of how the original bid came about.
2. In the original bid there were three projects, the Canal Corridor- Small Grants Project, Pendle Productive Landscapes and West Craven Community Owned Resource Centre each receiving £144,135 of TYS money.
3. However, the West Craven Community Resource Centre was looking unlikely to deliver so the TYS funding was withdrawn and re-profiled between the other two projects.
4. The Canal Corridor small projects fund was set up as a "bolt on" to the already existing SRB 6 funded Canal Corridor Strategic Framework, a key priority for the LSP. This framework had been produced to highlight examples of environmental works that would be beneficial to the area. The TYS money together with some money allocated from the SRB (£90,000) allowed local residents/community groups to bid for small grants (between £100- £15,000) to carry out environmental works that would improve areas within the Canal Corridor.
5. The additional TYS funding, that came about from the West Craven Centre, was given to this project to allow bids from outside the SRB wards.
6. Pendle Productive Landscapes is managed by the Lancashire Wildlife Trust and was set up to look at derelict land in the borough and to turn these sites into areas of benefit to the local community. The rationale for the project was to originally improve the community's access to fresh food i.e. the derelict sites would be turned into community gardens. However, over time this rationale broadened in scope to providing areas of benefit for the local community.

Project activities

The Canal Corridor Small Projects Fund

7. The Canal Corridor stakeholder group (consisting of representatives from Pendle Borough Council, British Waterways, Pendle Partnership, Pendle Community Network and the Canal Corridor Forum) agreed that the bids would be for projects that would enhance community ownership of the environment, demonstrate community participation and involvement, promote innovation and social inclusion and encourage capacity building and partnership working.
8. This stakeholder group meets on the last Thursday of every month to appraise new expressions of interest and applications for grants. The process is that groups submit an EOI

for the grant. If the EOI is approved the group then works with the stakeholder group to develop a full application. This process is aimed at building the capacity of community groups to apply for funding.

9. To date 13 projects have been approved ranging from £1,276 to the full £15,000. Projects approved include a tool shed, nature reserves, restoration of a bandstand, an inclusive playground and sensory garden, allotments and canal side improvements.
10. Each project is lead by a local community or voluntary group such as Friends of Victoria Park, Pendle Environmental Network, Hodge House Allotment Society, Brierfield Action in the Community, and Norfolk Street Area residents, whilst the overall co-ordination is undertaken by a full time Canal Corridor Development Co-ordinator employed by Pendle Borough Council. Each project has a slightly different set of specific objectives but shares broader objectives of community engagement, environmental improvement and capacity building.
11. The target beneficiaries for the TYS project overall are members of the community, with the focus primarily on those residents in Brierfield, Whitefield and Bradley wards but because many of the projects are seeking to improve the environment then there is an indirect benefit for all Pendle residents.

Pendle Productive Landscapes

12. Pendle Productive Landscapes is still in the early stages of development. The first phase of the project has been to undertake an audit of land in the borough. This has been a two stage process. The first stage was a simple audit of land, establishing which sites fell under the projects criteria and who owned these sites. The second stage was a consultation with the local community offering them the chance to suggest sites where they felt that work was needed.
13. A number of potential sites have been identified. These sites have been prioritised and work on the ground is about to start. One of the key criteria in prioritisation has been ownership of the site. Council owned sites have been given a higher priority because it is far easier for work to begin on these. Work has begun on a woodland site and various “tidy-ups” have taken place.
14. The project is managed by Lancashire Wildlife Trust, which employs a member of staff specifically to run this project. This clearly links into their wider agenda and strategy. Office space for the project is shared with Groundwork so there are some informal and formal linkages developing as a result (they have used the TYS money as a match funder). The links back into the Council seemed to be more on an informal basis rather than through formal reporting.
15. The target beneficiaries are again broadly the local community however each specific project will target a differing group within the community.

Community Engagement

16. For both of the projects engagement of the local community is key.

The Canal Corridor Small Projects Fund

17. The community owns the individual projects so are therefore directly engaged and influencing activities as a result. The fact that 13 projects have already been developed reflects the high levels of engagement that have resulted.
18. As the project is attached to the SRB 6 funding and the LSP it has been able to benefit from the community engagement work that they had already undertaken. There have however been some problems with getting the “word” out to a broader group of the population

Pendle Productive Landscapes

19. To date the community has been engaged through the consultation event to identify areas of need and also through the “tidy ups” where members of the local community have participated.
20. To some extent the community influenced the direction of the project through the consultation but the biggest constraint on their thinking was the practical matter of who owned the land. If the Council owned the land then work could progress, relatively easily, if it didn’t then the task was much more complex

Outputs and Impacts

21. With regard to outputs, the Canal Corridor Projects Fund monitors projects according to the SRB 6 output targets whilst Pendle Productive have not developed formal outputs as yet. The development of formal outputs should in turn aid the reporting relationship between the Council and the project.
22. It is important to note that for both of the projects each sub-project will have a differing set of outcomes. The table below summarises the broad outcomes for the projects.

Table 1: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
The Canal Corridor Small Projects Fund			
Social	Community Engagement	The community have been engaged through the application process	13 projects have been developed and are being run by the community
	Area improvements	The improvement of the local area creates a “feel good” environment for the local community	Work has been undertaken on a number of run-down areas
	Capacity building	Through the application process community capacity particularly to apply for funding has been developed	The Stakeholder group actively seeks to help the community groups complete their application forms
Environmental	Environmental Improvements	Lots of areas around the canal have been physically and visibly improved	Work has begun on a number of sites around the canal
Health	Healthy walks project	Development of four short walks along the canal	Project currently under development
Pendle Productive Landscapes			
Social	Community Engagement	The community have been engaged through a community consultation event and tidy-up events	The good attendance at the community consultation event
Environmental	Environmental Improvements	The tidy-up events have removed a large amount of litter and rubbish from various sites	The success of the tidy-up events

23. Some of the outputs for the canal corridor project could have been achieved without the TYS funding because they would have received funding from the SRB scheme. What the TYS funding has done is, first, it has allowed the outputs to happen on a larger scale (ie more projects can be developed) and on a wider scale (ie projects can be developed outside of the SRB wards).
24. Pendle Productive Landscapes is at a too early stage in its development to comment upon the impact of the TYS funding.

Barriers

25. The main barrier faced has been that of ascertaining land ownership: it has proved difficult in a number of instances and has led to delays in project development and therefore led to dissatisfaction amongst the community. The other barrier has been the length of time taken to obtain public liability insurance. Both this and the former have significantly added to project timeframes and therefore made it difficult to sustain community interest and involvement.

Future and Sustainability

26. There is likely to be a need for both projects after the TYS lifetime because there will always be a need for “smaller level” environmental improvements of the kind that both projects seek to achieve. However, as yet there is no formal evidence for supporting the continuation of these project mechanisms.
27. The legacy of both projects should be evident environmental improvements to local areas coupled with subsequent improvements in health. The capacity and cohesion of the local community should also have been developed
28. As yet there are no future funding sources identified, although through the NWDA the Pendle Partnership has been awarded a substantial amount of money (“hundreds of thousands of pounds”) for three or four large projects focusing on the Canal Corridor. These larger projects will have the potential to make a significant impact on the canal side. The Canal Corridor Stakeholder Group expected to be looking for exciting and innovative ideas for projects during January 2005.
29. In terms of maintaining outputs of existing projects each of the Canal Corridor projects is led by a community group, and the responsibility for upkeep has been taken primarily by that organisation.

Overview

30. The Canal Corridor project would have gone ahead but to a much lesser extent and it would have been limited to the SRB wards. The Pendle Productive Landscapes projects would probably not have gone ahead without the TYS money, although as it is in its early stages it is hard to tell.
31. Despite being the early stages for both the projects it is clear that the TYS funding has been key in “joining up the dots” between various regeneration initiatives and community groups operating in the area.
32. The key lessons learned – as seen at this stage - have been:
 - the importance of “traditional” community work: seeking to engage the community through their ideas for what needs to happen in the area and then enabling them to “own” the project
 - the importance of consultation both in terms of raising awareness and in establishing the areas of focus
 - the importance of capacity building enabling the community to help themselves.
33. The few problems that have arisen have been more a result of process rather than with the projects themselves. The main problems have been:

- the lack of consistency of staff (i.e. staff turnover and changes) both within BIG and within Pendle Borough Council
- the slightly cumbersome “form filling” that is required, most notably the financial documentation
- communicating that there is funding available for the local community.

Peterborough

Introduction

1. Peterborough City Council (PCC) was granted a total of £325,637 in Fairshare TYS funding. The Local Strategic Partnership (LSP) played an important role in the selection of the areas of the City to benefit from TYS funding. It was decided that funding should be focussed on areas of need, and also those which had received less regeneration support recently.
2. After discussion between PCC and the LSP it was decided that the funding should be split between three projects, namely:
 - the Paston Fairshare Project
 - the Embankment Project
 - the Bluebell Meadows/Welland Recreational Ground project.
3. Peterborough City Council's Community Regeneration Department is leading the management and delivery of the three TYS Fairshare projects, working closely with community groups and residents.

Project Activities

The Paston Fairshare Project

4. The Paston Fairshare Project was chosen as it is in an area which lacks play/leisure facilities for young people and it will improve, and increase activity on, an underused piece of open space in a residential area. The project will provide a Multi Use Games Area (MUGA), a bike track with obstacles, a basic (low level) skate area, a new path and landscaping with trees and shrubs. At the time of the evaluation visit, the MUGA and cycle track were under construction and it is hoped the project will be officially opened in February (half term). The project is aimed at young people, children and families though it is recognised that the site should benefit the wider community. As a result, there is a further option to develop a 'quiet area' for elderly residents of nearby sheltered housing schemes and also a plan to retain an area for dog walking. The total budget for this project is £121,000 which includes £79,000 from TYS, £16,000 from the Community Regeneration Fund, £15,000 from Peterborough Environmental City Trust and £11,625 for skate equipment from SRB funding.
5. The rationale behind the project was that Paston area has recently lost a number of play facilities (which no longer met health and safety standards) and there was a feeling amongst members of the community that more activities were needed to keep children active and out of trouble. The field on which the play areas will be built was previously only being used by

dog walkers and by children for games of football in the summer. The idea of building a purpose built play area was therefore explored at some initial meetings with Paston Action Group.

The Embankment Project

6. This project was chosen specifically as it was seen as a project which benefits the people of Peterborough generally rather than a single community or a specific beneficiary group. The project aims to improve access to, and the attractiveness of, the embankment area alongside the river Nene, making it easier and safer to reach the riverside area. The project will provide a gateway to the Lido (outdoor swimming pool), the newly refurbished Key Theatre and the riverside, with the aim of giving the site a presence within the City, as it is currently perceived as being hidden away.
7. The project is designed to link with the wider masterplan for the City centre, which may include a pedestrian bridge over the river. The project has been designed to be completed at the same time as improvements are being made to the Key Theatre (a £1.5m refit to include improved disabled access and the construction of a new café) thus minimising disruption and providing a major ‘facelift’ for the embankment area. The total amount of TYS funding is £165,000 and will be used to provide the following:
 - an entrance feature to the embankment in the form of a sculpture (£10,000),
 - an external paved and landscaped café area (£18,000)
 - a new pedestrian route around the embankment including new pathways to the Key Theatre (£49,583)
 - upgrading of the riverside path and improved seating (£38,000)
 - the first phase of a recreational play area to be linked to the new footpath access. (£50,000)
8. Peterborough City Council have contributed a further £47,000 in match funding.

The Bluebell Meadows/Welland Recreational Ground project

9. The object of the project is to improve recreational facilities for children and teenagers in two locations. The TYS funding of £80,000 has funded the development of a Multi Use Games Area and access paths at the Bluebell Meadows site. At ‘Welland Rec’, a mini skate park has been constructed and the existing play area improved, with new equipment added. The aim of this is to provide a skating area for younger children and teenagers in line with PCC’s policy regarding skate parks. There was a concern that the park should serve its local community rather than to attract skaters from elsewhere, as often happens with larger facilities. The Welland Rec facility was officially opened in 2004 with a display from a group of local skaters.

Community engagement

10. Considerable effort has been made to ensure that communities have been engaged at all stages of the three projects. Consultations with beneficiary groups and local residents have led to valuable lessons being learned and significant changes being made to the design and delivery of the projects. For example, the decision to split the Bluebell Meadows project between two locations was the result of listening to the views of young people, whilst homeowners in the Paston area were involved in the design process to minimise any adverse impact on their homes. There has been limited community engagement in the Embankment project, mainly because the site does not sit within a defined community and there is not a defined user group for this project.

Community engagement in the Paston Fairshare Project

11. Whilst Peterborough City Council is leading the project, the community was heavily involved in identifying the priorities and the design of the play area. Paston Action Group, Peterborough Environment City Trust (PECT), Peterborough Association for Detached Youth Work, Nene Housing Society, the Open Door Centre and local residents were all involved in the consultation process which commenced with an event at Honeyhill Primary School. This event gave young people the opportunity to draw pictures and build models of what they would like to see in the play area, as well as enabling residents to give their views and raise any concerns. This was followed by a number of other community meetings and public displays concerning the project. The consultation events were generally regarded as a success by those interviewed, although they did acknowledge that there were difficulties in managing expectations of young people, which have now been overcome.
12. The consultation process identified some concerns of local residents. The site is bounded on one side by council housing and on the other by privately owned housing. Residents who owned nearby property were concerned about the impact of the play area on housing values as well as damage and disturbance to their property. The project management team and Paston Action Group took these issues into account when designing the play areas, and ensured that the access path leads people away from the housing. Landscaping will also be used to encourage children away from the neighbouring properties. The community was consulted to find a name for the park which will now be called Unity Park.
13. The project has been designed in consultation with Paston Farm Playcentre which backs onto the field. The Playcentre has successfully bid for lottery funding for an adventure play area and will also be able to make use of the new MUGA and play areas built as part of the TYS project.

Community engagement in the embankment project

14. The location made consultation difficult as the site is not within a defined community, nor does it have an easily identifiable group of users, though efforts have been made to consult

with boat users. Students of Kings School, Peterborough are currently designing an Embankment entrance feature in conjunction with a local artist. A selection of these designs will then be exhibited at six locations to gauge the opinions of the general public.

Community engagement in the Bluebell Meadows/Welland Rec Project

15. An initial meeting with local people highlighted the need to improve an area of recreational land located between a housing estate and a main road (Bluebell Meadows). Prior to the project this area had grass football pitches but no play equipment. The site represents a large area of open space, however this was underutilised and lacking in facilities for young people. There was also a perception that the area was not safe as a serious assault occurred there some years ago. At the initial consultation stage local young people suggested that the community would be better served by using the TYS funding to improve two sites, thus Welland Rec was also included in the project.
16. Peterborough Association of Detached Youth Workers (PADY) has set up a youth group for this project and has also been consulting and working with local residents. This included a survey of what young people wanted to see provided or improved in the area. Residents with properties adjoining Welland Rec were consulted throughout the project; indeed one of the project team visited all residents near to Welland Rec to inform them about the project. This was partly because there was some concern amongst elderly residents that increased activity on the Rec would lead to disturbance and vandalism of nearby properties. However consultations with residents have suggested that they now view the project as a positive addition to the community and enjoy seeing children using the park. Considerable effort was made to ensure that residents benefit from the project and local children were involved in planting a garden area at the official opening of the park (with the incentive of a free burger!).
17. During the evaluation visit, I met with a group of residents who had been involved throughout the project at both sites and they appear to have taken a keen interest in this project and are also exploring opportunities for further improvements to the sites. A local councillor has also been fully engaged in the project which, alongside the involvement of residents, should contribute to the long term sustainability of the project.
18. Some problems have been identified with the Multi Use Games Area, such as the height of the fencing and drainage, and PCC are working with the local community to consider these improvements.

Outputs and impacts

19. Of the three projects, only Bluebell Meadows/Welland Rec has been completed and is in use. As a result it is hard to draw clear conclusions about the outputs and outcomes of these projects. At Bluebell Meadows/Welland Rec both sites seem well used and residents seem broadly pleased with the facilities.

20. The process of community engagement at Paston and Bluebell Meadows/Welland Rec appears to have had a very positive impact on those involved. At Paston the project design team (including Paston Action Group, PCC staff, Paston Farm Playcentre and local councillors) reported that they has learnt a great deal about designing and managing such a project, especially in terms of community consultation. The capacity-building benefits of this TYS project should not be underestimated as participation in the project appears to have given members of the community the skill, experience and confidence to assist in the delivery of similar projects in the future.

Table 1: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Community Consultation events in Paston	Ensuring that the community are fully informed about the proposals	<ul style="list-style-type: none"> • Young people contributing to the design of the play areas • Reducing opposition of local home owners
	Involvement of Paston Action Group in designing and managing the project	<ul style="list-style-type: none"> • Improving skills of members of the project design group. • Developing the capacity of community leaders to bid for, manage and deliver community projects 	<ul style="list-style-type: none"> • Anecdotal evidence of increased belief and confidence amongst participants. • One consultee suggested that "community spirit" is returning to the area.
	Bluebell Meadows: Establishment of youth group	Young people having an input into the design and location of the scheme at an early stage	The decision to build facilities in two locations instead of one.
Economic	Encouraging increased public use of the embankment area	Increased throughflow of people generating economic activity along the riverside	None yet.
Environmental	Redevelopment of the embankment	Creation of new habitats	None yet
	Environmental improvements to the Paston site	Creation of new habitats	Landscaping is not yet complete
Health	Provision of children's play areas/skate parks	Improved fitness and health of young people.	None yet and hard to measure

Paston Fairshare Project

21. The main outputs are the construction of the play area and associated landscaping. As the play area is not yet in use it is not possible to determine the full impacts on beneficiary groups and the wider community. However, during the meeting with residents and members of Paston Action Group a number of indirect benefits of the programme were already being identified. First, all of the interviewees agreed that participation in the project has helped to return a sense of spirit to the community. Members of the Paston Action Group also felt much more confident that they could deliver similar projects in the future, as this was by far the biggest project in which they had been involved. One of the key lessons that the PAG feel they have

learnt is to consult; not to assume what the community want, but to ask them. PAG members also reported that they had learnt a lot about practical issues of implementing such a project such as health and safety regulations. Some participants feel that the project may have positive impacts on anti-social behaviour in the area.

22. The linkage to the Paston Farm Playcentre was identified as an important additional benefit as the TYS project adds to the resources available to the Playcentre (especially during school hours) whilst the community can also benefit from both assets.

The Embankment

23. When considered in the context of the wider masterplan for Peterborough this project very small, however, the improvements to the Embankment are seen as ‘starting the ball rolling’ in terms of the rejuvenation of the City centre. It is hoped that there will be economic benefits for the immediate area, bringing more people to the riverside to the café, the Lido (outdoor swimming pool) and Key Theatre. In the medium to long term it is hoped that increased public access to the riverside will encourage opportunities for new business developments of the riverside. At the stage it is not possible to measure such outputs.

Bluebell Meadows and Welland Rec

24. Meetings with local residents suggest that the play areas are well used, and regarded as an asset to the local community. During the site visit to Bluebell Meadows the Multi Use Games Area was being used and the project team are in the process of undertaking a survey of users to evaluate the benefits of the new facilities. Residents have reported that fewer children are now playing in the street and that incidents of vandalism have reduced.
25. In addition to the direct benefits of the new facilities, it seems that the residents involved in the project have learnt a great deal about project development and management, especially in terms of the consultation process. Unfortunately none of the young people who have been involved in the project were available on the day of my visit in order for me to determine how they have benefited from their involvement.
26. The residents and PCC team appear to have developed a strong relationship, indeed residents were very positive about PCC’s involvement. Several of the residents’ group stressed the importance of communication between the local authority and the community. For example, local parents were keen to have a raised grass bank where they could watch their children play away from the play area. However, the maintenance costs of mowing a bank rather than a flat field would mean that this would not be economically viable. Whilst residents have found this frustrating, the PCC had explained the need to minimise on-going costs so that the community understood the reasons behind the decision.

Future and sustainability

27. The long term sustainability of the projects appears to have been taken into account both in the design and delivery plans of the projects. The Paston Action Group is keen to measure the impacts of the project and recognise the importance of project monitoring. They are keen to see the play area expand and, subject to funding, would like to see a second and possibly a third phase on the site. This could include an area for older people as well as a nature area. The sustainability of the Embankment Project should be secured as it will form part of a wider master plan for the city centre.

Overview

28. The activities at Paston and Bluebell Meadows/Welland Rec would not have happened at this time without TYS funding and there is no indication that these projects have displaced funding from elsewhere. Improvements to the embankment may have happened without TYS funding as the new masterplan for the City will result in extensive improvements to the whole city centre area. However, it is doubtful the Embankment would have been an immediate priority, and it may have been some years before the area was improved. The nature of the embankment area is such that there is limited community ownership of the project.

Sandwell

Introduction

1. Sandwell Metropolitan Borough Council is the lead organisation responsible for a portfolio of 14 TYS projects, working closely with the Sandwell Partnership. A Steering Group has been established consisting of Sandwell MBC staff and members of the Sandwell Partnership to ensure that the portfolio of projects will complement both the Sandwell Community Plan and Neighbourhood Strategy. Sandwell has been awarded a total of £1,945,783, of which £1,811,185 has been allocated to 14 projects and a further £166,953 allocated for the management and development of the programme in Sandwell.
2. Total match funding of approximately £700,000 has been secured across the portfolio of projects (including both capital and revenue funding)

The selection process

3. Initially a strategic bid was submitted to NOF which was approved. The Steering Group was then requested to submit a detailed portfolio of individual projects. Given the size of Sandwell's Fairshare allocation and the number of proposed projects, considerable thought was given to the selection process. A two-stage process was developed:

Stage 1

- At the time of the application, Sandwell MBC had recently established 'Town Teams' which have with close links with local community groups and individuals within each of the six Sandwell towns. The Town Teams had undertaken research into the priorities of the communities in each town and drew upon this research, and local knowledge, to draw up a list of possible projects for each town area.

Stage 2

- The Steering Group then selected the final portfolio of projects from those submitted by each of the six Town Teams. The aim was to select projects which fitted closely with the objectives of the Sandwell Partnership, reflected a locally identified need and which provided a 'good spread' of projects across the Borough.
4. This selection process illustrates that Steering Group has ensured that the selected projects address community needs and that they complement existing local strategies and priorities. Projects were chosen which exhibit a good fit with Sandwell Partnership's strategy and the action plans developed at individual town level.

Management

5. The day-to-day management of the portfolio of projects is the responsibility of two project managers, Jackie Bell and Rob Marlow. Both posts are funded by TYS for the duration of the TYS funding. Consultations with members of the steering group and managers of individual projects suggest both have played a key role in the success of the programme to date, forming an important link between individual projects, the Big Lottery Fund and the Steering Group. They have helped to simplify the administration for project managers and ensured that the views of local communities have been considered and incorporated into projects.
6. An independent consultant has been commissioned to undertake an evaluation of each project.

Project activities

7. Fourteen projects covering a wide range of activities were developed as a result of the TYS funding. For the purpose of our case study we have focused on two projects:
 - Salop Drive Market Garden – aims to build upon the work of Ideal for All Ltd who converted a largely overgrown and little used area of allotments into a market garden which produces fresh fruit and vegetables for over 100 local people. The TYS funding is being used to improve access to the gardens including providing a tarmac road and paths and associated curbing and drainage. TYS is also paying for the design and construction of a wildlife garden and toilets
 - children’s play facilities at Forge Lane/Mousesweet Brook – aims to provide a play area for children between the ages of 8 and 14. The TYS funding has enabled the installation of new play equipment, safety surfaces and landscaping.

Growing Opportunities: Salop Drive Market Garden

8. This project aims to build upon the work of a voluntary organisation, Ideal for All Ltd, who has converted a largely overgrown and little used area of allotments into a market garden. Whilst some allotments have been retained, the majority of the site is now used as a market garden which produces fresh fruit and vegetables for over 100 local elderly people. “Ideal for All” provide opportunities for vulnerable members of the community (such as those with physical and mental disabilities) to work in the gardens alongside local volunteers. Bags of high quality organic produce are then sold to elderly people at a reduced price. A project manager and an assistant have been employed to run the scheme.

TYS funding

9. TYS funding is being used to improve access to the gardens including providing a tarmac road and paths and associated curbing and drainage. TYS is also paying for the design and construction of a wildlife garden, a communal garden and an additional raised planting bed.

The toilets have also been fitted to the mains sewerage system which will significantly reduce running costs on the site. In total, the project has been allocated £124,233.00 There no match funding for this project in terms of capital, though the broader Ideal for All project has generated significant revenue support for its activities (£52,750) from a range of sources.

10. The objective of the TYS project is to improve access to the site, especially for the disabled and elderly, and therefore increase the number of people who can benefit from working on site. The improvements also enable the site to be opened to the wider community and enable local people to enjoy new garden areas. The gardens will also provide space for community events in the summer and may also be an educational resource for local school children.
11. The project is managed by, Grainne Siggins from “Ideal for All”, assisted by a site manager David Straker and a project assistant. To date, the drive, pathways and car park have been resurfaced, and the designs for the gardens are being finalised. The raised bed will also be completed in early spring.

Children’s Play facilities at Forge Lane/Mousesweet Brook

12. The main objective is to provide play area for children between the ages of 8 and 14. There was an existing play area at Mousesweet Brook, however the equipment was basic and old, and the site was hidden away from the main housing area. This encouraged anti-social behaviour and made the site unattractive to younger children and parents. The project is managed by Jamie Whitehouse of Environment Direct (Department responsible for environment within SMBC) in conjunction with the housing team and Rowley Regis Town Team. The total project budget is £100,000. There is no match funding for this project in terms of capital, however the Community Liaison team work to maintain the site as part of another TYS project (Rowley Regis Nature Reserves Project).
13. Initially the issue of improving the play area was raised by a community group, the Friends of Mousesweet Brook, who organised a petition highlighting the need for local children to have a decent playground. Whilst the local need was recognised, Cradley Heath generally has good provision of play areas and thus is not a priority for SMBC. However, the petition arrived at a time when Fairshare funding became available, thus the Rowley Regis Town Team saw the opportunity to deliver a project which under other circumstances would not have been possible. The project addresses a number of priorities identified by the local community such as community safety, anti-social behaviour and improvements to the local environment. It also complements another TYS project to clean up and improve access to the adjoining Mousesweet Brook Nature Reserve (one of three reserves in Rowley Regis to be improved through TYS)
14. The timing of the TYS was fortuitous as there is currently programme of refurbishment underway in local council properties, thus the local area will be given a real boost through a number of linked activities (property improvements, play area renewal, nature reserve management etc).

15. The TYS funding has enabled the installation of new play equipment, safety surfaces and landscaping. The removal of a large grass bank has helped to open out the site and ensure that the site is visible from the housing area, which should help reduce vandalism and make the area feel safer. It also increases privacy for local residents as people were previously easily able to look into upper floor windows. Whilst the target beneficiaries are the local children it can be realistically expected that the whole community will benefit from the project, either directly or indirectly.
16. There have been no significant delays with the project and the play area with work commencing in September and completed by the end of November. The park was officially opened on 11 January 2005. The project team have been impressed by the flexibility of the TSY funding and found the application process “refreshingly simple”. Timescales for the submission of project applications was regarded as realistic and the team feels that they have been “trusted to get on with things” which, in their experience, is not always the case with external funding!

Community Engagement

Growing Opportunities: Salop Drive Market Garden

17. Both existing user groups and the wider community have been consulted on the development of the communal and wildlife gardens. A questionnaire was developed for completion at an open consultation event held on 16th June 2004. Some users were also taken to other wildlife and communal gardens in order to get design ideas for the new gardens at Salop Drive. A planning event was then held, led by the landscape designer who was commissioned to develop the plans. As a result a series of sketch plans were produced which were then presented to local residents, Ideal for All staff, gardening groups and allotment holders. Volunteers who deliver the vegetable bags have also used their contacts with elderly residents in the nearby sheltered housing to gauge interest in the communal gardens.
18. The site has also been checked with a wheelchair user and a visually impaired volunteer to identify the key changes required to improve access around the site.
19. Extensive efforts have been made to consult with a wide range of user groups and potential users.
20. There have been no real difficulties in implementing the project. Fitting the work in with growing seasons has proved a challenge but generally disruption has been minimised. Managing access to the gardens will be an issue that must be considered carefully given that there are often vulnerable people on site. The management team are considering establishing a “Friends of the Garden” though more thought needs to be given as to how this would work in practice.



Children's Play facilities at Forge Lane/Mousesweet Brook

21. The initial project idea was generated by the community, who submitted a petition to SMBC concerning the lack of provision for children in the local area. Once the concept of the project was approved a number of consultation events were held (in April and May 2004). In particular, the project team visited three local schools to consult children on the design of the area and the choice of equipment. Previous experience of such consultations had made the team aware of the risk of raising expectations for equipment which exceeds the available budget. As a result, a series of choices and options were presented to the children. The cost of equipment and the available budget were also introduced at the consultation stage to illustrate why choices had to be made. It was hoped that this would also discourage vandalism as it highlights the cost of repair and replacement to the children. In addition, a community day was organised which included a litter pick.

Outputs and Impacts

Growing Opportunities: Salop Drive Market Garden - Key outputs

22. During the evaluation visit, the main outcomes and outputs of the project were considered in a meeting with key project staff. A consultation event was also held with beneficiaries (allotment holders and those who work or assist on the market garden project) to discuss the current and expected benefits of the project, and their aspirations for the future.
23. The key outcomes of the Salop Drive TYS project can be divided into direct outcomes (resulting directly from TYS expenditure) and indirect outcomes (where TYS funding has assisted the continuation and extension of activities through the "Ideal for All" project). The direct outcomes would not have happened without the TYS funded project whilst the indirect benefits may have happened, however the TYS funding appears to have increased the extent and scope of these outcomes.

24. The direct outcomes include improved access to the site, especially for the disabled and elderly. Beneficiaries reported that the site is already much safer for them to get around and are looking forward to the completion of the work. It is hoped that this will lead to wider participation in the garden activities though this is only likely to be evident once the weather improves. The project team are currently in discussions with a local school about using the site for educational purposes and improved access would increase opportunities for this.
25. The garden areas have not been constructed therefore there is no evidence of outcomes at this stage. However, the beneficiaries interviewed were very positive that the gardens will widen community participation and enjoyment of the whole site. In particular, it is hoped that they will provide an quiet area that local elderly people, especially those currently housebound, can visit in the summer. Project staff also stressed the financial significance of the mains connection of the toilet block, as the cost of servicing the tank was a significant resource item and this can now be used elsewhere.
26. The beneficiary group reported a wide range of benefits of participating in the wider “Ideal for All” project and in using the existing garden areas. These are indirect benefits of TYS funding and include:
- Improved fitness of volunteers
 - Availability of fresh, organic produce at an affordable price (or free if they grow it themselves)
 - Availability of new types of fruit and vegetables which they had not tried before (there was also a positive reaction to the recipe sheets included in the bags of produce with ideas for preparation and cooking)
 - The opportunity to get out of the house (identified as particularly important by a number of retired men who had worked in active jobs so wanted to keep physically active once they retired)
 - The opportunity to meet new people and make new friends
 - The opportunity for disabled and elderly members of the community to socialise and be active
 - A chance to help other members of the community.
27. The group were very supportive of the TYS project and are very keen to open the site to the wider community, including young people. The original allotment holders commented on the “transformation” that had occurred at the site, as previously there were just four allotments at the top of the site with the rest being described by one consultee as “a wilderness”!
28. In addition to the benefits identified by the consultation group, there appears to be a great



level of integration and mutual support between those working on the project through Ideal for All's programme (including disabled and vulnerable members of the community) and other volunteers/allotment holders.

Provision of Children's Play facilities at Forge Lane/Mousesweet Brook

29. Outputs and outcomes were considered during a meeting with Jackie Bell and the project delivery team, as well as a representative of the Friends of Mousesweet Brook community group.
30. The key output from the project is the provision of a new and safer play area. It is hoped that this will contribute, in the longer term to health benefits for children as well as reducing anti-social behaviour.
31. The landscaping of the site, both to improve vision into the site and block vehicular access, may also contribute to reducing anti-social behaviour. There has been no damage or graffiti at the site since it was open to the public in November, which contrasts with the problems which that occurred in the old play area.
32. The adjoining Nature Reserve Project will help to improve the environment in and around the play area; a kingfisher has already been spotted near to the playground for the first time. The proximity of the reserve also presents an environmental education opportunity for local children and a Young Rangers group has been established as part of the Rowley Regis Nature Reserves Project.
33. A summary of the outcomes of each project can be found in Table 1.

Table 1: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Salop Drive			
Social	Resurfacing access road, paths and car park (direct)	<ul style="list-style-type: none"> • Improved access for disabled and elderly users • Less risk of accidents 	Comments from beneficiaries
	Provision of a new raised bed	Increased opportunities /access for disabled and elderly to participate.	Comments from beneficiaries/meeting with project team
	Construction of communal and wildlife gardens (direct)	Provision of an important 'social space' for the community, especially local elderly people.	No evidence yet
	General garden activities (indirect)	Participants reported that the gardening activities enable them to make new friends and gets them out of the house.	Comments from beneficiaries
Economic	Connection of toilets to mains sewer (direct)	Significant reduction in revenue costs for the site	Meeting with project team
	Provision of high quality	Cost savings for local	Comments from

Table 1: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
	organic produce for local people at less than market value (indirect)	people (especially the elderly and vulnerable)	beneficiaries/meeting with project team
Environmental	Construction of wildlife garden (direct)	<ul style="list-style-type: none"> • Improve local biodiversity • Improve environmental education both for children and adults. • Reducing isolation amongst vulnerable members of the community 	No evidence yet as the garden has not been built.
	Construction of communal garden (direct)	Creation of a new “semi-public” open space.	No evidence yet as the garden has not been built.
Health	Delivery of provisions to local elderly people (indirect)	Improved diet and contribution to the “5 a day” target for those eating the produce	Comments from beneficiaries/meeting with project team
	Providing opportunities for local people to garden	Improved fitness and health benefits for participants	Comments from beneficiaries
Mousesweet Brook			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Provision of new play equipment	Better facilities for children and families	Hard to say, as the playground has not been open for long.
	Landscaping, including the removal of the large bank and barriers to vehicular access	Reduced anti-social behaviour and vandalism	No damage to the play area to date. The impact will become more evident over time.
	Consultation and selection of play equipment by local children	Appropriate equipment selected Increased ownership for users	Little evidence yet, but indicators will include levels of use and levels of vandalism
Economic			
Environmental	Physical improvements to the site/landscaping	A more attractive area for people to live	None yet. Evidence could be gained through consultations with residents.
	Links to ‘nature Reserve’ project	Increased wildlife in the vicinity	Kingfishers have already been seen in the area The Young Rangers /Community Liaison team group and put up bird boxes
Health	Provision of play equipment	Health benefits for children	No evidence likely

Barriers

34. The key barrier has been in managing the different opinions and views of the local community. For example, one of the projects proposed by some members of one community was a multi-use games area for young people. However, another group of the community did not like this because they did not want young people ‘hanging around’. In order to manage this tension the Council had to bring in an independent facilitator to speak to the different factions and listen to their issues and to get the different groups to speak to one another. Whilst this approach did resolve the problem, it did take time and slowed down project delivery.

Future and Sustainability

35. In recognition of BIG’s aspiration to “create lasting improvements to the physical environment and to the quality of life of future generations”, the Council and Sandwell Partnership selected projects that are forward looking and demonstrate long term sustainability. Each of the project delivery agencies has entered into a legally binding contract with SMBC and has agreed to both maintain and insure their project for a 20 year period.

Overview

The portfolio of projects

36. Overall, a portfolio of projects has been chosen that reflects the priorities and needs of local communities, Sandwell MBC and the Sandwell Partnership (LSP). The selection process played a vital role in ensuring this by making use of existing structures, research and know-how, rather than “reinventing the wheel”. Community consultation appears to have played a central role at an early stage in the projects which has also helped to increase ownership of projects by local communities, which may aid sustainability. The two management posts funded by TYS have played a vital role in coordinating the portfolio and simplifying procedures for the managers of individual projects, and also provided a link between The Big Lottery Fund/NOF and those working on the ground.
37. All the projects delivered as expected, including those that were previously considered ‘high-risk’. Some projects also delivered over and above what they expected to achieve: for example, St Philips was originally intended to be simply a community garden, but it also developed a play area in order to impact on a wider group of people. The growth in the capacity of community groups is also more than was expected at the outset.
38. It is also worth noting that Sandwell has included a significant revenue element through a Community Liaison Team. The team is comprised of a team leader and two previously long-term unemployed young people employed as project workers. The project workers are “graduates” of the government-funded Step-up programme for the long-term unemployed and are contracted to SMBC until 2007, by which time it is hoped they will find mainstream

employment. The project workers already seemed to have gained a great deal in terms of their personal development, confidence and skills; by working across a number of TYS projects they will help to ensure the long term sustainability of projects. An additional project worker is set to join the team in early 2005.

Key lessons learned

- Making use of existing knowledge and structures to embed TYS projects in existing strategies/approaches
- Consulting the local community and user groups early so that they can make a real contribution to the design and implementation of projects
- Given the large amount of funding, delivering a balanced portfolio of projects which benefit all sections of the community and across Sandwell.

Stockton-on-Tees

Introduction

1. This case study is part of SQW's three-year evaluation of the Transform Your Space (TYS) programme, funded by the New Opportunities Fund (now part of the Big Lottery Fund). It was based on a visit to Stockton-on-Tees on 8 December 2004, discussions with the local managers, visits to the sites where projects were being delivered, and subsequent telephone conversations with three representatives from the local communities targeted for assistance.
2. The lead organisation for the project, and designer of the bid, is Stockton-on-Tees Borough Council (STBC). Responsibility for the TYS project falls to the Regeneration Directorate, and specifically to Mike Bowron, Principal Development Officer and head of the Delivery Team. John Angus was appointed as Community Renewal Officer in July 2003, and has taken operational control of TYS project development, community involvement and delivery. Under a forthcoming reorganisation within the local authority, the number of directorates will be reduced to three: TYS will fall within 'Development and Neighbourhood Services', following the merger of 'Regeneration and Economic Development with Services Stockton'.
3. The individual project elements were designed internally within the Local Authority. Overall priorities had already been determined by the Council – taking into account the results of local consultation – and a physical masterplan was also in place for each of the four areas to which TYS funding was directed.
4. The rationale for the form taken by the TYS intervention was fourfold.
 - First, fit with overall local strategy. It was decided from the outset that available Lottery monies would be concentrated on four priority areas, Newtown, Parkfield, Hardwick, and Portrack and Tilery - the most deprived parts of the Borough.
 - By concentrating on a small number of the poorer areas in the Borough (in terms of environment as well as income), the spending was expected to achieve more visible impact.
 - Also, TYS could be set alongside other funding, particularly from SRB, NRF and ERDF sources; this enabled the delivery of agreed priorities for environmental works, which boosted the credibility of the Council, while in some cases, significant and visible value was added to other capital projects in these areas.
 - Finally, STBC believed that a good rapport with local residents had already been achieved, but that TYS would provide a means of building on this – and improving alignment of expectations - in what were seen as critical parts of the Borough.
5. TYS has brought a significant financial resource: about £1m. To make the most of this, it was recognised from the outset that dedicated time would be needed for project management and

organisation. The capital expenditure budget for disbursements is £850,000. An additional £94,580 was granted towards management and development costs; £54,225 of this has been used to pay for the Community Renewal Officer's post, the remainder of this post is funded through Stockton Council's own resources.

Project activities

6. The underlying objective is to improve the environment for local people, through an approach which involves them and which will enable their needs to be met, efficiently and in a sustainable way.
7. The key elements of TYS in Stockton are as follows.

Area and theme	Location, character of area	Key project elements, at outset	Summary of progress to date
Newtown 'Places for People'	Immediately to north of town centre; medium/high density, with mixed housing types	Support for external elements of the conversion of a former school to Newtown Resource Centre Alleygates to improve security and reduce tipping; traffic calming Improvements to Primrose Hill Park; community garden, garden equipment, fencing etc Football pitch	Most of these projects have been delivered. The Resource Centre opened recently, and this large space is already being used by several groups/activities; TYS contribution to hard-paved, landscaped areas and security has proved an important element in a well-received project
Parkfield: 'Who cares? We do?'	Medium density mixed housing with some newer social infill; immediately south west of town centre	Improvement to sports pitches, school recreation grounds, 'Riggies Rec' Alleygates; new street lighting and security measures Planting, shrubbery removal	Substantial progress on a range of fairly small-scale projects.
Hardwick: 'Improving community spaces'	Northern edge of town; primarily social housing with gardens (Housing Pathfinder area); low density layout; close to University Hospital	Contribution to extension of Hardwick Community Centre Outdoor play facility Sculpture, entrance features for Dene, new footpath	Delay to major Community Centre project owing to rethinking following proposals for some stock demolitions under Housing Pathfinder. Some progress on design, initial stages of other features
Portrack & Tilery: 'Changes for the future'	Primarily social housing – medium-low density; separate estates each side of STBC sports centre/ outdoor pitches; c1-2 miles east of the town centre	Skateboard park Play area Shrubbery removal, CCTV, traffic calming	Skateboard facility provided, but redefined as portable facility, with some transfer from capital to revenue

8. TYS was seen as an important opportunity to bring forward environmental elements of larger projects, and to realise small-scale physical changes that local people had brought forward. The content was not seen as radical, but TYS funding was an important factor in enabling

these works to proceed. The detailed design of projects was kept in-house by the local authority; this allowed low-maintenance principles to be incorporated in new schemes. Reference back to technical departments within the Council was also used to improve implementation: residents' requests to remove trees and shrubbery for security reasons were in some cases dealt with by reducing the density of foliage rather than its removal.

9. From the perspective of STBC, TYS funding had two key aspects – complementarity and flexibility. Funding through TYS provided the means to increase the quality of external appearance, while much European funding was primarily for buildings and development, and Neighbourhood Renewal Fund covered specific initiatives, such as recycling, which had already been included in local action plans.
10. STBC found that TYS could be used more flexibly: if major changes were proposed to other externally-funded programmes, the situation would be reviewed and allocations changed or reduced, but Lottery Fund advisers recognised that some change in circumstances was inevitable and that achieving best value could require some shift in focus and content during project delivery.
 - This was particularly relevant where the project was linked to a larger redevelopment scheme, such as the Hardwick Community Centre. Changes in the proposals for the local area meant a rethinking of this major scheme, which inevitably impacted on the TYS element.
 - Similarly, the rethinking of the skateboard facility at Portrack & Tilery, which led to its redesign in the form of a portable resource (based at the local sports centre but to be taken out for use across a wider area) was accepted, although it involved some shift from capital to revenue.
 - TYS was also more flexible in that allocations were not as tied to individual years; if there was slippage, this could be planned for and accommodated.

11. The cost of key elements, and progress to date in delivery is summarised below.

	Total budget (£)	Cost of key elements	Spend to date/expectation
Newtown	£247,500	Resource Centre Alleygates Primrose Hill Park garden improvements Information Boards Security Fencing (now Wrensfield Community Centre field) Traffic Calming Community Garden Football pitch and club (£)	£125,000 £5,635 £10,000 £0 £5,203 £10,000 £0 £0 £5,000
Parkfield	£225,000	Riggies Rec Mill Lane playing field Planter removal Street Lighting School Grounds Traffic Calming Alleygates Shrubbery Removal (£)	£20,000 (originally £5,000) £0 (£10,000 spent on Riggies Rec) £5,000 £0 £0 £0 £0 (£5,000 spent on Riggies Rec) £12,623
Hardwick	£215,000	Community Centre Outdoor play facility Sculpture, footpath, features	£0 £0 £0 (budget recently reviewed - still expected to be spent in the area)
Portrack & Tilery	£162,500	Skateboard park Play area Environmental improvements CCTV security project	£37,000 £27,700 £0 (£5,200 on play area) £20,000

12. The role of the Community Renewal Officer, also provided through TYS, was to significantly enhance the involvement of the community. This is discussed further in the next section.

Community engagement

13. Stockton-on-Tees Council has a well-established system of neighbourhood area forums, which gather representatives of local interests and organisations with the relevant ward area politicians. The work to engage the community on TYS-funded projects, which is seen as integral to the approach, takes place within this context, through the activities of the Community Renewal Officer (CRO).
14. The Area Forums represent a ‘high-level’ mechanism for consultation; they necessarily deal with a wider range of issues, while the role of the CRO has been to focus on the specifics of the TYS projects in the four local areas. The post-holder was well-positioned to do this; prior to taking up this position, he spent three years with the ‘umbrella’ organisation, Stockton Residents and Community Groups Association; he therefore knew many of the key individuals and was familiar with local issues.
15. From the perspective of the Council, the approach at neighbourhood level and below is to understand and then try to balance the different interests; also, encouraging parties with a very

specific – and in some cases unrealisable – local agenda to take a wider view. The approach taken under TYS has been to gather the parties with specific interests together in a group, and to hold these meetings on ‘neutral’ ground in the STBC offices. An agenda, with clear parameters, is put forward at the outset: people are then free – and encouraged – to express their own opinions and to exchange views on project priorities, form and design. This is seen as more effective in building understanding and consensus on the way forward, compared to the earlier responsive approach, in which officers went out to meet interest-groups separately, and then sought to balance conflicting interests.

16. The approach appears to have been accepted as valid by key members of the community in the four areas: the comment reported by STBC was that the Council was now recognised as listening. Feedback subsequently obtained from community representatives supported this; the change in recent years towards what was seen as a more genuinely participatory approach by the Local Authority was welcomed, although some consultees also noted that this shift has been driven from Government, and there was some experience of different agencies jostling to claim outputs. TYS was credited as having played a part in encouraging this change of attitude by the Council.
17. Overall, the perception from the community side was that real progress was being made, based on increased involvement, but that there was still a long way to go in demonstrating this and building long-term trust. In terms of final outcomes, it was recognised that environmental improvements – however needed and however much consulted on – would be wasted if residents’ behaviour does not change. It was also noted that funders should be aware that if spending was to be effective, projects could only happen when communities were ready for them; valid concepts sometimes needed to be held back until other factors had been addressed.
18. The bringing forward of some projects, and their success to date, can be attributed, in whole or part, to TYS funding. In Newtown (St John’s)
 - the Community Information project, which takes the form of robust metal boards designed with the active involvement of local young people, was a response to a priority identified by the community; the Partnership Manager believed this would not have happened without TYS
 - Although the Tool Library already existed, it would probably have been taken out of use without the renewal of equipment (in line with expressed local wishes) made possible by TYS, which has also funded efforts to promote the membership-based scheme, with a brochure recently produced that will be distributed in part through the relevant housing agency
 - While the Junior Football/Sports Club initiative was already underway, TYS funding enabled it to build momentum quickly, and to engage children who were for the most part unlikely to have been interested in, or interesting to, a more formal club. The initiative has started to achieve results; the need for better facilities can now be shown to be backed

by demand, and proposals are being put forward to attract further investment, first in improving pitch drainage, then for the provision of changing rooms.

19. The process of engaging communities requires a balance to be struck; local people with energy and skills will not maintain their efforts unless they believe that they are having some effect, while the local authority (and other funders) needs to achieve consistency and balance, and learn from on-going experience. This may involve some managing of expectations, as part of a process of effective communication.
 - For example, the focus from community groups in some areas is on the creation of defensible space. But the aspirations for improvements such as alleygates could not be met everywhere in the short term. There are examples of real success in areas such as Parkfield, where some residents are highly delighted with the improved security that has resulted; but in other neighbourhoods, the experience has been more mixed, with some reports to the effect that while that some problems were alleviated, others were not.
20. From the perspective of STBC, there were well-established channels through which the communities' aspirations could be expressed, and responses orchestrated, but also concerns regarding the realism of some of these aspirations. The more pro-active approach made possible with TYS funding allowed for clearer communication of the Council's priorities and constraints, and we believe that this has provided the basis for building understanding and hence for a better-informed dialogue. STBC is now proceeding with an application for Beacon Council status, based on community involvement.

Outputs and impacts

21. As with many such projects, it is relatively easy to point to 'process' benefits achieved through the involvement of local community groups. It is also possible to point to some 'outputs' in the sense of completed physical interventions. But it is much harder definitively to allocate outcomes – that is, to separate out the results of interventions which in many cases were linked with other, larger projects, in terms of improved objective conditions – health, environment - for local people, and their accessing new activities and enjoying different types of beneficial activities.
22. The summary below represents a provisional early statement of benefits from the TYS-funded activities. This should be revisited, as other projects are completed, drawing where possible on monitoring information on satisfaction and usage by particular groups.

Outcomes of project to date			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Direct and sustained contact between CRO and community groups in the 4 priority areas	Deeper understanding within STBC of aspirations of community; more informed position by community groups on resources available/ potentially available	Community recognition that the Council's approach has changed for the better; willingness from communities to engage in dialogue, even where limited prospect of funding the desired improvements
	New and better designed security features put in place, to protect residents in deprived areas, and safeguard community facilities	Increased sense of safety, encouraging residents to engage in social activities and recreation	Anecdotally, satisfaction reported with some changes, but early to assess this as provision still being made
Economic	Minor spend effect from increased use of pitches etc	Direct – negligible; Indirect – increased activity, channelled away from anti-social behaviour may increase potential for labour market engagement	None to date
Environmental	Improvements to environment, new/ more usable leisure provision planned and now being delivered in all 4 areas	Perception of living in an improved area, contributing to sense of well-being; direct use/ enjoyment of new pathways, features	Recognition of improved environment and local facilities (to date, from community leaders)
Health	New facilities provided in areas with low level of involvement in sports, leisure activities	Expected to lead to more use, improved take-up: potential health benefits (physical and mental) from wider involvement	Evidence of increased use, but too early to show impact on health

1.1 Council consultees report the main benefits of the initiative to be as follows:

- positive changes brought about in the four TYS areas
- the working groups, which provided a positive focus for community involvement and led to learning on both sides
- maintenance to date has been low – attributed to the fact that community aspirations were designed-in from the outset.

23. The project has also led to some additional benefits or impacts, over and above those originally anticipated. The lack of vandalism (in general) has been a plus that was not fully anticipated: where this has happened on a small scale it has been addressed, e.g. through remedial action to a play area, improving a sightline in a local park. There has also been some community involvement that was not foreseen – for example, St Johns Church. Finally, TYS has acted as a trigger for other funding - additional matched funding from ERDF not foreseen at the outset, especially for Mill Lane School.

Future and sustainability

24. The way in which TYS is being delivered is part of a shift towards building ownership and responsibility at the community level. This is seen as essential if the physical improvements are not to be reversed by anti-social behaviour, and for good value-for-money to be obtained. TYS has been a valued part of a continuum of effort that was already in train, and which the Council expects to sustain in the future. The Community Resource Officer is seen as an important part of this: the way in which he has worked to engage local residents on a limited number of projects is seen as providing useful evidence of the benefits of an officer-intensive approach to local regeneration in priority areas.
25. In physical design terms, sustainability is, as far as possible, built into the TYS projects through 'low-maintenance proofing' each of the schemes.
26. At this stage, with another two years to go, the way in which this work will be built on in the future is not yet clear. But efforts are being made to ensure this happens: STBC has dedicated officers scanning for funding opportunities, both the process and the products which have been made possible through TYS are in line with the Council's thinking and direction, and there is no sign that overall priorities will change.

Overview

27. We conclude that TYS enabled desired improvements to be made earlier and probably on a larger scale and to a higher standard than would otherwise have been possible. With the partial exception of the portable skateboard park, the content of the schemes were not innovative, but they were what the communities wanted to see.
28. Where changes have been made to the original concepts, or there have been delays in delivery, decisions appear to have been made for specific reasons which have the support of the local communities. While there has been some change to the spending profile, STBC believes that the available resource will be used for the intended purpose within the allotted funding period.
29. The consultations with both the Local Authority and community leaders led us to conclude that TYS-funded initiatives were playing a significant part in increasing interest in a better local environment. There is an apparently widely-shared belief that the targeted areas, objectively the most deprived and environmentally-degraded in Stockton, are now becoming better places to live, and that this is based on a collaborative process, involving local communities and underpinned by a change of approach by the Local Authority.
30. The question of whether, over time, TYS-funded projects will be seen as delivering value-for-money will ultimately depend on whether the disaffected parts of the local population can be re-engaged in worthwhile activities, and turned away from anti-social behaviour. These wider factors can only be influenced at the margin by TYS-funded schemes, but the improvements

do have a part to play, potentially increasing confidence within the communities, encouraging engagement in community planning and demonstrating the possibilities of engaging in formal and informal recreation. While in practice these will be difficult it not impossible to separate out, TYS-funded initiatives could have indirect benefits in helping reduce the disparities in health as well as income, in addition to the direct gains from living in an improved environment.

31. The three main 'positive' lessons arising from the process have been: a) how the communities were involved; b) the flexibility possible under TYS funding; and c) the hands-on approach adopted, through the designated Community Renewal Officer.
32. Disappointing aspects have included the recognition that demographics and community leaders change and bring different aspirations: priorities and targets are set at the start and there is a limit to how much can be changed. Ideally there would probably be even more flexibility to respond to changing aspirations, perhaps through a bigger programme and a longer timescale. But there is also recognition that, however flexible, there would also be a need to demonstrate progress and benefits, or risk losing funding – currently unallocated Cleaner Safer Greener funding may allow this desire for flexibility to be tested next year.
33. Allocation to the four FairShare areas allowed focus and was where the money needed to be spent. But it was not fully foreseen at the outset that this would cause resentment in other areas of the town.
34. With hindsight, there would have been more Council resources dedicated upfront, to expedite delivery. Although the programme allowed for a dedicated officer resource, this was stretched, given the distribution across four areas and many sub-projects. However, the Cleaner Safer Greener initiative - although smaller - followed-up, reinforced and embedded the approach followed by TYS; the outcome was that others were brought in and the workload shared

Swindon

Introduction

1. Swindon received a TYS allocation of £256,535. A decision was made to target the funding at deprived parts of the borough. The local authority then sought to promote TYS funding in these areas as part of an open call for projects. This included contacting elected Members and council officers attending Neighbourhood Safety Team (NeST) meetings and other local community meetings, in order to promote the TYS programme and encourage expressions of interest for funding from within the local community. In some cases there were already project ideas in place and TYS provided an opportunity to make an application to fund to these. Council officers were encouraged to support local groups in submitting expressions of interest.
2. A total of fifteen expressions of interest were received, via a range of sources, e.g. Neighbourhood Safety Team, Parks and East Walcott Neighbourhood Renewal Board and the community development team. These covered a wide range of different types of activity. They then had to prioritise the projects that would form Swindon's portfolio of projects to be submitted to NOF for final approval. The expressions of interest were scored by local Councillors and council officers. Once the outline portfolio was agreed by NOF, projects proposers were asked to develop a full and budgeted project proposal.
3. The TYS funding in Swindon has been packaged into two umbrella projects based around Parks and East Walcott Wards, and Broad Green. Within the two areas there are a number of projects operating. Our case study visit covered projects being delivered in both areas.
4. Each project has a council officer assigned to it to act an overall project manager. The managers meet on a monthly basis to update on project progress, flag-up any issues arising, and discuss any early outcomes. In addition, there are ongoing local evaluation plans for each of the projects.

Project Activities

Broadgreen Centre Projects

5. The Broadgreen Centre is a community hall that is owned and managed by the local authority. It is located close to the town centre and in the area of Swindon with the highest BME population. The centre is used by a wide range of local community groups and space can also be hired by the general public. There is also dedicated space at the centre for young people with activities being delivered by youth workers. Other services running from the site include the Neighbourhood Safety Team (part of the Crime and Disorder Partnership) and a breakfast service for local street sleepers. There are activities being delivered on-site throughout the day.

6. A year before TYS funding was announced in Swindon, one of the community development team worked with a consultant to undertake consultation with local residents in the Broad Street area. This involved a door-to-door survey of local residents, with the purpose of understanding local residents' views of the local area. This research highlighted a number of key issues of concern in the local area including, including lack of play facilities and the general dilapidation of the local environment. There was a general sense that people did not feel good about the area they lived in, and that they needed be empowered to play a greater role in the development of community assets.
7. In response to these issues, a number of project ideas were worked up that focused on the development of green space at the back of the centre. The projects selected for inclusion in the portfolio of projects for TYS funding in the Broadgreen Centre were as follows:
 - A children's play area
 - A Rose Garden
 - A Youth Shelter – a covered structure where young people can meet.
8. There have been some delays to the start of activity at Broadgreen centre because of land issues, with the council needing to re-designate the field as a play area to ensure it is maintained alongside the councils other playgrounds. At the time of the case study visit the equipment for installation had been chosen, and the contractors were awaited to complete the works. The play area, rose garden and youth shelter were due to be formally opened in mid February 2005.

Buckhurst Field Initiative

9. Buckhurst Field is a large green open space in the centre of a deprived social housing estate about 2 miles from the city centre. It contained few facilities apart from a dilapidated playground, and a popular community centre on the edge of the site. A significant issue for the local area has been drug dealing in community spaces and there has been a real push to reclaim public spaces for community use. There is a 'Buckhurst Sub Group' which forms part of the wider Renewal Board which focuses on neighbourhood renewal in the local area. As part of this, local people had already been involved in drawing up a vision for the field in conjunction with Groundwork. This work led to the proposals for a number of activities to be part funded under TYS:
 - A hardcourt (for football and basketball etc)
 - A new play area
 - Community Orchard
 - A green gym
 - Storage facilities for sports equipment etc.
 - Skate Park

10. The Buckhurst Group has a strong membership and has been particularly active in seeking funding from a range of sources to ensure that activity goes ahead. This has been supported by the local authority's Agenda 21 officer. The group has been successful in securing funding from SWRDA, and £90k from the ODPM's Living Spaces Fund.
11. The hardball court has now been completed as has the green gym. At the time of our visit, work on the installation of the playground was about to commence. There are some delays anticipated for the installation of the skate park. There is shortfall in funding for them to develop the skate park as the Group would like, and a grant application has been made to SWRDA to try and raise the additional necessary funding.
12. There had to be some amendments to the community orchard plan as there were concerns that a high density of trees could provide a cover for anti-social behaviour. Instead, occupiers of properties facing onto on section of the Field were asked if they would like to have a fruit tree planted. This will provide a pleasant but open area for people to sit or walk around. Problems were also encountered with the sports equipment storage facility which was broken into and became a focus for anti-social behaviour. The storage facility has since been removed and no further problems have been encountered.

Community Engagement

Broadgreen Centre Projects

13. There had been wide ranging consultation on priorities for the area even before the announcement of TYS funding. The projects that were proposed for funding were linked to the findings of this consultation. Youth Workers and Development Workers also consulted with local groups that used the centre, e.g. the Asian Women's Group and the Youth Group, about ideas for projects.
14. During the period of developing full proposals, additional consultation was held at Broadgreen Community Centre. This included a community safety roadshow event at the centre where plans were displayed for the design and layout of the projects. The Council produced large colour laminated pictures of different types of play equipment and local people were able to vote on which one they liked best. Having a visual aid was a practical way for residents to see what the equipment might look like. The posters and plans were also presented to the various groups that use the centre to get feedback.
15. The consultation process was very useful as it gave local people an opportunity to influence the design of the projects, e.g. young people wanted the youth shelter to be covered but to have a fairly open structure so that people could not hide in there, and that street sleepers would not sleep in it. It was very easy to enthuse young people about the project. The main problem has been the time it has taken to get project underway. TYS funding was announced at the end of 2002, and the installation is taking place in early 2005. As a result many of the

young people that were involved in choosing the project and design, are no longer involved with the youth group at the Centre because they have outgrown it.

16. The Rose Garden project has had less community involvement than was originally anticipated. This main aim of this particular project is to provide residents – particularly older members of the community – with a garden and seating. There were plans to develop a Friends Group to take ownership of the project, however, a member of key member of staff was on leave for a long period of time and this has not yet got off the ground. This is recognised as a key area for development and plans are in place to promote the development of a Friends Group in spring when the weather starts to improve.
17. There were some concerns within the community that the play equipment, shelter and garden might be vandalised. Community engagement has been an important factor in overcoming these concerns. By giving local residents the opportunity to choose projects and influence their design it is hoped that they will have a stake in the projects, which in turn will reduce the likelihood of equipment being vandalised or damaged, e.g. young people have developed a sense of ownership for the planned youth shelter. There was also some debate about whether to enclose the new facilities as part of the community centre building, or to have open access at all times, because of local issues such as street drinking and rough sleeping. It was agreed that the children’s playground should have defined opening times, linked to those of the community centre, and that there should be open access to the youth shelter and rose garden.

Buckhurst Field Initiative

18. In recent years there has been significant community activity related to Buckhurst Field. There has been a core group of – mainly older - committed residents that have championed the Buckhurst Field projects, and ensure momentum is maintained. There has been significant consultation activity over the last two years, including activity with Groundwork to develop the vision for the field, and a number of events where local residents have been invited to view proposals for the projects, prioritise activity, and make comments on the plans. Additionally, specific consultation activity has taken place around each of the elements of the project, e.g. there was consultation with local primary school children about the types of equipment they would like to see installed in the playground. Local people also visited play equipment fairs and manufacturers to develop designs and costings for the different proposals.
19. The core group of residents has taken steps to ensure that local young people are involved in the development of projects. They have had most success in doing this around the skate park proposals. A number of residents - including young people – have visited skate parks elsewhere.

Outputs and Impacts

Broadgreen Centre Projects

20. At this stage it is difficult to fully assess the impact of the Broadgreen Centre projects, as the new facilities are not up-and-running. However, it is hoped that the Broadgreen Centre will become a focal point for local people, providing safe accessible facilities for all ages. The facilities should also encourage different user groups to mix using Broadgreen Centre to mix, e.g. young people and older residents. When the new facilities are open their usage will be monitored by staff.

Buckhurst Field Initiative

21. At the time of the visit the hardcourt play area had been open for a little over a month. Usage of the hardcourt has already been very high, and was evident even on a cold and wet day when we visited. The Community Wardens reported high usage of the facility at all times, from local college students at lunchtime, to children after school, and families and children at weekends. They also noted a marked reduction in young people playing football in the street.

Barriers

22. Council consultees report that working closely with the community presented a number of barriers, all of which added complexity to the process and increased the timescale in which projects could be developed and delivered. These included:
- managing expectations – some of the ideas the community had were not feasible or practical, and needed careful management in order to keep them engaged
 - increased negotiation – in order to design a project that was acceptable to both the Council and the community there was the need for more discussion and negotiation than would have been required if the project was wholly Council or community led
 - Council mindset – there was a need for Council employees to learn to work with the community and not just work ‘for them’
 - community understanding – the community had to learn and understand that the Council are required to go through a number of different stages and process and that things can not always be done instantly.

Future and Sustainability

Broadgreen Centre Projects

23. The local authority has committed to maintaining the new facilities at Broadgreen Centre. The Parks and Amenities department will conduct regular visits to the site to ensure it is clean, safe and that through risk assessments have been undertaken. The Centre's caretakers will also monitor the facilities on a daily basis. In addition, it is hoped that a Friends Group can be established to take a lead on maintaining and developing the rose garden.

Buckhurst Field Initiative

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Waltham Forest

Introduction

1. The London Borough of Waltham Forest was awarded £620,000 funding from the Big Lottery Fund's Transforming Your Space programme. As part of the project development process the Council set up an internal steering group to allocate funding. In order to gather ideas for projects, the local authority wrote to active community groups in the borough to advertise the availability of funding. A seminar was then held, at which groups were invited to find out more about the funding and how it could be spent.
59. Following this event, organisations – including the Council – were invited to submit proposals for projects. Approximately 60 project proposals were received, requesting in excess of £5m funding. There was some overlap between projects, e.g. a number of proposals for equipment for parks and playground equipment. As a result, a decision was made to try and amalgamate some of the project ideas, e.g. grouping parks and playground proposals under a 'Friends Group' project. Decisions on funding were made by the office-led steering group, and a decision was made to focus resources on the most deprived parts of the borough.
60. One of the projects selected by the group was the restoration of the Cricket Pavilion at Leyton. This stood out because it was an impressive building that could be brought back into community usage.

Project Activities

Friends Group Project

61. The local authority's Green Spaces Group undertook a Best Value review shortly before the TYS monies became available. One of the issues that were raised through the review was the limited involvement of local people in the delivery of services. As a result the Council was starting to undertake activity to encourage local people to establish Friends Groups across the whole borough. The TYS funding was seen as an opportunity to promote Friends Groups across the borough, but also to provide specific pots of funding for groups in deprived areas to deliver projects and activities, e.g. installation of new playground equipment.
62. The Green Space Group put together a proposal to get a number of Friends Groups up-and-running in the borough. They put forward proposals for two Friends Groups projects: the first was to support the development of four groups linked open spaces, and the second was to support the development of three groups linked to playgrounds in the borough. The two projects are closely related and have subsequently been amalgamated into one. Total TYS funding for Friends Group activity amounts to £390,000.
63. Some of the TYS funding is used employ Hornbeam (a local environmental group) and BTCV to act as facilitators for the Friends Groups and to support those with access to TYS

project funding in identifying the improvements they want to make to the open spaces and playgrounds. The facilitation support on offer is wide, and groups can obtain access to support with volunteering, fundraising, setting up bank accounts, and other professional services. To date they have managed to set up and constitute nine Friends Group across the borough, with a further three about to come on-line at the time of our case study visit. The eventual aim was to have 26 Friends Groups covering green spaces and playground by 2006, although this had not been achieved at the time we re-contacted the project.

64. Funding to seven Friends Groups in deprived areas will be available over a three-year period. A Local Agenda 21 officer has recently joined the Green Spaces team and acts as a contact point for all the Friends Groups. TYS funding accounts for approximately one quarter of the council's total budget for the development of Friends Groups, and is being used specifically to provide facilitation support for all groups, and to provide project funding for the seven groups they are setting up in the areas identified as being most deprived.

Youth Hub at the Pavilion

65. This project is based at the former site of the Essex County Cricket ground that opened in 1855. The site transferred to the ownership of the council in the 1950s when Essex County Cricket club re-located to a new site. The site passed into the ownership of the London Borough of Waltham Forest with a covenant that it must be maintained for 'the enjoyment and recreation of the youth of East London and West Essex'. The site is overseen and managed by the Youth and Community Service and is currently used to deliver a range of youth activities, and to house staff and projects.
66. There are a number of buildings on the site including a Pavilion, Sports Hall, Boxing Gym, Arts Block, and portacabins. There is also a large field on the site and tennis courts. The focus of this project has been the development of the cricket pavilion, which has been empty and unused for a number of years. The upstairs part of the pavilion has been shut for over 20 years because of health and safety reasons, and the downstairs part of the building was closed in the last five years because of poor repair and lack of disabled access.
67. The pavilion is an extremely attractive building that is much loved by the local community. There has been strong lobbying over a number of years by local people to bring the building back into community use. Whilst numerous plans and proposals have been put forward, sufficient funding has never been available to undertake the renovation of the pavilion and the wider site. The current head of Youth and Communities Services identified TYS as source of potential funding to begin the renovation of the building, and turn part of it into Youth Hub, from which the Council could deliver youth activities.
68. Transforming Your Space funding (£120,768) is being used to refurbish and re-open the downstairs of the cricket pavilion, including a new kitchen, toilets and disabled access. The council is providing additional funding to replace the roof, install a new clock on the tower, and provide floodlighting.

Community Engagement

Friends Groups

69. A decision was made to facilitate the development of Friends Groups in the most deprived areas first. It has been harder than anticipated to get groups up-and-running and to develop project ideas. The Friends Groups were promoted through local press and council publications. Residents were also asked whether they would like to get involved in a Friends Group as part of the council's "Parklife – Have Your Say" questionnaire. Attendance at Friends Groups meetings varies from 4-12 people. There is still a bias towards middle class local residents participating – even in deprived areas – as there are pockets of gentrification even in the poorest parts of the borough. However, as people see things starting to happen, interest spreads and more people are becoming involved. Once play equipment etc. is installed in playgrounds it will encourage more users, who in turn can be encouraged to participate in Friends Groups.
70. There is a strong sense that the availability of project funding for the groups operating in the designated deprived area, has acted as a catalyst to get people involved. Friends Groups are also acknowledged on park signage. One of the biggest challenges has been convincing people that are able to take control and can make decisions about the types of projects they would like to deliver.

Youth Hub at the Pavilion

71. There has been long standing community interest in the renovation of the pavilion in order to bring it back into community usage. As part of the development process the Council hired a community-development consultant to work with the local community and other stakeholders to look at how the whole building and the wider-site might be developed. The Council adopted this approach as it was felt important to have an independent third-party working with local people, as there was some hostility towards the Council on this issue as they were felt in some quarters to have prevented the building from being brought back into community use before now. The consultant was also able to provide specialist skills in working with different stakeholder groups to develop a common vision and strategy that would meet everyone's needs. A wide range of community events were held in order to consult with stakeholders, including a Lashings Cricket event, user group meetings and a Youth Day. Consultation meetings were also held with the Neighbourhood Forum, Sure Start, Forest Homes (part of London and Quadrant who manage part of the local authorities housing stock), the adult education service and other council services. In addition, a local survey was also undertaken.
72. It was deemed important to develop a long-term strategy for the pavilion and the wider site, so that local people could clearly understand what activity was planned and when it was likely to happen. There were no particular problems in agreeing a vision with the community. The only issue that was contentious concerned the provision of bar facilities on the site. The council did not feel this was practical because of the high numbers of young people using the

site, and because of the resources required to run a bar on-site. In addition there is a small bar in an existing building on the wider pavilion site.

73. The project appears to have sparked real interest in the local community and the site manager reports a steady flow of residents coming to the site to see how work is progressing. Those involved with the project believe that renovation of the building is helping to improve relationships between the council and local residents, who after many years are seeing the building restored to its former glory.

Outputs and Impacts

Friends Groups

74. There have been some delays in getting Friends Groups established, and in the seven groups with TYS funding, getting the project ideas worked up. The groups with project funding are reported to have taken real ownership of funding, wanting to ensure that proposals are properly worked up, evidence of need is proven, and that money is spent appropriately. Groups are also encouraged to develop realistic but ambitious proposals, that might require them to seek additional funding in order to develop the project as they want it, rather than just accepting the allocation they have and working up project proposals to fit that budget. Indeed, one project has been successful in raising £25,000 themselves for project activity. A further two groups have made applications for NRF funding to enhance their projects.
75. In all cases groups have been required to consult on their proposals within their local community, to ensure they are endorsed more widely, e.g. holding public meetings. Again this activity can take some time. One of the playground Friends Groups has now been up-and-running for some time and they developed plans for new playground equipment which has now been installed. A flurry of TYS funded project activity is expected in the next 12 months, as many of the seven groups are now well underway with their proposals.
76. The flexibility of TYS funding is providing the Council with the opportunity to give local residents a real say in how money is spent, and early signs suggest it is encouraging strong community ownership of playgrounds and green spaces. One local group had a problem with 'drinkers' staying in local hostels using the local park because it intimidated other potential users. They have been pro-active in dealing with this and have visited local hostels to ask them for help in tackling this issue. There also is strong political commitment for the development of Friends Groups, with a number of local councillors sitting on Friends Groups. As a result, playgrounds and green spaces are higher up the political agenda and are receiving more attention.
77. It is still relatively early days for the project, particularly in relation to TYS funding being used for projects in the seven playgrounds and open spaces. However, much activity has got underway, e.g. clean-up days to remove litter and graffiti from parks, and bulb planting.

There are a lot of volunteering schemes around in the borough and the groups have been able to access volunteers to help them with this type of activity.

78. There is evidence of some early impacts of activity in some parks, e.g. Stoneydown Park has seen a decrease in vandalism and litter being dropped. If this were to be replicated across parks and open spaces in the borough it may have long-term implications for council maintenance budgets, i.e. they decrease.

Youth Hub at the Pavilion

79. The TYS funding has had a significant impact in being able to lever in additional funding, from the council and elsewhere. In the past there had been a reluctance to begin the renovation of the building and the wider site without a full package of funding in place. However, the approach taken by the current head of Youth and Communities Services – to take a piecemeal approach to the renovation – has proved successful. The initial TYS funding to renovate part of the building has levered in additional funding and support, and the long-awaited renovation is becoming a reality.
80. The project has experienced some delays. These related to difficulties in getting contractors on-site during the summer, and major delays in the delivery of lifts to allow for disabled access from street level up to the front of the pavilion site, which is raised.
81. Part of the pavilion site – an IT suite funded through the education department – has already opened. The remainder of the downstairs of the pavilion site which consists of a large room, kitchen and toilet facilities is due for completion in early 2005, with an official opening planned for February. This event will be used to undertake further consultation with local people.
82. It is anticipated that community usage of the pavilion building once it opens in February will be very high, in addition to the youth activities that will be delivered from the site. There are a number of clubs which use the existing site around the pavilion that are keen to make use of the refurbished pavilion, local sports clubs in particular will now have access to better facilities.

Future and Sustainability

Friends Groups

83. This is a new way of working for the Council and the perception is that it will have longer term implications. It is believed that the work with Friends Groups and the consultation activity that is taking place, provides local people with a genuine say in the way that services are being delivered in their area and encourages a sense of pride and ownership in the area where they live. In turn, the perception within the Green Space Group is that local people are starting to build trust in the Council and are willing to work with council officers more closely.

84. The Council has made a commitment to maintain all new equipment that is installed in playgrounds and green spaces. There are plans to link the Friends Group activity with the borough's Young People, and Health Strategies, which may provide opportunities to draw down further funding for activity.
85. The Council currently undertakes regular surveys of the borough's playgrounds and green spaces. In the long term they would like to facilitate Friends Groups to lead on this activity.

Youth Hub at the Pavilion

86. The next stage of the works will be the renovation of the upstairs of the pavilion with consists of a number of small rooms and a large balcony. However, funding has not yet been secured for this. There are plans to re-establish an officer steering to look at how funding can be raised to completed the renovation of the remainder of the building.
87. The existing pavilion site (including the surrounding buildings and grounds) generates an income of approximately £50,000 per annum. It is anticipated that funding for the long term maintenance and running of the refurbished pavilion will in part be generated by renting the building out for community usage, e.g. it would make a particularly good venue for wedding receptions during the summer months. However, this money will not be ring-fenced for maintenance and running costs and thus sustainability may be an issue in the long term.
88. There are plans to make further improvements to other parts of the site, e.g. the cricket ground, so that it can be used by county level cricket teams on an occasional basis.

Overview

Friends Groups

89. It is likely that the Council would have provided funding in the long term for some of the activities that have been made possible because of TYS monies, e.g. playground equipment. However, this would have taken much longer to happen and would have been focused on the borough's main parks and open spaces. TYS funding has allowed for the development of smaller green spaces and playgrounds in the borough.
90. With hindsight the project spend would have been profiled differently, with more project spend in years 2 and 3, allowing for longer lead-in and project development time for the seven groups.
91. The Green Spaces group within the council is passionate about the development of Friends Groups across the borough, and a large amount of officer time has been dedicated to supporting groups. The council has also provided additional 'match funding' resources, e.g. the installation of playground equipment.
92. The project is showing some early signs of successful outcomes, such as a growing sense of community ownership of green spaces.

Youth Hub at the Pavilion

93. The TYS funding model allowed them to get outline approval for the project. Whilst some community consultation activity was under way, the outline approval gave them the confidence to undertake further consultation and audits/assessments of the pavilion and surrounding site. The project has captured local interest and been successful in leveraging additional funding.

Burnley

Introduction

1. Our case study visit was undertaken in the second year of the evaluation, in October 2005.
2. The programme for the visit was set up by Burnley Borough Council (BBC), the designer of the bid for Lottery funds, and the organisation responsible for delivery. Discussions were held with the officer responsible for formulating the bid for Lottery Funds, and with those now managing and monitoring the delivery of the TYS-funded projects, including the chief officers for Green Space and Amenities, and for Community Development; also with the urban designer, and the officer for the Groundwork Trust, which is delivering the allotment improvement element. Additional information provided included the TYS project profiles and financial details, the local Economic Development Strategy and Burnley Action Partnership's Community Plan (2003) and Neighbourhood Renewal Strategy.
3. The context for TYS activity is set by existing funding programmes, focused on the Priority II Target Areas, and what is recognised in the Community Plan and elsewhere as the 'high incidence of poor housing, poor health, crime and the need to address the tensions that surfaced in 2001' TYS funding has been used partly in Priority II areas, partly in other areas where there were real needs and opportunities for action, and often proven approaches which could be applied there, but for which no resources were immediately available.
4. The sites visited for the case study included parks/open spaces (Scott Park, Forfar Street, Barden Gardens); allotments (Fennyfold Allotments, Reedley Hollows, Heasandford) and a primary school (Stoneyholme School) where a 'Walking Bus' operates. Brief on-site discussions took place with those responsible for managing project delivery and with representatives from the local communities/user groups.
5. The Council was notified that it could bid for resource of approximately £300k under Fair Shares; it was already managing SRB and ERDF funds and was interested in Transform Your Space as adding to the funding available for projects that would improve the quality of life of local people. Specifically, in the context of the immediate aftermath of the 2001 disturbances in the town, the money was seen as helping to provide for local areas where there were demonstrable needs not covered by other funding. The bid for TYS funding was formulated by the Council's Planning Department. Responsibility for delivery falls to Regeneration and Economic Development.
6. TYS resources were appreciated, but officers had some concern from the outset that what was seen as the most effective way to utilise it – through several small projects which would in effect widen and augment other projects - would necessitate a greater level of management and monitoring than the 5% assumed in the funding agreement.

Project activities

7. The over-riding objective in utilising TYS was to support the Community Plan goal of ‘improving all aspects of life in the Borough, for all communities in the Borough’. This links environmental improvement, and active enjoyment of the outdoors, behind the social purposes of community cohesion, and individuals’ access to opportunities and enjoyment of good health.
8. As noted above, TYS funding was used to augment other sources, and increase the reach and effectiveness of other projects. Across all interventions, TYS averaged 25% of total project costs. An important underlying theme was to improve community capacity, so that local people and organisations could take more responsibility for their areas, agreeing priorities, and working with available resources to manage facilities and bring forward new ideas that would have local backing. This was seen as the only way of delivering long-term sustainability as well as being cost-effective.
9. High quality provision – both of development and management training and of physical facilities - was also seen as essential. In some cases – notably the TeenZones/ballcourts at Scott Park and Barden Gardens - the TYS resource was used to demonstrate the Council’s commitment to providing high quality facilities, and to managing the effective use of these, alongside the bowling greens, tennis courts and children’s play equipment used by other groups from the local community.
10. The key elements funded by TYS, their status within a larger budget line and progress to date, are shown in Table 1.

1. Table 1: Activities funded through TYS

Theme and location	Key TYS project elements	TYS share within total project and progress to date
Vanguard Community Centre	Contract cleaning; minor repairs and maintenance, linked to BBC's encouraging organisation development and local ownership	In place, 2004-06 (TYS contribution c25%)
Community Building Development Support Post (Kibble Bank & Ennismore Community Centres)	Provide training/ capacity building for community organisations – also linked with capacity building in local communities	In place, 2004-06 (TYS contribution c15%)
Capital Contribution for Community Buildings (Kibble Bank & Ennismore Community Centres)	Contribution to refurbishment of buildings, linking into community priorities and building capacity	Major part of spend underway 2005/06 (separate project, 100% TYS)
Community Equipment Loan Scheme	Contribution to employment of 3 staff to formalise the structure for the scheme, and deliver it	Spend spread over 3 years to March 2006 (one-third funded by TYS)
Walking the Way to Health	Contribution to project development officer, to promote 'walking bus' schemes in schools; also provide advice on key issues, including H&S	In place – major part of spend this year (just under half funded by TYS)
Growing Places	Work through Groundwork to enhance 3 allotment sites, improving drainage, paths/access, security, signs; community/user involvement in determining local priorities	Now being put in place: behind schedule, but all expenditure still expected to be this year (one-third funded by TYS)
Teenzones	Funding to provide for upgrading or installation of 6 'teenzones' – robust hard-surface play areas, as successfully installed elsewhere in the town	Major TYS spend is in 2005/06, extending existing programme to new areas (TYS c15% of total programme)
Padiham Outdoor Multi-Activity Centre	(Outside) play equipment	On-going consultation to determine which piece of equipment: programmed for 2005/06. (all TYS)

11. Delivery of the TYS programme is co-ordinated by the Performance & Monitoring Officer and the Programme Assistant in the Regeneration and Economic Development Unit. Detailed design, including community consultation, is the responsibility of the relevant service departments – Green Space & Amenities and Community Development, including Youth Services.
12. Most TYS resource 'piggy-backed' on existing projects that were already being delivered. This has allowed early completion, with all the money expected to be spent by the end of the current year (Year 3 of the four year period.) Six of the eight projects are complete, or in an advanced stage of delivery; one small project, a piece of play equipment for the Padiham Activity Centre, has still to be determined, but community consultation is underway and this is unlikely to be problematic.
13. The only project where the outcome is still uncertain is the Community Equipment Loan Scheme – one of the larger interventions in terms of TYS support. This has been attempting to

provide a sustainable exit route, based on community involvement, for a project which had not achieved the profile and usage necessary for success. A timescale has been set, and we understand that the project will be abandoned, and the equipment re-distributed, if a positive and deliverable community response – perhaps through a social enterprise - is not forthcoming.

14. The cost of individual components, share the TYS programme in Burnley, source of matched funding, and progress to date in delivery, is summarised in table 2, below.

Community engagement

15. The unifying theme behind the complex mix of TYS-funded activities is improving the quality of life, through delivering physical improvements and ways of working at the community level, for which there would otherwise be no capacity. Community engagement is therefore an integral part of the thinking, and consultation takes place before decisions are taken, for example on the provision of ball courts. When improvement schemes were mooted for the allotments, a survey was undertaken of 300 tenants in the three schemes; this received a 65% response, and demonstrated strong shared view of local priorities.
16. In programme terms, the approach can be characterised as incremental, building on what is already successful elsewhere, rather than aiming at a radical or innovative agenda. It seeks to deliver what is possible within the constraints of funding levels and local authority capacity. The involvement of communities is real, and should help realise the intended aim of producing robust and sustainable schemes. Capacity for this involvement is being built through some of the TYS components. On the other hand, this can be characterised as providing for effective second-level community involvement, the first level, the overall parameters within which the scope and location of interventions are decided, has been determined by the local authority.
17. At this second level, feedback from the community was clearly positive regarding the improvements that had been made, and, in the case of Teenzones, there was evident appreciation of the need to provide space which could be used for robust play.

Table 2: Scale of TVS share and matched funding

	Total TYS budget (£k)	Capital or Revenue	Share of TYS budget (%)	Source of matched funding; comment on progress
Vanguard Community Centre	11.0	Cap	4	£33.3k, from the local authority under the Community Capacity Building Project: proceeding to plan
Community Building Development Support Post (Kibble Bank & Ennismore Community Centres)	12.0	Rev	4	£62.8k from the local authority under the Community Capacity Building Project; also £2.2k for fees/charges: proceeding to plan
Capital Contribution for Community Buildings (Kibble Bank & Ennismore)	47.3	Cap	16	None – proceeding to plan

	Total TYS budget (£k)	Capital or Revenue	Share of TYS budget (%)	Source of matched funding; comment on progress
Community Centres)				
Community Equipment Loan Scheme	68.8	Rev	23	£118.4k from the local authority under the Community Capacity Building Project; also £24.5k from BBC for additional fees/charges: scheme has not worked in present form, under active reconsideration
Walking the Way to Health	28.0	Rev	10	Also under the Community Capacity Building Project: small contribution from BBC (£2k); also money from SRB6 (£18.8k) and Countryside Agency (£11.5k) – being implemented as planned
Growing Places	30.0	Cap	10	Funded from variety of sources, including ERDF Priority 2 (£32k), Landfill Tax (£10.1k), Barclays (£10k), SRB (£6.8k) Lancs CC (£1.1k); work out to tender, expected to be completed this financial year
Teenzones	90.0	Cap	30	Large, town-wide programme, funded from a variety of sources, including Urban 2 (£239.5k), SRB6 (£120k), Elevate (£116.4k), S106 (£70k);
Padiham Outdoor Multi-Activity Centre	10.0	Cap	3	None – not yet implemented
TOTAL	297.2	Cap.63% Rev.37%		

Outputs and impacts

18. The benefits – realised and intended - from the eight streams of activities are summarised in Table 3. These are expected to lead through into social, economic, environmental and health gains. It is not possible to quantify these separately, given the scale of the projects, the fact that most are part of other larger-scale initiatives, and also that they are either recently completed, or as yet incomplete. The table represents an early, provisional, summary, based on our current interpretation of the situation with regard to the eight projects.

Table 3: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Training in organisation and management; financial support to maintain fabric of community centres	Building local capacity and helping local people to take ownership of facilities on behalf of their communities	Capacity being built through training; belief that the approach is the right one – no evidence can be expected at this early stage
	Involvement of communities and user groups, eg allotments societies, bowls clubs, in detailed design of projects	Capacity (sports development officers, involvement of schools' liaison officers, Groundwork Trust) to encourage the potential benefits from provision of more/better facilities to be translated into increased use eg Street Leagues	Evidence of increased use eg involvement of local sides in town-wide tournaments. Also anecdotally from the community. No baseline against which this can be measured.

Table 3: Outcomes of project to date

		to widen use of TeenZones.	
	'Walking Bus' for schools in deprived areas	Benefits sought were more about increased interest, engagement in school than health. These were shown by improved attendance and reduced lateness among participating children	Positive short term effects reported in first Stoneyholme School group (<i>attendance increased from 77% to 94%, lateness down by two-thirds</i>). Popular scheme: demand exceeds current capacity.
Economic	No activities focused on economic outputs	Increased use of some facilities may generate income and encourage wider sustainability	Increased involvement of young people at high risk ages might lead to increased engagement in economic activity, but not likely to be attributable to TYS, or whole project, even in future.
Environmental	Well-designed, robust, improvements to open spaces (ball courts, allotments)	3 ballcourts completed; 3 allotment schemes in progress – being delivered partly through TYS. Part of larger vision to improve attractiveness and use of parks and green spaces in Burnley. Improvements are followed up with high standard of maintenance – little or no evidence of vandalism.	Community representatives and on-site workers positive that the projects represent/will represent real improvements to the local environment: eg of Scott Park: <i>'it's not as good as it used to be, but it's better than it was'</i> . Part of an active and apparently successful change in management approach
Health	Activities to increase local activity among youth groups (ball courts), children (walking bus), and older people (allotments)	Potential health benefits from increased use of play facilities/ball courts, better quality allotments, schools' walking bus	Again, contribution from benefits may be real but as part of wider changes, not specifically measurable/attributionable

1.2 By the final year of our evaluation, when we re-contacted our Council consultees, the main benefits of the TYS project were reported to be as follows:

- community involvement, engagement *and* empowerment: communities have taken responsibility, and much more positive relationships have developed (e.g. between local youth with park rangers)
- facilities have been put in place that have tackled real local issues, especially anti-social behaviour and lack of things for young people to do – and provision is of good/sustainable standard
- individuals and communities have gained confidence: eg a sense of 'we can do it' in Burnley Wood, Ennismore St, Kibble Bank.

Future and sustainability

19. The way in which TYS is being delivered is part of a planned shift towards building ownership and responsibility at the community level. This is seen as essential to build self-reliance in communities, and to encourage the local ownership which will help prevent physical improvements being reversed by anti-social behaviour. Building local self-reliance will enable the Council and other funders to achieve value-for-money, but some local groups are stronger than others. Capacity of the allotment societies is being reinforced through their involvement in the physical improvements; on the other hand, the local group involved in one

of the community centres being supported with funding and training had to be reconstituted when some of the earlier leaders walked away. But TYS has been used as part of a coherent overall approach by the Local Authority – enabling not directly providing. This was already in train, and the approach is confidently expected to continue into the future.

20. Sustainability is built into the physical design of the capital TYS projects, for example through robust ‘low-maintenance’ fencing at the allotment improvements, and the use of high specification (and higher cost) materials for the TeenZones. These improvements are part of a wider commitment to an improved environment and quality of life. Other planting schemes, and the upgrading of play areas for younger children and of bowling greens are taking place alongside this investment, and this is also important to their sustainability.

1.3 When we re-contacted the project in the final year of the evaluation, the future looked optimistic:

- some groups have widened eg more young people have become involved in play; some abandoned allotments/plots have been taken up; increased use of refurbished community facilities, eg for childrens’ parties
- some groups (such as allotment holders’ associations) have become stronger because they are now seen to be effective mechanisms – demonstrably improved conditions have given them credibility in working on future priorities. These groups are now looking to move on to take a wider role in managing the allotments, securing new funding, linking with other groups/schools, etc
- examples were cited of individuals from the beneficiary communities who have demonstrably gained confidence, gone on to college courses, other new opportunities, through the experience they have gained from involvement.

Overview

21. We found that TYS resources have been used to enable facilities to be provided and improved in different areas, more quickly, and probably to a higher standard, than would otherwise have been possible. The schemes were not in themselves innovative, and the consultation was about the detailed content rather than overall priorities, but it was clear from the feedback obtained on site that these projects were what the community representatives wanted to see, and were being delivered in a way that Council staff on the ground saw as appropriate. Over time, the community is becoming more involved in setting priorities, through the Borough-wide Community Alliance (which also delivers some of the training).
22. We therefore concluded that the original concept behind the TYS application has been maintained, and the implementation has been sensitive to local community preferences. On the basis of the information provided, it is clear that the available resource will be used for the intended purpose within the allotted funding period. As for other externally-funded interventions, the results will be reviewed internally, with programme managers asked to complete evaluation forms.

23. While the relation with BIG has been good, Council officers also noted that creativity and flexibility was required on their side in order to use the relatively small amount of resource effectively, within the staffing and administration constraints of a second-tier local authority. On-line forms and milestone tables were not seen as user-friendly.
24. The strategic situation has also been changing – for example, with the increasing prominence of Elevate, the Housing Renewal Pathfinder for East Lancashire. Coordination with other players and sources of funds has at times been difficult and time-consuming. Officers believe that TYS resources have been used highly effectively, but lessons have been learnt. If the same resources were made available again, a strategic view might be taken that they should be concentrated on a smaller number of initiatives, which could be delivered more easily.
25. Separating out impact for the TYS spend is almost impossible, given its use alongside other funding. But consultations with Local Authority and community leaders led us to conclude that TYS-funded initiatives were playing a part in increasing social confidence in disadvantaged areas: in some cases this was specifically related to improvements in green spaces. There is an apparently widely-shared belief that despite some seriously deprived communities, and environmental degradation in parts of the town, the Borough is becoming a better place to live. The LSP, Burnley Action Partnership and the ‘Better Burnley’ campaign are setting the context for a collaborative process, which is involving local communities and underpinned by an active participatory approach by the Local Authority.
26. The question of whether, over time, TYS-funded projects will be seen as delivering value-for-money will ultimately depend on whether the disaffected parts of the local population can be re-engaged in worthwhile activities, and turned away from anti-social behaviour. These wider factors can only be influenced at the margin by TYS-funded schemes, but the improvements do have a part to play, potentially increasing confidence within the communities, encouraging engagement in community planning and demonstrating the possibilities of engaging in formal and informal recreation. While these will be difficult to separate out these effects, TYS-funded initiatives should help reduce the disparities between the target areas and the more prosperous parts of the Borough in the local level of social activities and the capacity to participate, organise and take responsibility for these; also in the standard of the local environment and in the health enjoyed by local people.

Derby

Introduction

1. The Transforming Your Space programme in Derby is administered through the Local Strategic Partnership (LSP), Derby City Partnership. The bid was endorsed by the LSP and the Lottery team report to both the City Council and LSP.
2. The local authority set out some priorities for the allocation of funds, including that projects should:
 - be in one of the twelve Neighbourhood Renewal areas
 - have an environmental focus
 - have strong involvement of a community and voluntary organisation
 - complement the Neighbourhood Renewal Strategy.
2. A project group of partners from the LSP was established to draw up a list of projects and to set criteria for assessing projects. This included the PCT, Parks Department, Environmental Health Department, Sport & Leisure Department, Derby Homes (the ALMO) and Derby CVS.
3. The total TYS award was £797,780. Match funding at the outset was just £78,000; however this has risen considerably over the lifetime of the programme.
4. The application process was considered straightforward in its initial stages and the Lottery team had identified four projects at bid stage. On only one project they were asked by BIG to provide more detailed costings. Due to the flexibility of the funding, the programme attracted diverse project ideas which could not be funded elsewhere. Projects were invited to bid and the Lottery Officer devised an application process which would underpin and provide information to feed into the NOF application. The Steering Group then scored application forms and submitted to the Working Group to take the final decision.
5. This case study report mainly focuses on evidence from the case study visits made to two projects:
 - Boulton Lane Park Community Centre
 - Shakespeare Street Play Area.
6. However other projects within the Derby Transforming Your Space programme are also referred to.

Project activities

Boulton Lane Park Community Centre

7. Boulton Lane Park Community Centre is a council-owned but community-run, non-profit, well-used centre located in a neighbourhood renewal area. The centre is non profit. Its facilities were full to capacity and there had been longstanding demand for an extension – the main hall in particular was not large enough to accommodate some activities, and groups were being turned away because of lack of space and availability.
8. There were two main elements to the project: a capital element to pay for the extension and refurbishment of the centre; and a revenue element to pay for training and consultancy to build the capacity of the voluntary management committee.
9. The proposal for capital works was drawn up with the local authority prior to the NOF application, and was for an extension to provide a new larger room, divided into two smaller rooms, and additionally a newly fitted unisex WC meeting the requirements of the Disability Discrimination Act (DDA).
10. The objectives of the project were:
 - to accommodate five extra community groups within 1 year of the extension being built
 - to increase yearly attendance figures by 25%
 - to establish winter indoor bowls sessions within 18 months
 - to increase the centre's income by 25% within 2 years
 - to broaden the membership of the management group, increasing size by at least 3 members.
11. A consultant from Community Matters was hired to deliver governance training and to develop a business plan and register as a charity. Training was available to everyone on the management committee – 12 representatives of user groups plus four additional members. It covered how to become a registered charity, drawing up a business plan, putting in place transparent and efficient processes, and achieving a Visible Standard (the Community Matters quality mark).
12. The total value of the project was £190,000, of which £186,000 was TYS. Beneficiaries include the local community generally, and more specifically the clubs and users that use the space (which cover all ages from playgroup to bowls club).

Shakespeare Street Play Area

13. This project was delivered in partnership with Derby Homes and the Parks Department. The local Area Panel had identified the need for a revamp of the existing play area, which was very run down and in disrepair, and the adjacent open space which was under-used. According to the Local Housing Manager, the community were ashamed of the park, which

was dangerous and had old, broken equipment, but was still well used by children. There had been very negative press coverage of the area, with articles promoting demolition of parts of the estate.⁷

14. She wanted to take action to let residents know they were valued – redeveloping the play area could achieve this. The project has now been completed, with a new state-of-the-art play area, including a wheelchair accessible roundabout, and all weather ball games area.
15. The objectives of the project were:
 - to increase physical activity among residents
 - to reduce anti social behaviour.
16. The total value of the project is £190,000 of which £182,000 was TYS. Match funding came from Derby Homes and the Area Panel. Beneficiaries include the whole community, but especially young people. Teenage girls are targeted specifically for sports activities.

Other projects

17. Other projects (not visited as part of the case study research) include:
 - Austin Park Neighbourhood Base – this is a one stop shop for services led by a voluntary/community group. Services which will be accessed from the site include nursery provision, training, other voluntary/community groups, housing, IAG and the benefits service. The lead partner is a social enterprise who have expanded beyond their original function as a childcare ILM project in response to community demand. It serves a very small neighbourhood and is very well used.
 - Osmaston Park – Environmental improvements to a large public green space. This is an on-going project to regenerate the park and will include:
 - a larger play area
 - a wheeled sports area
 - new footpaths and cycle paths with lighting
 - ball courts
 - crown green bowling
 - football pitches.
 - Derby City Council, Osmaston People’s Park Regeneration Association (OPPRA) and a whole range of community groups, organisations and individuals have worked together to improve the park, its facilities and how it is used. Once the construction

⁷ “The only option is to bulldoze these streets and start again” and “Streets where no-one wants to stay”, *Derby Evening Telegraph*, 2000-2002

work is finished there are plans to start a Green Gym and a programme of activities and events.

- **Booth StreetScene** – creation of three new recreational areas on Booth Street – a kickabout area for young people, a children’s play area and a recreational and seating area for adults. A lack of facilities in the area has resulted in a rise in incidences of anti-social behaviour and the project will help to combat this by providing a dedicated area for young people.

Community Engagement

18. The Regeneration Co-ordinator comments that the programme is based on genuine community involvement and all project ideas came from the grassroots and were based on longstanding demand from the community.
19. This is also reflected in the community representation on the Working Group which selected the projects for TYS funds, now a virtual support network. The goal of the LSP is to make it as easy for groups to apply and deliver projects as possible.
20. Building voluntary sector capacity has been an important feature of the programme – none of the lead organisations would previously have managed to bid for large scale funds but would have looked to the local authority for funding. This has caused things to go slower than if the local authority had directly delivered, but the Regeneration Co-ordinator believes the confidence building process has been invaluable.
21. For example, support on monitoring is provided to projects by the City Council’s Monitoring Officer, who runs monitoring workshops to demonstrate good practice, how to use evidence and demonstrate outcomes, and to complete forms. This builds ownership of the project and outcomes since the voluntary managers complete returns themselves.

Boulton Lane Park Community Centre

22. User groups were involved in the design and delivery of the Boulton Lane Park Community Centre extension and a number of letters were received from existing user groups justifying the need for extended facilities. The membership structure of the management committee involves mainly group members but also encourages individual community membership. An Open Day is planned to celebrate the 25th Anniversary of the centre and this will hopefully involve the wider community.

Shakespeare Street

23. According to the Lottery Officer, this project showed the strongest community involvement of any project. The Derby Homes project manager took a coachload of parents and kids to a manufacturers’ exhibition of play equipment in Windsor to choose the equipment themselves. In particular, the central feature – a £28K ‘space alien’ (illustrated in Figure 1 below) – was the favourite of the children and chosen in response to their demand.
24. Figure 1 – Shakespeare Street Play Area



25. The idea for the play area emanated from estate walkabouts and other consultation conducted from the Local Housing Office. The Sinfin Village Community Panel, which consists of local residents, responded by asking Derby Homes to look for funding and to draw up draft plans.
26. Local consultation has included Open Days, a resident survey conducted by the local Community Police Officer, and a 'wishing wall' on which children and adults could pin their wishes for the play area.
27. The Panel also established a Steering Group consisting of the police, councillors, youth service, local schools, Derby City Council Parks Section and local residents. A police officer spoke at a Sinfin Primary School assembly about the project and to get their views, and has also spoken to young people of all ages who currently use the play area regularly.
28. To involve children in the process and make them aware of the safety issues around the site while works were in progress, a colouring competition was launched for safety posters. Letters were sent to the whole estate to inform them about progress and safety. A housing officer went into schools and launched the colouring competition at a special assembly. Signs on the park gate were updated regularly to communicate progress. As a result, the local community all now know the Local Housing Manager and Local Housing Officer on a first time basis, which has also helped build community engagement.

Outputs and Impacts

Boulton Lane Park Community Centre

29. The management committee at Boulton Lane asked the various user groups to record the impact on their club, prior to the case study visit by the SQW researcher. Reports included:
- Shelton Striders Running Club (50-60 members meet weekly) – extra space enables them to provide a creche for members during practice
 - Drama club – provides separate rooms to facilitate rehearsals or meetings running consecutive to club; also space is now big enough to stage small shows for the community
 - Dancing school – in the past other venues have had to be used for exams but now the centre can be used
 - Karate club – more and safer space to do moves and throws; additional room has made a club for younger children at the same time possible
 - Derby carers – new user group who use the centre for their monthly meeting now time has become available
 - Fit4U Mobile Gym – new business user partly encouraged to start up business as a consequence of the space becoming available.
30. Area Panel and Small Change funds have also been secured now to pay for an outdoor play area at Boulton Lane – this may have been partly leveraged by Transforming Your Space.
31. The Community Centre Liaison Officer also notes that activities at the centre previously were very much catered towards children. The change has now helped other groups to flourish. It may also have had a role in kickstarting the mobile gym as a social enterprise. The entrepreneurs behind the gym idea had already been thinking about it, but the new venue helped move them towards implementing those ideas.
32. The project has also made the building and the park nicer and ‘*more loved.*’
33. The Community Centre Liaison officer also reports that she has learned a lot through the process (from application to project management) so one unexpected outcome has been building capacity within the local authority service, both on community capacity and building works.

Shakespeare Street

34. At Shakespeare Street it is also believed that leverage is an important outcome and funding has been levered in for streetlighting. The play area has reportedly become the focus for community events and has helped community cohesion. Public perceptions have changed and there are reportedly no negative press reports. Vacancy rates have dropped to zero in the estate and enquiry rates risen substantially.

Summary

Table 1a: Outcomes of project to date – Boulton Lane Community Centre

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Governance training and capacity building Capital works to extend building	Stronger, more sustainable and less vulnerable management committee Improved and extended facilities to enable demand from users to be met Larger, safer space for children to allow extension of sports activities for younger and older children Broader range of activities held within the centre, including drama and dance shows performed by children's drama and dance groups	3 additional new members of Management Committee 4 members trained 5 additional user groups Increased user numbers Achieved registered charity status Completed business plan Financial procedures raised and pulled into line. More transparent procedures. More awareness of ownership among the community.
Economic	Capital works to extend space.	Key role in encouraging at least 1 business start up	The instigator for the mobile gym entrepreneurs was reportedly partly the space becoming available
Environmental			
Health	Capital works to extend space.	Increased opportunities for exercise by old people, who wouldn't normally go to a gym because of access and cost issues. Mobile gym, made feasible by increased space, provides cardiac sessions for older people and has two medically trained personnel who check blood pressure and physiology.	A recent newspaper article did a fitness test on two participants and reporters – the two 74 year olds performed better than reporters in their early thirties. 20 people per session attend.

Table 1b: Outcomes of project to date – Shakespeare Street play area

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Environmental improvements and refurbishment of play area	Increased popularity of low demand area of social housing Changed perception of area Built community confidence and pride in the local area Reduced ASB	A new school is being built to cope with incoming young population. Levels of interest in properties measured by Homefinder – in 2002 from November to June there were 23 abandoned properties. There are now none at all and enquiries up to 140 per dwelling. Crime has reportedly fallen in the wider neighbourhood although poverty levels have remained constant. Many less negative newspaper reports 200 number of people attended the launch event Become a focal point for local events , open days and launches Reduced ASB reported by housing officers CCTV camera installed and

Table 1a: Outcomes of project to date – Boulton Lane Community Centre

			vandalism offences linked to tenancy conditions No football on street because have somewhere to go now Parents can supervise kids – visual impact from all points of the estate since at the centre of a roundabout
Economic			
Environmental	Environmental improvements and refurbishment of play area	Safer and more attractive environment for play	Vandalism reduced substantially No flytipping on site now
Health	Environmental improvements and refurbishment of play area	Improved opportunities for physical exercise by young people New sports skills developed by young people	Police run weekly football and basketball coaching and tournament and sports activities aimed at girls

Future and Sustainability

35. According to the Regeneration Co-ordinator, all of the projects funded will continue beyond the lifetime of Transforming Your Space funding – demonstrating sustainability was part of the key criteria for project selection. Derby City Council or Derby Homes will take on the responsibility for any maintenance costs associated with capital works. In the case of Osmaston Park a formal agreement has been drawn up between OPPRA to manage and maintain the park in equal partnership with the City Council. Business plans have been developed and the Regeneration Officer foresees no problems in maintaining viability.
36. The main thrust of the training provision in the Boulton Lane project has been to increase sustainability of the Management Committee, which will continue to be supported by the Community Centre Liaison Officer. The new Chair and Treasurer are younger and this is very positive and a legacy of the project – these individuals were around before but are now more involved and may have been stifled by the previous structure.
37. Mainstream agencies have been engaged in two instances – the PCT is involved with the cardiac group at Boulton Lane Community Centre; and the police have been a key partner involved in running football games and other sports activities at Shakespeare Street. The Young Offenders Team (YOT) play 5-a-side with a youth worker 2-3 times per week and the community police work with young people. The park is used daily and full every night.
38. At Shakespeare Street, Derby Homes will maintain the park in the foreseeable future.

Overview

Additionality and displacement

39. The Regeneration Co-ordinator states that the local authority would not have been able to fund any of the projects to the scale or standard that has been achieved. For example, Boulton

Lane had lobbied for an extension since 1980 but funds were not available. Both case study projects were 90% funded by Transforming Your Space.

40. There is no evidence of displacement and in one case – Osmaston Park – a substantial amount of match funding – over £1m – has now been levered in since the TYS award was announced. Overall, the Regeneration Co-ordinator believes that the funding has been a real catalyst for other things.
41. The original project bid states that the Shakespeare Street community, Old Sinfin, is a neighbourhood renewal area suffering above average deprivation levels. Young people living on the estate did not venture out to use alternative facilities in other areas and therefore the pre-existing lack of recreational areas encouraged ASB. In this sense the Transforming Your Space funding has been additional.

Lessons learned

42. According to the Council's Regeneration Co-ordinator, the key lesson learned is that genuine community involvement has been critical to securing high quality projects in deprived neighbourhoods. Otherwise these sites would have been vandalised and not been used. Building in learning and community capacity also means the programme will have a longer lasting effect than just physical improvements.
43. However, extensive consultation and handholding has taken a long time and two projects are not yet complete. Genuine partnership working also takes time, and the flexibility of Transforming Your Space in terms of timescales has been welcomed.
44. Other lessons cited by project managers include the value of determination, investing time, genuine community engagement and partnership working.

Good practice

45. Good practice includes the design of the Boulton Lane refurbishment, which included the refurbishment of the disabled toilet and won a special recommendation from Derbyshire Association for the Blind for its use of contrasting colour.
46. Forming the Transforming Your Space Working Group was also thought to be useful since it enabled project managers to have an insight into all projects – each of which were very different. This also helped to transfer lessons, for example on use of tendering for consultants.
47. The Community Centre Liaison Officer comments that capital works at Boulton Lane were project managed by the architect commissioned, rather than by the management committee, and this was an efficient approach.

Doncaster Transforming Our Borough Umbrella Project

Introduction

1. The Umbrella Project is led by Doncaster MBC, although the LSP is involved through its Funding and Co-ordination Sub-Group, which has a role in approving any external funding, including Transforming Your Space, SRB, NRF and others. The total TYS award was £2,157,564. Match funding has come from the local authority, SRB, and Heritage Lottery Fund.
2. The Sub-Group took reports on the bid and refined responses to the original prospectus issued down to eleven projects – included more projects than could be funded, to allow for any problems arising and for the local authority to assess which projects would have the greatest impact. The Sub-Group also receive an annual progress report, based on project appraisal forms.
3. Projects within the Umbrella project were developed on the basis of the seven transformational goals identified in the LSP's Community Plan, the Objective 1 Community Action Plan, and the Local Action Plans developed as part of the Neighbourhood Renewal Strategy. Many projects tackled issues which were ineligible under Objective 1, for example drug abuse.
4. Achieving a geographic and urban/rural spread, and addressing the void left from the collapse of the coal, steel and railway industries in terms of a social, welfare and recreation infrastructure, were also important criteria. Local Agenda 21 was also an influence.
5. Projects fall into three categories:
 - The **coalfield communities** are the most deprived parts of Doncaster and a series of projects were identified in these areas, involving the refurbishment of Miners' Welfares to provide community centres and recreational sports fields. Each Welfare is an independent charity but sustainability has been affected by the loss of income from collieries. Finding new trustees and widening the range of trustees is critical to achieve and sustain change.
 - The **rural** parts of the borough have suffered from environmental damage as a result of its industrial history. Projects include improving the environment, educational and interpretive facilities.
 - **Neighbourhood rejuvenation** projects aim to support the communities living in the urban core of Doncaster and include support to ethnic minority groups exploring the provision of community centres; and diversionary activities for young people.

6. Some minor revisions were made to the original bid, relating in the main to clarification and explanation. Following decisions taken by other funders, some reprofiling was undertaken across the basket of projects.
7. This case study report covers four of the projects funded by Transforming Your Space in Doncaster: The West Indian Centre (Neighbourhood Rejuvenation); Potteric Carr Nature Reserve (Rural Renaissance); Bulcroft Miners Memorial Hall and Mexborough One Stop Shop (Coalfield Communities).

Project activities

The West Indian Social Group (TWISG) Bar & Community Centre

8. The TWISG Bar and Community Centre is a social enterprise although wages are currently funded by TYS for two years to guarantee sustainability. It stems from the closure, ten years ago, of the previous community centre for the Caribbean community and consequent lack of a focal point for the community. The community had since then sought new premises and a feasibility study was funded under SRB5 to scope out need.
9. The vision is for the centre to provide a central point of access for the West Indian community to local services, in an environment where they feel comfortable and can also socialise. It can also be used for cultural events to raise awareness of West Indian culture among the wider Doncaster community.
10. The bar opened in October 2005 and the community centre is still under development at the time of writing. Proposed activities include:
 - A luncheon club for older people
 - A restaurant open to the public – potentially half African, half Caribbean cuisine
 - Meals on wheels
 - Breakfast clubs, after school and Saturday homework clubs for school pupils aged 13-19 – especially to target young Caribbean boys who as a group are underperforming in education. It is hoped teachers will get involved in activity based education support.
 - Entertainment and events, function room hire for wedding parties and similar
 - Diversionary activities for young people
 - IAG and training space
 - Internet access
 - Volunteer scheme to support running of the centre
 - Asylum support
 - Women's Groups, Men's Groups or other social events

- Community radio.
11. A project manager has been appointed from a youth service background whose responsibility is to develop activities and provision; drive forward community involvement and encourage greater participation on the Management Committee from both the community and other agencies. (At present the Management Committee comprises one professional from the local authority and seven community members).
 12. Its target beneficiaries are the local West Indian Community and the newer African community in Doncaster. Over time, hopefully users will broaden and include members of the wider community.
 13. Monitoring will be undertaken by the Management Committee and a monitoring officer nominated. The capital project has been 100% funded by Transforming Your Space.

Potteric Carr Nature Reserve

14. Potteric Carr Nature Reserve, which has been run by a Management Committee of volunteers from the Yorkshire Wildlife Trust since 1968, lies on former agricultural and wetlands and is an important bittern habitat. The total lottery awards exceed £2m, which will be spent on both capital works in the form of a new conservation centre and BTCV headquarters, parking and soft landscaping; and revenue funding to fund BTCV to employ trainers and deliver training at the site.
15. This will professionalise and regularise activities already taking place – there has been a need for professional management to sustain and maintain the resource, for example to refurbish paths for wheelchair use (most of the reserve is wheelchair friendly, including hides). While BTCV have a long history of working with volunteers on the site, the award will enable them to create structured, in depth training programmes.
16. Transforming Your Space funds will contribute to a new conservation centre and key educational resource. It will be used by schools and universities for research, with a pond and garden dedicated entirely to schools. BTCV have committed to moving their offices into the centre and will also provide a resource for training opportunities, for example building paths and habitat management. This will be targeted at children and young people from the disadvantaged urban parts of Doncaster.
17. Future plans for the project include developing green industries, for example reed beds. The project is also in talks with hospital based groups about organising wheelchair visits. Joint marketing and other work may be undertaken with the RSPB Nature Reserve in the nearby Dearne Valley. BTCV's new National Headquarters and Training Centre is under construction on the brownfield site adjacent to the entrance to the Nature Reserve with a completion date of October 2006. Over 40 existing/relocating and new central services jobs funded centrally by BTCV year on year will be based in the new, high specification eco-building.

Bulcroft Miners Memorial Hall

18. Bulcroft Miners Memorial Hall has for the last seven years been run by a Management Committee, which is a company limited by guarantee. The Hall was built on the site of the

former Miners Welfare, which burned down in 1998. A refurbishment bid, including extensive recreation area, was made to Sport England, however the bid was after some time rejected, putting the project in threat. Transforming Your Space funds were seen as a lifeline to restart the project.

19. In September 2003 the project was reappraised against TYS criteria and a fundamental feasibility review undertaken. Match funding was sourced from the Community Fund and Coalfields Regeneration Trust. Partners include Doncaster College and Re-Employment (the Employment Zone). The building has been completed and running since summer 2004.
20. Activities include:
 - Credit union meetings
 - Training sessions provided by Doncaster College and the Workers' Educational Association – ICT classes are underway and more courses are planned, including an independent art class
 - Nursery/crèche (at present the centre is still negotiating a contract to run it)
 - Employment and training advice
 - Social clubs: bowls, junior football clubs, disco, salsa classes, bingo, tae kwon do, Santa's Grotto, Ghost Walk, schools' Christmas Carol Concert
 - Function room for hire
 - Café serving meals to public.

Mexborough One Stop Shop

21. Mexborough One Stop Shop is scheduled for completion in March 2006 and will host:
 - A community centre
 - Social space
 - Offices to let
 - Objective 1 funded project on ICT training to tackle economic inactivity.
22. The project is run by Mexborough Community Partnership – a charitable company limited by guarantee and established in 1999. At the time of writing, the Community Partnership now own the site but are waiting for a Coalfields Regeneration Grant to come through to progress. Architects have drawn up plans for the refurbishment and an invitation to tender has been issued to building contractors.
23. Transforming Your Space funds were used to purchase the building at a cost of £88K. A further £300K of match funding was levered in for refurbishment and revenue – the latter in the form of an additional three staff posts created. TYS funding was sought following a presentation by BIG and the Community Partnership felt it would fit well with their aims.

24. Beneficiaries will include the entire community of Mexborough, but in particular the unemployed/ inactive, young people and people suffering isolation, e.g. the elderly.

Community Engagement

25. Generally, the community has been involved in the programme through the Funding and Co-ordination sub-group of the LSP, which includes a high proportion of community representatives, and approves all external funding including TYS.

TWISG

26. A community consultation event was held in August 2005 to share the vision for the community centre and encourage involvement from individuals and groups. 66 people attended and the project manager is keen to maintain a similarly high level of involvement. The Management Committee and interested community members are currently completing a volunteer skills audit to provide the basis for implementing community running of the centre.
27. Securing the building (through TYS funds) has been seen as a key tool to kickstart participation since this reflects commitment to the project and the community from the local authority. This has raised confidence and addressed some existing negative feeling following from the closure of the previous centre.

Potteric Carr

28. Consultation was carried out with existing users of the reserve via an exit survey and a market research organisation commissioned to carry out focus groups with local residents, day trippers, primary and secondary teachers, special interest groups and the corporate market. The project now is moving proactively to market themselves to the community.
29. The project will depend for its ongoing success on community engagement, volunteering and training. Its beneficiaries are the local community, especially those seeking to improve employability through training, take up volunteer opportunities, or to use the area as a leisure or educational resource.

Bulcroft Miners Memorial Hall

30. Overall the aim of the centre and other refurbished Miners Welfares is to change the direction and ethos of mining communities - recognising that it is still a community but also the need to rebuild a sense of ownership and independence.
31. A key aim of the centre over the next twelve months will be to engage greater numbers of the community. At present the hall has 250 general members (from a local population of 6-7,000). The manager hopes to engage more people initially through social activities and then into participation in management and governance.
32. The Management Committee is primarily made up of community representatives and predates the Memorial Hall – it was set up under the former Miners Welfare in an attempt to keep it open and running. Word of mouth has been the primary means of recruitment onto the Management Committee, which has also been used in some cases to up-skill individuals and

help them return to employment. The directors of the Management Committee take all key decisions and are the accountable body for the Hall.

Mexborough One Stop Shop

33. Project design drew on the results of the consultation and survey carried out for the Action Plan for Mexborough, drawn up to allocated NRF funds at around the same time, which involved 10% of the total population in Planning4Real exercises. A feasibility study was also conducted at the time, which tested demand. Further public meetings have also been held around the shape of the project.

Outputs and Impacts

Table 1: Outcomes of project to date

TWISG			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Encouraging community participation	Increased civic participation amongst West Indian and other communities Increased interaction amongst users and reduced isolation	Project has only just begun so is not yet expected to meet targets set by local authority, which are: Increased membership of TWISG Establishment of youth group Establishment of heritage group Operation of community centre
Economic			
Environmental			
Health			
Potteric Carr			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Provision of educational resource Training provided to volunteers and other community members	Increased number of educational opportunities – from primary school to academia Increased volunteer opportunities Increased training opportunities for volunteers	Increased visitor numbers – but won't be evident yet Volunteer training development officer established 18 number of people trained obtaining qualifications 64 training places provided
Economic	Job creation Workspace developed near deprived area Training for disadvantaged young people	Increased employability Increased employment Increased number of business start ups - The new conservation Centre is due to be completed in September 2006. It will house both an existing business (BTCV) and there is space provided for 2 new businesses.	No jobs were funded directly through TYS but may be some created indirectly via employment space created 3.2 Hectares new floorspace to be developed by July 2006 Potential impact on inward investment at adjacent office parks – attraction of 300ha nature reserve on doorstep
Environmental	Manage nature to best effect through intervention - maintain	Maintain or increase levels of biodiversity	300ha nature reserve and SSSI maintained Volunteers monitor biodiversity but

Table 1: Outcomes of project to date

	and enhance wildlife habitats Clean stream through reed-bed filtration system Focus resource on SSSIs and critical habitats	Improved landscape quality Reduced pollution	impact will not be evident yet as project only just getting underway
Health	Provision of recreational opportunities	Increased access to large recreational area on the outskirts of town and near deprived residential areas Improved wheelchair access across the site	300ha nature reserve and 2600 metres paths maintained Increase in wheelchair users not yet monitored.
Bulcroft Miners Memorial Hall			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Provision of social space ICT training	Increased social cohesion Reduced social isolation Improved skills levels	250 general members 16 Training places provided
Economic	Job creation ICT training IAG on employment	Increased employment opportunities Increased employability	3 FTEs created at Hall
Environmental			
Health	Social clubs including bowls and junior football clubs	Increased opportunities for exercise for young and old people	Evidence will only be felt in long term
Mexborough One Stop Shop			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Provision of social space ICT training Homework clubs	Increased social cohesion Reduced social isolation Increased skills levels Improved educational attainment Reduced instances of nuisance reported to police (8,000 last year)	Activity not yet undertaken.
Economic	Provision of local workspace ICT training	Encourage business start up Create local employment opportunities Increased employability	Activity not yet undertaken.
Environmental			
Health	Outreach health worker	Reduced smoking rates Reduced obesity Reduced drug abuse	

Future and Sustainability

Bending the mainstream

34. TWISG set out to ‘bend the mainstream’ in that services would be delivered from the centre in a way more sensitive to the needs of the West Indian community, more accessible from a focal point and listening to the needs of the BME community to transform services.
35. Mexborough One Stop Shop may be utilised as a Doncaster MBC customer service unit for all council activities serving the community of Mexborough in line with the local authority’s plan to reshape services for all communities. This agenda has enabled the project, which originally only envisaged a community centre, to expand in scope and reshape mainstream services. West Doncaster PCT is funding a health worker who will be based in the building to tackle obesity, smoking and drug use, and to provide support for lone parents.

Sustainability

36. TWISG’s business plan indicated that the project should become income-generating within a year, due to room rental and the contracted out bar. *However, when we re-contacted the project in the final year of the evaluation we found that TWISG had run into unexpected difficulties and the voluntary sector group delivering the project had gone into insolvency.*
37. The aim of Bulcroft Miners Memorial Hall is to have the building self-sustaining by end 2006. It will survive beyond TYS funding, which finishes at end 2005 – the total funding package runs out in 2007. Sustainability will then become a priority – it is hoped the building will be self-sustaining, otherwise it will revert to volunteer management which will be difficult.
38. With other community centres and former Miners Welfares, the manager at Bulcroft is trying to develop a federation to lobby Doncaster MBC for funds and to bid for contracts.
39. The business plan for Mexborough One Stop Shop shows the project becoming sustainable after three years. Both Doncaster MBC and the PCT will be tenants, providing some security in terms of rental income.
40. However neither Bulcroft nor Mexborough has a written commitment from Doncaster MBC about service provision to date. The trust will continue to fund raise as it has over the past decade, the increased profile of the site attracting more support from the wider community.
41. Potteric Carr Nature Reserve will continue to be managed in perpetuity and developed by Yorkshire Wildlife Trust. BTCV will fund paid staff and volunteer training indefinitely.

Barriers

42. When we re-contacted the project in the final year of the evaluation we asked the project manager to comment on any barriers to successful implementation of TYS.

43. We learned that the main barrier was the need for upskilling and capacity building within voluntary/community groups to lead and deliver projects in the time available. Governance and finance were particular areas of weakness.
44. The project team brought in external support where necessary, for example contracted to CEMVSO to provide support to TWISG on governance and finance (though in this case with hindsight possibly too late to prevent failure). Capacity building, business planning and leadership skills were also relevant and paid for from the TYS management budget.
45. Another barrier was difficulty in recruiting to the project team at local authority level. For most of the programme lifetime, TYS was managed by the local authority's External Funding Manager, who had wider responsibilities and a dedicated Lottery Funding officer only appointed in December 2006. This meant there were capacity constraints in the extent to which the project manager could be fully aware of developments at project level, where communication was poor. For example, projects might not communicate difficulties up to the project manager until these became critical.
46. Individual projects also suffered high staff turnover, for example at TWISG the project co-ordinator resigned. The project manager felt that many projects had ambitious plans and diverse funding sources. When multiple funding applications were successful, the monitoring burden became very large and contributed to retention problems with staff. This has been a learning experience for many community projects.

Overview

Additionality

47. In the case of Potteric Carr, the manager feels that such a sizeable grant – the TYS award was over £1m – would not have been achieved from other funders.
48. Mexborough One Stop Shop will provide the only community space in Mexborough. It was the first funder to commit to the project and according to the manager has been the catalyst for everything else. He also welcomed the help and support from the local authority's external funding manager.

Displacement

49. Because of the way in which projects were selected, the External Funding Officer believes that there has been no displacement or substitution. There is one reported instance where it appears that a local authority run centre – Redmond Centre – may be displacing activity from the TYS-funded Bulcroft Miners Memorial Hall, but internal action is being taken within the local authority to reduce this happening and prevent local authority-subsidised competition with community provision.

Lessons learned

50. Across the project, the key lessons learned have been around the nature of building community capacity, the need for patience, and to understand that community run projects

may take a long time to become established, for example if the Committee sits just once a month.

51. At Bulcroft, a key lesson for the Management Committee has been how to price services competitively to ensure that community organisations can benefit whilst securing sufficient revenue for the centre.
52. Another lesson is that during project design stage, Committees should be wary of applying to many different funders – this can later translate into a huge demand on time to satisfy the administrative and monitoring requirements of multiple funders.
53. Finally, Mexborough Community Partnership learned that entering into protracted negotiations with landowners can be costly and damaging and that in similar situations where a capital purchase is necessary, it may be sensible to look elsewhere if problems arise with the intended site.

Innovation and good practice

54. The community consultation process at TWISG is thought to represent best practice. A process was undertaken in which the centre was promoted using an existing database of members, posters advertised strategically, and food to tempt users in to consultation and launch events.
55. The flexibility of the fund was welcomed and useful in many instances. For example, the ability to transfer budget between years enabled TWISG to take more time in negotiating a deal with the leaseholder of the building. In other instances it enabled the unlocking of other funds. Development funding allowed the project to hire a solicitor, accountant and surveyor – none of whom were dependent on payment for the project going ahead. This meant the professionals were more likely to offer an independent view. It also allowed a licensed bar to be part of the development, which is thought critical to the success of the social enterprise. Cost forecasts showed the unsubsidised bar (contracted out) and function room will make the project income generating within a year.
56. Most funding sources would not fund a bar but the ability of TYS to do this at TWISG has been useful and innovative in assuring the long term sustainability of the project.

North East Lincolnshire Council

Introduction

1. In 2002 North East Lincolnshire Council were awarded £458,204 from the Big Lottery Fund's Transforming Your Space (TYS) funding stream. The LSP were first made aware of the potential TYS funding following a direct approach from the Fair Share programme highlighting the possibility of money for the region. Through pulling together the Community Strategy, the LSP had identified the need for cleaner streets and other environmental and liveability improvements within the region. Therefore it was decided to develop a bid for funding focusing on these priorities.
2. The bid was developed through a process of consultation between the LSP, Community Economic Regeneration Trust (CERT) - a social enterprise aimed at decreasing unemployment, and the Council's European Funding Directorate. The bid sought to improve the quality of the environment in North East Lincolnshire by tackling derelict sites and improving open public spaces in four of the region's most deprived wards.
3. With in this bid the actual 'specifics' of the individual projects were not defined. The agreement was that a pot of 12 projects would be developed following further consultation with specific community groups. The project's would focus on the 'Cleaner, Safer, Greener agenda' and would seek to fill the gaps between the ODPM Liveability fund, and Heritage Lottery Fund projects that were occurring within North East Lincolnshire.
4. The overall project is managed and coordinated by the Council's Environmental Services Directorate as it fits very closely to the Council's wider Liveability Agenda, its Urban Renaissance Initiative and the Open Space Strategy.

Project activities

5. The project activities are split into two 'schemes'. The first Neat "Neat Streets" is managed by the Council's Neighbourhood Improvement Team (within the Environmental Services Directorate). The second "Site Busters" is managed by CERTS' Community Business Environment Team (CBET) who have subsequently become known as Environworks. Each scheme has approximately half of the overall TYS budget: Neat Streets received £230,004; Site Busters was awarded £228,200.
6. The primary reason for this split between organisations was to reflect the LSP's priority for joint working, and to encourage partnership working. Therefore, the aims and objectives of each scheme are the same: to enhance, improve and raise the environmental standards of the poorer wards and subsequently increase their standards of health and wellbeing. As are the target beneficiaries: both scheme seek to engage those living near to the projects and who are willing to get involved and participate as well as providing general benefit to the wider community as a whole.

Neat Streets

7. The Neat Streets scheme has developed six different projects

- The Environment Community Pot - A project that is used to encourage community ownership of the area and promote civic pride through the funding of environmental and liveability activities that are developed by voluntary and community groups, such as street cleaning initiatives. The pot can either offer direct funding or provide a match fund for external funding initiatives. The pot has also funded a Community Liaison Officer to proactively engage the community, schools and businesses. The project will receive £97,000 from TYS and to date £50,000 of match funding in-kind from North East Lincolnshire Council
- Save our parks scheme - This project is seeking to reduce the level of vandalism, abuse and anti-social behaviour that is occurring within Parks across North East Lincolnshire. Problems include abandoned and burnt out cars, fly tipping, damage to play equipment and other facilities, litter and dog mess. The improvements will include: new fences, barriers and bollards; the provision of more litter and dogs mess bins; the improvement or replacement of playground equipment and other furniture; the introduction of interpretation and information signs; and improvements to paths and other surfaces. To date one large project is being developed as are a number of play areas. This project has £11,819 of TYS funds and £45,190 of match funding from the ODPM Liveability fund.
- Safer streets - Aims to reduce environmental crime through the purchase of several mobile CCTV cameras to record and deter fly tipping. Funding will also be available to community groups and residents to install lockable gates to their rear alleyways. North East Lincolnshire Council are currently in the process of procuring CCTV cameras. The project will receive 28,000 of TYS funding.
- Right of way/public paths - Development of new, and improvement to, existing paths and cycleways in order to create a safe and accessible network between parks and other green spaces. The project will also include the installation of stiles, gates and improvements to signage. The project is currently consulting on which paths need work. The project has a total of £20,000 from TYS.
- River Freshney Clean Up - A number of different activities to improve the River Freshney, including introducing fishing pegs, improvement to railings and litter clearance. The original aim of the project was to also deepen the river channel, however due to a lack of match funding this has not been possible. Therefore North East Lincolnshire are looking to transfer some of the £40,000 TYS funds allocated to the project to the Safer Streets project.
- Freshney Forest Development - An Urban Renaissance initiative designed to create a “green mantle” around the urban and industrial areas of the borough- notably the gateway to Immingham. The TYS money will be used for tree, shrub and hedge planting around a number of “gateways” into the area. The larger scheme will include development of a forest and remodelling of roundabouts and other infrastructure. The

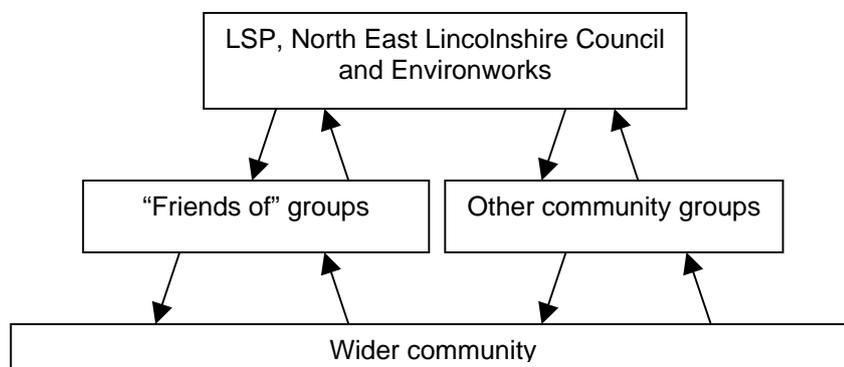
project is just about to begin, having been delayed because of the need to plant trees in the right season. The project has received £18,000 from TYS and £22,000 in other match funds from the ODPM Liveability fund.

Site Busters

8. The Site Busters scheme has also developed six different projects
 - Tree Planting Scheme - Aims to plant a carefully selected range of native hard and soft wood trees throughout the region with the clear purpose of enhancing other projects such as Freshney forest. The project is currently about a third complete. The TYS funding will provide £58,000 towards this project and 11,200 will come from match funding from SHORELINE Housing Association.
 - Green Gyms - A number of Green Gyms are being run in order to enhance the health of resident within the most deprived wards. The project this year is working on a BMX obstacle course. £24,320 will come from TYS and £11,200 from match funding from SHORELINE Housing Association.
 - Pocket Gardens -Development of a number of small derelict areas into small gardens or areas to sit, often next to large housing estates. £51,680 of TYS funding has been allocated to this project with £16,320 form match funds from SHORELINE Housing Association.
 - Footpath Reclamation - Improve footpaths and tracks that have become overgrown and areas for dumping and other unlawful activity. The project seeks to cut back overgrown vegetation, clear litter and create open, light and safe foot paths. The TYS funding for this project is £19,050 and the match funding is £5,950 from SHORELINE Housing Association.
 - Improving Derelict Sites - Work with allotment association to improve allotments within Grimsby, Cleethorps and Immingham. The project aims to reclaim a number of different plots as well as removing disused buildings. The project included raising two plots for the use of disabled people and two for the dedicated use of the local primary school. The project has received £60,400 from the TYS funding and £29,600 from match funds from SHORELINE Housing Association.
 - Wildlife Areas -This project will involve the creation of a number of wildlife areas for the local community. It has received £29,144 from TYS and £12,000 from match funding from SHORELINE Housing Association.
9. The Site Buster projects have been subject to serious delays. CBET, who were originally managing the projects for CERTS, were paying VAT on the TYS funding because they were viewed as a “trader”. In order for them to not pay VAT, and to treat the money as a gift they changed their name to Environworks, a separate social enterprise. However, this change in name caused significant legal problems for the Council, in their role as funding provider. The funding to Environworks was therefore put on hold until the issue was resolved, which in turn meant that funding for their TYS projects had to stop. These complications have now been resolved and the Environworks programme is expected to begin again in the imminent future.

Community Engagement

10. A key factor of this project has been the ability to engage the community. At the original bid stage the projects were purposely undefined so that community could be re-consulted in order to really direct what happened. This consultation process occurred through the strong network of community groups and “friends of” groups that links had been developed with during the LSP Community Strategy consultation process. The purpose was to use these groups and bodies to further consult with the wider community, thereby ensuring that the wider communities’ views were fed into the broader process. This process was also enhanced by Environwork’s strong links with the community and the role that they had had in creating many of the “friends of” groups.



- 11.
12. In addition to these links the consultation process used additional questions in the LSP Community Strategy Consultation as well as through other events in local community centres and schools.
13. The result of this process has meant that there have been no real barriers to consulting the community and that subsequently the community have had a real impact in directing and determining the projects. The Council has also develop a Friends Group Focus Group in order to co-ordinate and formalise these links with the local community.

Outputs and Impacts

14. At this stage of the project, and taking into account the delay with the Environworks schemes, the key impact of the projects has been the engagement with the community. Many local community groups and friends of groups have been involved with a number of different projects. Through this involvement these groups have also seen their capacity build, something which was felt would continue to have a longer term impact as these community groups were now capable of developing projects and with support submit their own bids for funding.
15. Over the longer term the projects also have the potential to have a much greater range of social, economic, environmental and health benefits. For instance the environmental focus of all the projects will undoubtedly have a significant impact on improving the environment and the local area both through the parks improvements but also the clamp down on fly-tipping.

The projects will also improve people's health both directly through the work of the green gyms and the creation of allotments but also indirectly as people make more use of improved open space for exercise. Socially the projects, particularly those delivered by Environworks, are expected to impact upon unemployment as they seek to use the projects to reengage the long term unemployed. Finally, there is potential for the projects to impact upon the local economy both through the policy adopted to buy products and materials locally, but also through the area improvements that could subsequently impact upon house prices.

16. Even at this early stage, it was clear that these projects could and would not have occurred without the TYS funding as the money would not have come from any other sources. A fact that is most notable in the small projects.

Barriers

17. The project experienced two main barriers:
 - the first was a project management issue and was the number of staff changes within the Council: as each person dealt with issues differently it meant that there was often a lack of consistency
 - the second was that the project tried to achieve too much in too many different areas: create safer streets, improve derelict land, create wildlife areas and create pocket gardens. This led to a lack of focus and added a degree of complexity.

Future and Sustainability

18. The projects will be needed beyond the lifetime of the TYS funding. The sustainability of the projects was always a key aim from the outset, and therefore the projects have been developed accordingly. All the projects have tried to build in sustainable elements and have been developed in partnership with the community thereby creating the assets and a structure in which to sustain the projects. For example one project provided trees for residents to plant in their garden thus giving them the ownership to maintain the tree.
19. The sustainability of the projects will also be further enhanced because they fit closely with the Council's liveability agenda, the result of which will see various elements managed by the Council through their liveability post. In addition to this the project's have joined up local thinking both within the Council and other mainstream services about the importance of the environment and have therefore brought it higher up the agenda and ensured that there is more joined up thinking about the environment- something that will potentially help maintain the TYS projects. Developing partnerships with Shoreline Housing Association within the TYS project will enable further sustainability with projects being rolled out. Through out the development of the projects considerations have been designed in enabling low on cost for the projects or Shoreline taking on the management of the projects

Overview

20. As already stated, it is unlikely that the activity would have occurred without the TYS funding. The very remit of the funding, to fill gaps, makes it clear why this is the case. The

funds provided the projects with funding that they otherwise wouldn't have obtained. The funds also allowed the projects to focus specifically on the community and what they wanted.

21. The project has also enabled the Council to learn a number of lessons. One of the most important lessons has been the success of working closely with the local community. In addition to this, a key lesson has been the importance of having the flexibility to mould the project in to something specifically for the community. It was acknowledged that the lack of clarity at the bid stage did cause problems with BIG; however, by doing it this way the projects have were able to ensure that fitted closely to the needs of the community.
22. In terms of what they would do differently the Council feel that the bid should have focused more on capital, rather than revenue funding as it is the capital funding that can really bring about change in an area. Overall, however, as a result of the TYS project the Council feel that they are in a much stronger position for the next time they seek to use a funding stream.

St. Helens – Greener Spaces, Better Places

Introduction

1. The Transforming Your Space programme in St. Helens is called the Greener Spaces programme, and is run by the LSP, St. Helens Together. The overall impression is that the programme has been very well run and has made some strong achievements.
2. The LSP chose as part of its own remit and the basis of the Neighbourhood Renewal Strategy, to focus programme allocation on the two most deprived wards in St. Helens – Parr & Hardshaw and Broadoak. At the time of application, these fell into the 5% most deprived wards in England.
3. The programme followed on from other area based regeneration schemes – in particular an SRB4 and an SRB5 Scheme and the Objective 1 Pathways Programme. Extensive consultation undertaken during the development of the Neighbourhood Renewal Strategy meant that the LSP had a clear idea from the community of what was wanted and needed with respect to environmental improvements, prior to putting the Transforming Your Space bid together. The aims of the programme also relate to need identified in various other strategies:
 - LA21
 - Crime and Disorder Reduction Strategy
 - Community Plan
 - Relevant NRF Action Plans for the two wards
 - Coalfield Challenge Area.
 - Sure Start
 - Merseyside HAZ and St. Helen's Health Plan.
4. An exercise was conducted to reduce the overall number of targets and increase the number of shared targets among these different strategies.
5. The total value of the award was £951,777. Match funding has come from Helena Housing, St. Helens Council, Groundwork and NRF, to a total value of £3,459,004.
6. The programme is managed by the Programme Manager based within the LSP, and through the Steering Group, which includes the Programme Manager, Assistant Programme Manager, project managers, and a representative of each partner listed above.
7. The bid was put together by the LSP's Executive Manager. The LSP was established in 1986 as Ravenhead Renaissance and was England's first PPP. Its Board includes community representatives, stakeholders and the private sector. Following from the success of the LSP in attracting inward investment and engaging the community, as well as running SRB, NRF and Pathways Programmes, it seemed the sensible choice for the lead partner for Transforming

Your Space. This previous experience was also beneficial in undertaking the application process – although it was felt the application process was bureaucratic the LSP received good feedback and no major revisions were made to the bid.

8. The LSP also welcomed the flexibility of the programme, that it is not output driven and allows the ability to develop focus over the lifetime of the programme. Its anticipation of the cleaner, safer, greener liveability agenda was also commented on – this provided an opportunity to address needs which previous funding streams such as Pathways had been unable to reach.
9. The Transforming Your Space programme targets residents of the two deprived wards identified – Parr and Hardshaw, and Broadoak; and also schoolchildren at a number of schools. The population of these two wards was 17,446 at the time of the 2001 Census.
10. The aim of the overarching programme is:
 - To improve the quality of the environment
 - To transform public and green spaces
 - To demonstrate meaningful engagement with the local community.

Project activities

11. The objectives of the programme are delivered through 8 projects, these are:
 - Rear passageways and streetscapes (TYS £84,100, match funding.: £1,353,140) – this project aims to improve civic pride and environmental conditions and to reduce crime and the fear of crime, through three elements – alley-gating, street lighting, and rear passageway treatment, to deter crime and vandalism associated with rear passageways in high density housing areas. Works have now been completed on all identified sites and 670 households have benefited.
 - Park Boulevard (TYS: £210,250; m.f.: £360,000) – the aim of this project was to improve the visual quality of the Park Road corridor (the main A58 through town). This was achieved by introducing new parking areas, landscaped grass verges, tree planting, new artwork features, new cycleways and improved pedestrian accessibility. The project is now completed.
 - School playgrounds (TYS: 92,510; m.f.: £121,280) – this project seeks to provide improved play and sports facilities for children of primary and nursery school age at five primary schools in the town. This will include consultation, design, laying of paths/paving, planting and associated hard/soft works. Works at two schools are now completed, underway at a further two schools, and will begin at the final school in Easter 2006.
 - Community clean ups (TYS: 82,924; m.f.: £20,000) – this project aims to engage community members in a range of inter-related environmental activities aimed at improving their local neighbourhood and gardens. This includes garden/allotment

maintenance, community clean up days and greening up identified 'grot spots'. A variety of sites have been targeted as a result of community requests and training delivered to residents on hanging basket creation and allotment maintenance.

- Neighbourhood wardens (TYS: £59,358; m.f. £196,874) – the aim of the scheme is to contribute to promoting community wellbeing, to contribute to the reduction of the fear of crime and support crime prevention issues, and to promote and encourage a cleaner and healthier community. Specifically, the wardens provide a practical approach to environmental improvement, management and maintenance. Transforming Your Space funds one full time neighbourhood warden, whose objectives are: to aid crime prevention, environmental improvements, community development and housing management. The warden is employed via the council's Environmental Protection Department.
- The duties of the warden are to patrol street and open spaces, provide a reassuring and approachable presence, to report and respond to environmental and other problems; to promote environmental services; to liaise with residents and outside agencies to resolve community problems; and to clear 'grot spots'. These were agreed in consultation with the community and the scheme moulded around the results of a survey.
- The wardens also hold events such as skip/recycling days; health and sponsored walks; conservation days; consultation/gala days; crime awareness days; allotment clean up.
- Defensible spaces (TYS: £105,125; m.f.: £1,110,996) – this project aims to create new walls, fencing, gates and private parking, and to remodel cul de sacs and soft landscaping on the Mount Pleasant Estate (a large mainly social housing estate that had already been identified for improvement under Helena Housing's Estate Based Environmental Scheme). Much work has already been done and the soft landscaping element (the TYS funded element) will be completed during Autumn 2005.
- The Defensible Spaces project stems from the establishment of the TARA in 1978 on Mount Pleasant Estate, one of the first open plan estates in the borough. According to the TARA chair, it became apparent within six months of occupancy that shared gardens didn't work. Children causing trouble were not trespassing on private property and so there was no recourse for ASB. This began a 27 year campaign for defensible spaces.
- Greenways enhancements (TYS: £94,100, m.f. £146,431) – this project aims to enhance the infrastructure of the Sutton and Sankey Brook Greenways, including by footpath improvements, access controls, artworks, signage and lighting. Detailed designs have been developed, work is underway and this is due to be completed November 2005.
- Pocket parks (TYS: £108,430, m.f.: £150,283) – this project delivers environmental improvements and remediation on five previous brownfield or neglected green space sites that have been identified in public consultation as desirable public open space.

Work has begun on two sites and the others are scheduled for completion in August 2006.

- The sites include Nanny Goat Park/ Recreation Street Park, which has been publicly used since 1900. It had a dilapidated, under used bowling green, and was often used by travellers. The community wanted development and a masterplan was developed in response, including a ball park and secure design preventing access by travellers and bikers. The site has now been secured with fencing and a children's play area commissioned (to be completed by Christmas 2005). Landscaping will be tendered via Groundwork. A youth shelter has been installed and appears to be successful and well used.
- Sunshine Park (named by local schoolchildren) was formerly derelict land reclaimed after a history of chemical extraction and landfill use. It has now been awarded Doorstep Green status. Initially development was subject to delays by necessary utilities work but this is now largely completed. The local TARA supervise and maintain the children's play area and ranger events with schools and the community to identify wildlife are planned – in the long term it may become a local nature reserve.
- Merton Bank had a longstanding problem with travellers and bikers. This is mainly a boundary treatment project, installing fencing prior to further development. Woodland planting will be carried out through the Mersey Forest (Community Forest).
- Ashton Grove represents 23ha developed in consultation with the local community over the last 27 years or so, and will include a children's play area.
- Derbyshire Hill is a former primary school site, neighbouring a landfill site redeveloped by Groundwork with the aim of creating a single open space. This will provide a play space for children's and young people on an estate and the Programme is working with Groundwork to create a multi use ball park and boundary treatments.
- Access for the disabled is a key part of the designs in all spaces.

Barriers encountered

12. Few problems or barriers have been encountered in the programme. One of the projects originally to be funded, the Bum Deal Recycling Initiative, did not transpire. In agreement with BIG, the funding allocated for this in the original bid (£27,650) was held in contingency and later shared between the Pocket Parks and Greenways Enhancement projects. This allowed a fifth site to be included in the Pocket Parks project.
13. The Community Clean Up project changed some of the content from the scheme initially encountered, after it became apparent that mainstream services would actually deliver some of the envisaged tasks (water butt and composting days). Instead the project implemented further clean up and green up days.

14. The Greenways Enhancements project encountered in the initial stages hydrological problems in one section of the intended work, which meant that the original aims were no longer feasible within the funding available. As a result, it was agreed that the funding would instead be refocused to improve a different section of greenway.
15. One or two other projects have been subject to delays to capital works due to a bad winter for example but these have not endangered delivery. In some instances, according to the Pocket Park project manager, problems have been a catalyst to pull in other funding and overcome barriers. For example, delays at Sunshine Park persuaded the Highways Department to carry out complementary work on neighbouring roads which otherwise might not have happened.

Community Engagement

16. All of the projects have undertaken or are about to undertake consultation exercises aimed at the community directly affected by the projects. The programme is also influenced by community representation on the NRF Steering Group for the Parr and Hardshaw ward.
17. The Community Clean Up project has involved over 60 residents on training courses aimed at improving the appearance of gardens and houses, including a hanging basket course, an ‘Excellence Day Trip’ to Southport Flower Show and sculpture workshops for young people.
18. All the projects include some community involvement, but Community Clean Up and Neighbourhood Wardens were seen as central to this. Regular consultation events and meetings were held between project managers and targeted communities. The community has also been involved through training under the Community Clean Up project, volunteering, and events organised by the Neighbourhood Warden.
19. The TARA has been involved on the Defensible Spaces project from the outset and sits on the project Steering Group. This has aided delivery significantly due to the trickledown of information to the wider resident population.
20. The Neighbourhood Wardens project has engaged the community so successfully that 23,000 enquiries were made in the first year. This is described as a result of both the community coming to wardens and wardens proactively seeking community engagement. It was mentioned that other environmental services are on the end of a phone – the wardens are on foot in local areas and so more approachable. They are known by name and members of the community feel able to, and do, approach them with problems and to offer help.
21. Wardens have also played a key role in stimulating the establishment of new community groups, formed along environmental lines.

Outputs and Impacts

Table 1: Outcomes of programme to date

Rear passageways project			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Alleygating	Improved civic pride	Positive feedback from residents (670)

Table 1: Outcomes of programme to date

	Street lighting Rear passageway treatment	Reduced crime and fear of crime	households affected). Nationally, 2/3 of burglaries are from rear of building Evidence from similar work undertaken in Liverpool of raised house prices and reduced insurance premiums in households affected (not yet monitored in St. Helens)
Economic	Alleygating Street lighting Rear passageway treatment	Increased property values	Evidence from similar work undertaken in Liverpool of raised house prices and reduced insurance premiums in households affected (not yet monitored in St. Helens)
Environmental	Alleygating Street lighting Rear passageway treatment	Improved environmental conditions in rear passageways and alleys	8,000m ² of passageways treated, 77 lighting units fitted/refurbished and 13 alleygates installed. 670 households have benefited. "Alleygates very nice to look at... Gigantic improvement" according to a resident
Health			
Community clean up			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Training in hanging basket creation and garden and allotment maintenance Community clean up days	Increased skills levels among residents Increased volunteering and civic participation opportunities	60 residents completed training/ took part in events Improved conditions in local gardens and allotments observed
Economic			
Environmental	Community clean up days	Reduced number of 'grot spots' Improved environmental conditions	4 sites improved Improved environmental conditions observed
Health	Training in hanging basket creation and garden and allotment maintenance Community clean up days	Increased opportunities to participate in outdoor activity	Evidence of health benefits will only be observed in long term.
Defensible spaces			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Creation of gardens, gates and defensible spaces	Community engagement/ capacity building Reduction in ASB	Involvement of TARA members on Steering Group Real sense of satisfaction for residents who had been campaigning for 27 years on the issue Reduction in ASB observed by residents who no longer are subject to children trespassing on gardens immediately in front of property.
Economic	Creation of gardens, gates and defensible spaces	Increased house value	10-15 residents have purchased their own home since improvements, according to one resident.

Table 1: Outcomes of programme to date

Environmental	Creation of gardens, gates and defensible spaces	More visually attractive front gardens and street frontage	670 number of homes affected by creation of gardens, gates and defensible spaces "Estate completely transformed... Way beyond what anyone would have expected" according to TARA chair
Health	Creation of gardens, gates and defensible spaces	Increased opportunities for healthy outdoor activity Increased opportunities for safe play by children Reduced stress caused by ASB	Many residents now take part in gardening activity where before there was none – as evidenced by quality gardens created and maintained throughout the estate One resident believes has reduced stress due to reduction in ASB Health benefits associated with increased exercise will not be visible in the short term.
Neighbourhood wardens			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Established junior wardens scheme Facilitated community events, e.g. "Pardi Gras" (Parr area festival), St. Helens Show Warden training	Increased civic participation by adults and young people Increased community cohesion and social capital Increased ownership and sense of pride in communities Improved skills levels of wardens Increased levels of satisfaction with neighbourhoods as places to live	Positive feedback from community 10 young people involved every weekend in clean ups 60 volunteers regularly involved in community clean ups High attendance and participation at community events TARA Chair states that "Its very difficult to say what we would do without them [wardens] now." Four wardens studying to NVQ2 One studying to be a warden assessor Satisfaction levels have not been monitored to date.
Economic	Warden appointed	Job creation	One job created
Environmental	Warden leads on tackling fly tipping and clean ups	Improved local environment Promote a cleaner, safer, greener, healthier St. Helens	1,136 incidents of flytipping dealt with since April 2003 23,000 enquiries 90 well attended events
Health	Health walks led by warden	Increased opportunities for healthy living	Health benefits associated with increased exercise will not be visible in the short term.
Park Boulevard			
	Activity undertaken	Description of benefits	Evidence of outcome
Social			
Economic		Improved key gateway site may improve overall perceptions of St. Helens.	
Environmental	New parking areas, landscaped grass verges, tree planting, new artwork features, new cycleways and improved pedestrian accessibility.	Improved visual quality Increase pedestrian and cyclist accessibility	130 new trees 2.5km of new cycleways 1,386m ² of on street safety/play zones created

Table 1: Outcomes of programme to date

Health	Hard landscaping works to create new cycleways and improved pedestrian accessibility	Safer streets Reduced injuries/fatalities from RTAs	2.5km of new cycleways 1,386m ² of on street safety/play zones created Important access route for maybe 50% of local population Evidence of reduction in accidents has not been available to date at the level of detail required.
School playgrounds			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Hard and soft landscaping	Improved play space for pupils Raised educational attainment	972 pupils directly benefit (all children attending the two schools) Literature linking outdoor play and exercise to educational attainment – primary evidence of improvements will only become apparent in the long term.
Economic			
Environmental	Hard and soft landscaping	Improved quality of playgrounds	100m ² completed to date.
Health			
Pocket parks			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Remediation of derelict land and improved and added to public open space.	Enhanced creative and green play opportunities for children Improved disabled access	Literature linking outdoor play and exercise to educational attainment – primary evidence of improvements will only become apparent in the long term. Disabled user numbers have not been monitored to date.
Economic			
Environmental	Remediation of derelict land and improved and added to public open space.	Remediated brownfield land Increased ha public open space	3,000 bulbs planted "Made a huge difference to people's parks" according to one resident
Health	Remediation of derelict land and improved and added to public open space.	Increased opportunities outdoor activity	Health benefits associated with increased exercise will not be visible in the short term.

Unexpected outcomes

22. One key unexpected outcome has been the choice of St. Helens as the location of UEFA's anniversary ball games park site in the UK (only one is awarded per EU member). This has subsequently been built at one of the Pocket Park sites (Nanny Goat Park/Recreation Street Park) and the choice is thought to have been influenced by the coherent package of environmental improvements which would protect the site and encourage use. The ball games area is now reportedly very well used daily.

23. Another is the establishment of the junior neighbourhood wardens scheme, which creates volunteering opportunities for children and young people who help the neighbourhood wardens on litter picking and clean ups of the local area. This was not planned but developed in response to demand from the young people themselves, after meeting the neighbourhood wardens informally during their work.

Future and Sustainability

24. All capital projects delivered under the programme were subject to an implementation plan which included a sustainable maintenance plan. For example, turning over responsibility for maintenance to the Highways Department, Ground Maintenance Department or Helena Housing.
25. The revenue elements are more difficult – it is not yet clear whether community clean-ups will be continued – however community capacity has been built and it is hoped this will help sustain momentum behind the scheme. Groundwork may also be a possible source of mainstreaming.
26. Neighbourhood wardens are currently in negotiation with the Environmental Services Department and will most likely be mainstreamed. A large scale community consultation is planned for the forthcoming round of NRF and this will be used to inform the forward strategy for projects.

Overview

Additionality and displacement

27. At the time of bidding, none of the proposed project activities were being provided by statutory or voluntary services.
28. In the case of the Defensible Spaces project, Transforming Your Space funding accounted for circa 10% of the total project, and the actions carried out had previously been identified under Helena Housing's Estates Improvement Plan. (TYS funding was for the soft landscaping element). However, managers believe that although small, the TYS contribution was a significant catalyst in releasing the Helena Housing expenditure and launching action. The limited timescale to bid gave the impetus to Helena Housing to go ahead on the scheme, which will act as a pilot for other social housing estates in the town.
29. There is no evidence that projects have displaced activity from elsewhere – green space was under provided in the targeted areas.

Innovation and good practice

30. According to the Programme Manager, the design of the alleygating element of the Defensible Spaces project has been innovative and responded to results from the pilots which showed that there was a way in which burglars could overcome the original design. This has now been addressed in the latest design, and the British Shopping Council are promoting this as good practice nationwide.

31. The Neighbourhood Wardens project has also been innovative in its approach to community engagement – wardens are designed to react to specific needs and to actively encourage local participation. For example, the wardens helped to organise the purchase of marquees for gala days.

Telford and Wrekin Borough Council

Introduction

1. In 2002 Telford and Wrekin Borough Council were awarded a total £280,000 from the Transforming Your Space (TYS) Programme. The availability of TYS money was brought to the attention of Telford and Wrekin BC by the LSP, who were keen to ensure that what happened fitted with what was already happening in their priority neighbourhoods.
2. The bid was submitted by Telford and Wrekin BC's Community Neighbourhood Services directorate. It was felt that this directorate was the most suitable to lead because it would provide the obvious link into the community and ensure that the community was involved as required. Despite the borough lead the LSP played a key role in driving the project forward and were fundamental in getting other partners involved.
3. The bid focused on two specific areas: College and Arleston in the north of the borough; and Brookside in the south. Both of these areas have neighbourhood action Teams (NAT) that work with local residents, community groups and other key agencies to improve the environment, the quality of life and to ultimately make the neighbourhoods a more desirable place to live and work in.
4. Both of the Neighbourhood Action Teams working in consultation with the community and other key agencies have developed Neighbourhood Action Plans for each area. The plans reflect the issues of concern and the action being taken to address them, around five themes: children and young people; older people; community safety, housing & the environment; health; and life long learning.
5. The bid was developed to specifically address issues that were occurring within these areas but not being resolved because there was no specific mainstream service provider responsible. The TYS bid, therefore, sought to pick up the issues that fell between services. The objective was to identify neglected land or areas within these deprived neighbourhoods that were sources of frustration and use the funds to address these.
6. Both College and Arleston and the Brookside neighbourhoods received £140,000 each from TYS. College and Arleston received additional funding of £20,000 from Wrekin Housing Trust. Brookside got additional Seed Challenge funding of £18,000, £10,000 from SRB 6 towards revenue costs, and £50,092 Home Office Funding, to assist small retailers in deprived areas. The match funding was pulled together to maximise the impact of the projects.

Project activities

College and Arleston

7. The broad objective of the TYS money in this neighbourhood was to enhance the quality of the environment and life for local residents. However within this they also sought to building the capacity and confidence of BME communities, develop and upgrade sustainable

community assets and public spaces and reduce the fear of crime. This was sought to be achieved through the following activities:

- improvements to the Regent Street Community Gardens which were over grown and disused. The improvements involved erecting new fencing and a new path for 14 of the houses on Regent Street
 - development and redesign of the Urban Garden in Regent Street. This included redesigning the sitting area, improving the street lighting in the sitting area, redesigning the front gardens in order to provide off road parking and changing fences. The provision of off street parking was key for this neighbourhood as on street parking would often prevent access to the neighbourhood for emergency services, the police and refuse collection
 - a clean up College and Arlseton campaign that provided new street and dog fouling bins. The campaign also provided residents with a chance to clear all the unwanted stuff from their homes and gardens
 - upgrading the existing vandalised play park and provision of basket ball nets and a seating area.
8. The general target group for the project was all of the local residents living in the neighbourhood- a highly deprived and predominantly Pakistani community. However, there were specific focuses such as the play area upgrade for younger people and the seating area creation for elderly residents.
9. These activities were pulled together and developed by the neighbourhood co-ordinator who liaised closely with the local community to ensure that each activity fitted with the communities' issues- e.g. confirming the age group that the play area should focus on. The activities also fitted very closely with the wider work of the Neighbourhood Action Team, which includes the Police, the PCT and the RSL and engaged a number of different Local Authority Departments as well as other local voluntary and community organisations such as Age Concern.

Brookside

10. Like the College and Arleston neighbourhood the broad objective of the TYS money in the Brookside Neighbourhood was to enhance the quality of life for all local residents. Within this, like before, there were a number of more specific objectives including the development of sustainable community assets, improve the physical environment, upgrade local amenities and reduce the fear of crime. These objectives were sought to be achieved through a number of different activities:
- improvements to Brookside allotments by removing rubbish and restoring and increasing the fencing as well as providing local signage to them
 - upgrading Brindleyford play area through resurfacing the area and erecting new fences

- improving the play ground facilities in three local schools. This included upgrading fencing and resurfacing, installation of new equipment and creation of new areas within the play ground e.g. an infant garden and a physical development area
 - improve the quality of local footpaths and reduce the fear of crime throughout the estate and thereby encouraging residents to walk around the estate. This included the installation of new lighting, the provision of CCTV and footpath creation and upgrading
 - remarking of car parking facilities outside Brookside Local Centre which encourages greater community use and supports the ongoing wider regeneration of the centre
 - removal of Graffiti which included the purchase of portable equipment and cleaning chemicals as well as training for local volunteers.
11. The target group of these activities was, again, primarily the local residents, in a highly deprived part of the borough. However, because of the interventions in local schools and in play areas there is clearly a focus on young people and there is the potential for the impact to be felt much wider than the immediate estate.
12. Like College and Arleston the projects have been pulled together by the Neighbourhood Coordinator with strong direction from and focus on the local community and their issues and needs.

Community Engagement

13. Despite being at opposite ends of the Borough both neighbourhoods have sought to engage closely with the local community and to ensure that the TYS projects closely meet their needs.
14. All of the specific components of the project have been identified through the process of pulling together the Neighbourhood Action Plan. A process that brings together local communities and service providers to tailor services to meet local needs, by working in partnership with service providers and the local community issues are identified that have a direct impact on the quality of life of that community. This included regular environmental walkabouts with local residents and key partners, as well as further consultation with local community groups.
15. Through the Community Neighbourhood Services Directorate and the Neighbourhood Coordinators very strong links have been made with the local community. Part of the process in creating Neighbourhood Coordinators was to consult with the community and process that created these strong links and gave a good insight into the local problems that existed.
16. These links and insight were fully utilised in both the application process and also in clarification once the money had been awarded in order to ensure that what was delivered on the ground did fully meet the needs of the community. The community have also worked closely alongside the Neighbourhood Coordinators and other partners to deliver the projects.

17. The LSP have also sought to, and helped to, ensure that the community are fully engaged with the process.

Outputs and Impacts

18. The project's key objectives are about improving and sustaining environmental change in deprived neighbourhoods. Under this all of the partners involved have a number of different outputs for each individual activity. Despite this variety, it is possible to summarise the project's impact through the key outcomes in the table below:

Summary of key outcomes

Table 1.1: Outcomes of project to date			
	Activity undertaken	Description of benefits	Evidence of outcome
College and Arleston			
Social	Creation of new seating areas	Improvement in facilities not only improves the look of the area but provides space for the community to meet informally	Visual evidence of people using the seating areas, reduction in vandalism and fly tipping.(see crime figures)
	Creation of a play area	Restoration of the play park including putting in new basket ball polls has provided young people with a place to go rather than hanging around on the streets	The play area is well used and respected by the young people, who were involved in the consultation and design process. Since the completion there has been no vandalism to the area.
	Lighting improvements around Regent Street	Better street lighting has reduced the amount of crime and anti-social behaviour	Figures for Anti-social behaviour in the area has fallen, fly tipping has also decreased due to the clean-up campaign. The lighting improvements around Regent Street is projected to reduce the annual crime figure from 43 offences (03/04) to 28 offences (05/06).
Economic	Improvements to both the front and back gardens in Regent Street	The improvements to properties in the area as well as the general area improvements has the potential to increase house prices	The work carried out on these properties increased the tenancy demand from the least wanted to the greatest demand.(as measured by the Wrekin Housing Trust using postcodes)
Environmental	Clean up campaign	Both of these activities	The area is noticeably

	Garden improvements and face lift	have sort to clean up and improve the environment by upgrading damaged and dilapidated facilities and through a concerted effort to collect unwanted rubbish from residents homes and gardens	cleaner and there have been substantial improvements to the fencing and seating areas within the neighbourhood. The clean up campaigns have also become annual events using a mainstream multi agency synchronised targeted approach.
Brookside			
Social	Implementation of lighting and CCTV	This has reduced the levels of crime that exist in the area	The implementation of CCTV has reduced the levels of crime in the centre of Brookside, especially around drug dealing and criminal activity
	Allotment improvements	Have provided a facility for the community to use and benefit from	Since the improvements, all the plots have been taken up and there is now waiting list for the facility.
	Play area provision	Improving the play area facilities for young people	The MUGA play area and the development of the skate park has got more young people involved in physical activity. It has also helped shape services for children and young people in partnership with the Youth Development Service
Economic	Improvements to the general environment of the estate	The improvements the general areas around the estate including access routes and footpaths plus the reduction in crime through improved lighting and CCTV has the potential to increase property prices and increase business for the shops situated on the estate.	To early for any evidence of impact
Environmental	General environmental improvements throughout the estates	Almost all of the projects activities are aimed in one way or another at improving the local environment	Further partnerships have been developed with the PCT and a Green Gym project has been developed, which works with volunteers to continue to improve the Environment.
	Graffiti Removal	The purchase of cleansing facilities has resulted in graffiti being removed within 24hours of it being reported	Evidence of graffiti throughout the estate is noticeably less
Health	Play area creation	The play areas themselves and the involvement of young people in their creation has increase the amount of physical activity undertaken by the young people	Young people have become involved with Street Sport (an outreach project) which in turn has resulted in young people becoming part of the planning of activities with the Youth Service

19. There is also a degree to which much of the project's impact is unseen. The full impact that the projects have had on engaging with the local and wider community and the impact that they have had on integrating the BME community are factors that are not easily measured.

Future and Sustainability

20. Telford and Wrekin sought to spend their TYS budget in one year, something that they achieved. Therefore the issue of sustainability is already very real and whilst the level of deprivation suffered by the two areas the projects are based in will not be alleviated quickly progress is being and will continue to be made.
21. There are two elements which will help with the sustainability of the projects. Firstly, the physical nature of many of the projects means that their impact will inevitably last beyond the lifetime of the project. Secondly, and most importantly, is the fact that the projects are lead by Neighbourhood Coordinators which has meant that a multi-agency approach has been and is continually being developed in the area: it is this structure that will ensure that partners maintain and sustain all of the work that has already occurred within the area.
22. The clean up campaign, and environmental projects, such as the Green Gym, have already been mainstreamed by partner agencies, therefore ensuring their sustainability

Overview

23. Telford and Wrekin already had a strong focus and systems in place to address the needs of both College and Arleston and Brookside neighbourhoods ,so it is fair to say that some of the activity would have occurred without the TYS funding, as it would have been funded through the Neighbourhood Coordinators 'funding pots'.
24. However, the very remit of the TYS bid to fill gaps between services, does show that much of the TYS funding is additional and it was acknowledged that the impact would have been greatly reduced without the TYS funds. Firstly, because of huge difference between the TYS budget for each area and the Neighbourhood Coordinators funding pot, £140,000 compared to £3,000. Secondly, the TYS funds have been key in drawing in other match funding that would not have otherwise been accessed.
25. A key lesson learnt by the Borough as a result of the TYS money is that: small amounts of money at the right time and in the right place can make a real difference to neighbourhoods as it is able to address the many of the 'real' local priorities (i.e. the priorities that community see as most important) and fill gaps in mainstream funding.
26. Another key lesson has been the importance of a partnership approach and in engaging the right partners both in terms of delivering the project and in sustaining them once funding streams have ended.
27. The Borough also feels that the project as a whole has made them really think about how to use funding streams and particularly the possibility of larger amounts of money.

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Other Consultees

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Thanet District Council

Introduction

1. In 2002 Thanet District Council was awarded a total £404,821 from the Transforming Your Space (TYS) Programme. Thanet DC was first made aware of the TYS programme through BIG (then New Opportunities Fund) adverts for the funding stream. In order to prepare a bid, Thanet DC held two meetings in different venues within the district which were attended by a number of local area and community groups. The purpose of these meetings was to inform the community about the potential of, and the opportunity for projects arising from this programme.
2. Following these meetings, a variety of local area and community groups put forward, to the LSP, seven different projects. More information was requested for each of these and following this they were formally appraised by the LSP. Four projects were then nominated to Thanet DC. The projects nominated were felt to be the ones that fitted best with the regeneration and neighbourhood renewal that was already taking place in Thanet. Thanet DC then completed the funding application forms for three projects and one reserve, and submitted them to BIG.
3. The delivery of the project has therefore remained within Thanet District Council and is managed by the Development Services directorate. The LSP have maintained a close involvement with their operation and progress.
4. The following three projects received funding:
 - Dalby Square Community Project;
 - The Oval, Cliftonville; and
 - Eastcliff Bandstand, Wellington.
5. Both the Oval and the Eastcliff bandstand project received £131,307 of TYS money whilst the Dalby Square project was granted £136,207 from TYS. This was part of a much larger funding package which included:
 - £98,870 from Living Spaces grants;
 - £5,000 from Sure Start Margate; and
 - £21,500 from Thanet DC Recycling
6. Thus giving the project a total funding pot of £261,577.

Project activities

Dalby Square

7. Dalby square is an area of open 'green' space in between two rows of large, five-storey, houses which face into the space. Many of these are either bed and breakfast accommodation or in multiple occupation. The green space is in real need of improvement as it is currently underused, overgrown and unattractive.
8. Approximately one year before the TYS funding was granted the Dalby Square Residents Association began looking for, and consulting upon ways to improve this space. The plan was to create a community garden for the benefit of all the local residents. The announcement of TYS grants therefore provided the group with a perfect opportunity to drive this forward.
9. The project aimed to create this community garden by completely re-landscaping the space, and creating:
 - new paths
 - green areas
 - planting areas
 - a play area
 - a state-of-the-art underground recycling facility for the area.
10. The project also sought to work on the surrounding highway and perimeter parking and the open grassed area to the south of the site.
11. However, the proposed scheme, when designed, was estimated by the Architect to be in the region of £381,000, approximately £120,000 over budget. Therefore due to the financial difference the scheme was split into two phases. Phase 1 of the work was on the main square, as proposed, with some material changes to reduce costs, whilst work on the highway, perimeter parking and periphery area will be undertaken as part of Phase 2.
12. The £261,577 currently secured including the £136,207 TYS grant was all to be used for Phase 1 of the project. Within this funding package, some of the match funding is for specific parts of the project, for example the £5,000 from Sure Start is specifically for the play area. Phase 1 of the project is being managed and delivered by Thanet DC, however, it is felt by everyone to be "owned" by the community, with the LSP overseeing its delivery.
13. The project has experienced a number of delays, most notably around the funding deficit both in terms of trying to draw in other funding streams and in ultimately needing to change the developments that had been planned for the project. However, despite this, the project is now progressing well and work is expected to begin on site in January 2006.

Oval Bandstand

14. The Oval Bandstand is located in the middle of a large area of public open space surrounded by elderly care homes, hotels, private housing and the sea front. The bandstand is the central point in the open space and surrounded by a terraced 'seating' area. The bandstand is often used for concerts during the summer and monthly farmers markets are held around the periphery throughout the year. The bandstand has however become increasingly dilapidated therefore the TYS money was granted to facilitate a traditional replacement scheme.
15. The initial designs for the project, approved by the local residents group, cost significantly more than the TYS funds granted and therefore had to be substantially reduced. This process required further detailed discussion with the residents group in order to identify what were the 'key aspects' of the project so that these could be progressed within the funding limitations. Following these consultations, consultants have been appointed and the bandstand design has now been agreed and budget costs supplied. The planning application for the scheme has been submitted and work is expected to begin on site in March 2006.
16. The primary objective of the project is to encourage increased, and diverse, use of the bandstand from both the local and wider Thanet community. It is the first phase of a much larger scheme to regenerate the entire surrounding area. The plan is that future phases will incorporate the conversion of adjacent toilet facilities for storage facilities, and the refurbishment of the remaining terraced 'seating' area.
17. Since approval of the TYS grant, the area in which the Oval bandstand is located has been designated as a Renewal Area with further funding of £ 3.7m over 3 years under the Cleaner, Safer and Secure Communities: a funding source due to commence in April 2006.

Wellington Crescent Bandstand

18. Wellington Crescent Bandstand is located in between a crescent of Georgian terraced houses and the sea. It is a largely residential area in very close proximity to the harbour of Ramsgate. The area as a whole had become increasingly run-down. However, more recently the area surrounding the harbour has seen a significant amount of redevelopment and regeneration, such as the Seafront Promenade and York Street.
19. The TYS money was granted to provide the opportunity to further this wider regeneration through restoring the existing faience clad bandstand as well as providing modern sound and lighting equipment.
20. The project was seen as a priority by the Eastcliff Residents' Association (ERA) who became the main drivers behind it. The plan is that on completion the ERA will be given a licence by TDC to organise revenue generating events at the bandstand. The repair of the bandstand is also part of a number of phases of work to improve the Wellington Crescent area which include, the restoration of the former polished outside dance floor (dating from 1939).
21. To date no progress has been made on site other than the removal of modern paint finishes to the bandstand exterior. However, the main contract is expected to begin on site in January 2006 with completion of Phase I in the spring.

Community Engagement

Dalby Square

22. Through the residents association the community have been involved with the project from the outset. Felt that the community have been key in driving the project forward. The residents association have also sought to engage the views of the wider community through newsletters and fliers as well as a number of consultation events including open days in the square allowing local residents to put forward their suggestions and ask any questions.
23. The result has been that there is a real sense of community ownership of the project and a consensus about the work that is happening. The community have had a direct influence upon much of the design of activities. For example the community specifically consulted on the type of things that should be in the play area.

Oval Bandstand

24. Through the residents association the community have been involved with the project from the outset and submitted the initial proposal to the LSP. The community have been key in driving the project forward, with the LSP taking an active role in helping to identify the key aspects of the project in the light of the limited additional funding beyond that provided by TYS.

Wellington Crescent Bandstand

25. The community have been engaged through several public meetings held with the Eastcliff Residents' Association to agree the specific content of the scheme and report on progress. The ERA have also been key in driving the project forwards.

Outputs and Impacts

Dalby Square

26. The key impact of the project will be an improved environment for the local residents and indirectly the wider community as a whole, increasing the use of the square which is currently underutilised.
27. The residents group are keen to engage the local community directly through a number of activities relating directly to the square, these include: garden workshops; fun days; and use of the performance space. Many of the activities are aimed at engaging the youth community whilst the garden workshop will be used as an educational/training event.
28. However, as work has not begun on site it is too early for any of these outputs or impacts to be realised

Oval Bandstand

29. The key impact of the project will be an improved environment for the local residents and indirectly the wider community as a whole.
30. The residents group are keen to engage the local community with activities directly relating to the bandstand and the surrounding area. This will include increased use of the performance space with a wide variety of events planned, including markets, festivals and concerts by local groups and artists. The residents are also actively seeking to involve and engage the youth community.
31. However, again, as work has not begun on site it is too early for any of these outputs or impacts to be realised

Wellington Crescent Bandstand

32. The key impact of the project will be an improved environment for the local residents and indirectly the wider community as a whole.
33. The restored bandstand will be brought back into use after 30 years and allow local residents to take 'ownership' of the structure and therefore increase its security.
34. However, as with the other tow projects, work has not begun on site so it is too early for any of these outputs or impacts to be realised

Future and Sustainability

35. The physical nature of the project will ensure that the improvements made last beyond the lifetime of the scheme. Thanet DC has the responsibility to maintain the structures for all three projects. At Dalby Square however, the residents are keen that they take charge of ownership and therefore the maintenance of the project. They will use Thanet DC for the larger aspects of maintenance such as cutting the grass, but otherwise they will only be a 'fallback option'. The project is seeking to train volunteers to manage and inspect the play area
36. One clearly sustainable aspect of the projects is the partnerships that they have developed between the LSP, the Council and the local community. These partnerships will be key in both further regeneration of the area but in also encouraging other community groups to become involved.
37. All three projects are in the first phase of a larger development programme. The hope is that a developer will fund the second phase of development at Dalby Square. Whilst the two bandstand projects will seek to utilise renewal funding for the subsequent phases of the project as well as exploring the potential of other funding sources such as HLF.
38. As the projects are all in the very initial stages of development the potential impact can not be measured and subsequently it is not possible to form a view of the continuing impact following the end of the project.

Overview

39. All three of the projects are in key regeneration areas for Thanet DC so it is not possible to say that the activity would not have gone ahead without the TYS funding. However, it is possible to presume that the projects would have occurred over a much longer time frame and at a much smaller scale. Dalby Square probably best exemplifies this as the Resident Group were in place and seeking to make improvement to the square pre-TYS funding, however it was the TYS funding that provided the catalyst to both move the project forward and increase its scale.
40. It is fair to say that rather than displace activity from elsewhere the TYS projects are more likely to encourage activity elsewhere. Real feeling that the projects will act as regeneration catalysts for the area as a whole, and that they will have a number of 'ripple' effects that will impact positively upon the rest of the district.
41. A key positive lesson learnt, by both Thanet DC and the LSP, is the success that the community can have in delivering projects. However, the real lesson learnt is that enough time and money must be provided to ensure that the community are fully engaged and fully consulted: a strong consultation process puts in strong foundation for the rest of the projects.
42. Another positive lesson has been the success of the projects to build the capacity of the Dalby Square residents group. Through their involvement in the project they have become much more aware of the processes and requirement involved in both bidding for funding but also delivering projects. Learning that will be key in bidding for and delivering future projects.

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Keith Morris, Voluntary Community Sector Rep, LSP

Sarah Cranson, Dolby Square Resident's Group

Northern Ireland

Bog Meadows, West Belfast

Introduction

1. Bog Meadows is a 50 acre wetland reserve located in urban West Belfast and located close to the Falls Road and sandwiched between Milltown Cemetery and the M1 motorway. The Bog Meadows Project started in the 1980s with the formation of the Friends of Bog Meadows and had already received funding from the Peace and Reconciliation Fund to carry about basic remedial work, assisted by the active involvement of the local population.
2. This project proposal was led by the local branch of the Ulster Wildlife Trust (UWT). The Ulster Wildlife Trust is an independent conservation charity, affiliated to the network of 47 Wildlife Trusts across the United Kingdom. The application to TYS was made by the Bog Meadows Building Partnership consisting of the UWT, Ulster Wildlife Trust in West Belfast (local branch) and St Galls G.A.C. (a Gallic football team occupying an adjacent site). The proposal included a request for funding to assist with the provision of a new dual purpose two-storey building which would:
 - serve as reserve visitor centre with offices for the local UWT staff, teaching/training facilities, a base for the Reserve Officer and part-time guides, toilets and storage.
 - provide shower, toilet and changing facilities for the use of St Galls members.
3. The Project Manager, Annie O’Kane, works for the Ulster Wildlife Trust and wrote the original proposal. Annie also runs the Trust’s People and Wildlife Programme which is designed to maximise involvement of the local population with the Trust’s 25 sites throughout Ulster.
4. The local UWT branch first became aware of the TYS Programme through the NICVA Newsletter (Northern Ireland Council for Voluntary Action). Annie found the application guidelines clear and was already familiar with the overall aims of the Big Lottery, she took the lead in writing the proposal with comments from the other partners. She found the format required sensible, though there was a little too much cross-referencing required. It was also difficult to keep to 20 pages given the amount of information required. TYS staff (James and Kerri) were very helpful and approachable throughout this process.
5. The site forms part of the floodplain of the (now heavily culverted) River Blackstaff. The site was under threat in the 80s when the original size of over 1000 acres had already been reduced to 50 acres. It was recognised as a unique urban wildlife environment, for example it was the last place in NI to have an authenticated recording of the call of a corncrake. When the area was threatened with development Terry Goldsmith and Aidan Crean with the strong support of the local community (in particular the St James Forum) formed the Friends of Bog Meadows to fight the development. They were successful in generating widespread local, regional and national publicity (including two visits from David Bellamy). In 1998/99 they

were successful in winning £200k from the Peace and Reconciliation Fund (EC). This provided basic remedial action; paths, fences, bridges etc. but not the associated visitor facilities, including toilets.

6. Much negotiation was then required with local landlords to establish ownership of the whole site. The next phase was to acquire the land. Frances Devlin had agreed to give some land to the project but his firm went into liquidation before this could be accomplished. The Environment and Heritage Service has leased an area of land for the building to UWT for a peppercorn rent for 125 years.
7. Funding from TYS was awarded in August last year (£199,957). Of this £75,000 will go towards the new facilities and the remainder will fund the salary and equipment of the Reserve Officer for three years. Activity only effectively started at the beginning of 2004.

Project activities

8. The project is now funding a full time Reserve Officer who in turn organises over 25 volunteers, plus three or four groups who are regular users – local schools, community groups and charities. UWT are also now working on developing formal training courses – validated by Open College Network or similar organisations.
9. The funding applied in the TYS application was to cover:
 - cost of full time Reserve Officer to be employed by UWT
 - cost of dedicated van for the Bog Meadows.
 - cost of new visitor facility (£250-350k in total) to be made up as follows;
 - £17k landfill tax
 - 40% from St Galls to cover first floor changing rooms, showers and toilets (hoping to raise at least some from Sports Council but can mortgage etc)
 - initial application for £55k to Belfast Regeneration Office (now 18 months ago going through economic appraisal), expect to increase the application due to under estimation of the cost.
10. The scheme complements local Neighbourhood Renewal Projects as well as the aims of the West Belfast Strategic Partnership though no formal links exist with them.
11. There were some initial delays to the project caused by complications involved in the purchase of the land. The handling of reporting and timing for projects with several different funding sources also always causes problems. The original schedule may have been over ambitious underestimating the problems of land purchase, obtaining planning permission obtaining tenders, etc. As previously mentioned there has also been a delay waiting for a decision on funding from the Belfast Regeneration Office. There may also be some underlying political difficulties given the location of the site in West Belfast and the need to retain parity in funding distribution.

12. All those interviewed who had dealt with NOF emphasised that the Fund was very helpful throughout the process and always accessible when needed. There has not been any formal evaluation so far though the requirement to provide an annual report is both expected and accepted. Details are not available at present due to delays caused by the transfer of NOF management responsibility from London to NI but details will be released shortly. There have been no formal links with other TYS projects since the launch of the programme but further opportunities for this would be welcomed.

Community Engagement

13. Throughout this process there was continued close consultation with local community groups who were (and still are) very supportive of the Partnership's activities. One example of this is the St James Forum. The Director of the Forum, Sheila McVeigh, is particularly enthusiastic about the need to preserve and improve the reserve. She has a great deal of useful historic material relating to the site including a video depicting the changes in the Bog Meadows as the seasons progress. She emphasises that the area has formed a focal point for the local community for generations and performs an important educational and therapeutic role as the "green lungs" of an otherwise very densely populated urban environment.
14. One interesting synergy is evolving between the project and the Reconnect Group. Reconnect is an organisation which teaches horticulture, administration and essential skills to people with a range of mental and/ or physical special needs. As a group they are keen to conduct more work related to conservation and they have considerable land available around their new offices. Reconnect regularly provide help with conservation activities in Bog Meadows and in return the clients are provided with some training which they can then use on their own land. In this way the benefits of the Bog Meadows project are moving out of the immediate catchment area. Annie has plans to extend this type of activity to other similar groups across Ulster as well as to try to introduce the concept to other UWT sites.
15. In total around 34 clients have participated in the scheme so far, a typical group would consist of 10-14 people. The scheme has many advantages for the clients of Reconnect apart from the training itself:
 - it encourages clients to change their routine and get out of the offices which many are normally reluctant to do – they can be "a little schoolish"
 - apart from the training they have the opportunity to meet with others in mixed ability groups
 - the current clients are mainly Protestant so it is unusual for them to visit a Catholic area.
16. The proposed developments at Bog Meadows would encourage further development of these schemes by providing toilets, shelter, a lunch venue and training facilities. Other special needs groups and schools are also actively involved with the conservation of the area and may also benefit from any more formal training which is set up in the future.

17. The wider community is also involved in development. Examples of this are the St James Forum mentioned previously and an Advisory Committee to the local UWT chaired by Terry Goldsmith. Both of these organisations are involved in the development of the management plan and strategy.

Outputs and Impacts

18. The main beneficiaries at the moment are the local community through exercise, play, dog walking and use as a general meeting area. The wider community are also increasingly involved through visits by special needs groups, schools and wildlife interest groups, particularly ornithologists. This wider area usage is bound to increase when the visitor centre is completed. There has also been considerable national and international interest as the area has gained a reputation of being an example of good practice in urban wildlife reserve management.
19. Interviews with local people illustrated the fact that Bog Meadows has always played an important role as a focal point of the area. Local interest in the area dropped off during the Troubles but recently is now growing rapidly again – the environment in general is receiving more consideration and people have less pressing problems. Much of the initial local involvement in the area was issue driven (threat of development) – but it is now primarily conservation driven.
20. The social impacts have been high. The benefits identified through the interviews were:
 - focal point of the community allowing space for relaxation/ regeneration, particularly in times of ill health/ personal problems
 - basic exercise, dog walking etc
 - play; ditch jumping/ frog collection
 - communing with nature/bird watching
 - separated men can take their children there in the absence of other suitable accommodation
 - there are also two Faile (Irish Festivals) each year
21. There have been some *economic impacts* which are more difficult to quantify. People living adjacent to the area have ceased to use it as a dumping ground and anti-social behaviour has been reduced. General improvements to the “feel” of the area has meant that properties are being developed to higher standards and prices have increased.
22. The environmental *impacts* of the development have been mentioned above in terms of maintaining the local heritage of the area. This has been monitored recently by the Reserve Officer keeping details of user numbers. Recently usage has seemed to be increasing (up to 5,000 during April 2004).

23. The level of biodiversity is high, particularly for birds. Biodiversity is monitored by the Reserve Officer, other UWT staff and volunteers. This evidence is substantiated by recordings taken from the permanent hide on the site and the regular netting of birds.
24. The *health impacts* are both physical and mental in nature. Expected physical benefits are mainly in terms of increased exercise leading to better physical condition. The benefits of green space on mental health and well being in such an area cannot be underestimated when so many have suffered recent personal suffering and loss.
25. In summary the developments so far (Table 1) have already contributed to a general redefinition of the area. In the future there are plans to link the reserve with a Protestant Community on the other side of the M1 and the reserve could play a part in building bridges between the two communities. Success so far has been recognised by the project receiving a UNESCO UK Man and the Biosphere Award, and a Brighter Belfast Award.

Table 1: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	Reserve Officer Engaged	Increased interaction with local community Organisation of volunteer work force	Increased usage
Economic	General conservation work	Feel good factor in the area	Properties being better maintained
Environmental	General conservation work Biodiversity monitoring	Good level of biodiversity	Good level of biodiversity
Health	Teaching and training of community groups and schools	Improved physical and mental health of users	Increased usage

26. More detailed statistics on usage and benefits will be gathered when the visitor centre is completed which will facilitate interaction with the public. The following is a summary of the main beneficiaries of the project at the moment:

Direct beneficiaries

27. Local users are currently the main direct beneficiaries and their views on the development could be gathered through surveys and questionnaires distributed by the Reserve Officer and/or local volunteers. The views of the Reserve Officer and volunteers could be collected via interviews or a seminar held at the visitor centre. Direct beneficiaries from outside the area (special needs groups, schools, bird watchers, festival goers etc) are growing in number.

The new visitor centre will make it much easier to capture the views of these users (visiting groups are already asked to fill out a standard questionnaire).

Indirect beneficiaries

28. Non-users in the local area would be more difficult to track but could be canvassed through local community groups, who might also be prepared to make a second video plotting the changes caused by the project (they have already made one of the current situation). Other UWT sites might benefit from the sharing of the training concept, this could be tracked through the project manager.

Future and Sustainability

29. The local UWT office will be located in the new building and so funding will have to be found for running costs and general maintenance. Following the cessation of TYS funding it is hoped that the running costs of the office and the salary of the Reserve Officer will be covered from overheads on other UWT projects.

Overview

30. The activity would not have happened at this time in the absence of TYS funding and the project has not displaced funding from elsewhere as far as can be seen. In fact it has been successful in attracting funding from other sources, in particular St Galls. The paragraphs below list the three most positive and negative lessons from this project, all of these elements could occur elsewhere.

Positive lessons

- strong involvement of the local community from the start of the project
- leverage of funding from St Galls (common interest in development)
- involvement of experts with ability to publicise and lobby.

Negative lessons

- easy to underestimate time taken for decision making (land purchase, planning etc)
- planning and timing of projects with multiple funding sources always difficult
- may have underestimated the capital costs and time taken for the full project cycle.

Consultees:

Annie O’Kane - Project Manager, Ulster Wildlife Trust

Ross Towers - Warden, Ulster Wildlife Trust

Patrick Davey - Volunteer Guide

Terry Goldsmith - Founder Friends of Bog Meadows

Sarah Loe - Reconnect,

Sheila McVeigh - St James Forum, Community Group

Burnside and District Community Group Village Enhancement Project – Burnside, Newtonabbey

Introduction

1. This project was the result of a successful joint bid by the Burnside and District Community Group (BDCG) and the Newtonabbey Borough Council (NBC). The project aimed to develop an area of semi-derelict land in the centre of the village of Burnside into a central recreational area for the village including a play area for primary school age children, a games area for older users and a paved area with mains power for community events.
2. The BDGC was established six years ago to try and attract public funding to the area. It was a response to the fact that locals felt they were not receiving their share of grants compared to allocations to the urban areas of Belfast, 15 miles away. Burnside is a mainly Protestant community of around 1,000 inhabitants located in a rural area which is socially and economically disadvantaged.
3. The NBC has been very supportive of rural development projects in the area through its Ruralink initiative. It has recently just completed the installation of a river walk through Burnside at a cost of around £50k. This walk will link the park development with other riverside areas and nature walks.
4. The need for a central communal area for the village was a major reason for establishing BDCG and since its formation it has worked closely with NBC to improve the environment of the village. Throughout this process there has been a high level of local community involvement. The BDGC has very strong links to the local community and organises many events such as trips for local pensioners, Christmas dinners, kids parties etc. In all, 23 residents have served as members on the BDGC since its inception.
5. The site for the development is part of the Kilburn Estate which is owned by the Housing Executive and is located in the centre of the village. The Executive would not cede the land to the BDGC but agreed to turn it over to the NBC.
6. The village has changed considerably since the formation of the BDGC, in particular there has been an increasing number of new residents who have moved to the village from Belfast and other urban areas.
7. The BDGC is well networked with other community groups through organisations such as the Community Relations Council and NICVA (Northern Ireland Council for Voluntary Action). The Group is constantly on the look out for potential sources of funding. They came across TYS using the “Grantfinder” website but it was also advertised elsewhere, e.g. in the local papers.

8. The NBC had committed £120k to the project before the proposal was submitted. The NOF awarded the full amount requested in June 2003, which comprised £75k towards capital costs and £43k towards revenue costs giving a total project cost of £238k.

Project activities

9. The building phase of the project has been completed and the development was officially opened in November 2004. The tendering process was supervised by the NBC but design of the sites was carried out in close consultation with BCDG. The completed project comprises the following improvements:
 - new play area for primary school ages
 - enclosed ball game area for football, hockey etc.
 - an outdoor communal meeting area with mains power suitable for; village fetes, carol singing, meeting point for treasure hunts , nature walks etc.
 - walkways and landscaping of adjacent areas.
10. The main barriers have been the slowness of the decision making processes by both the Housing Executive (land ownership) and the NBC (granting of planning permission). These delays were exacerbated by the fact that the civil servants also went on strike over the crucial period.
11. The reporting procedures are quite confusing for a voluntary organisation such as the BDCG and they would have welcomed some hands-on training in this area. An electronic template would also be helpful in providing guidance of the form and content of required submissions such as progress reports.

Community Engagement

12. A great deal of local consultation on preferences for different facilities was undertaken (prior to the proposal being submitted) through community group meetings and consultation in schools requesting feedback on the types of facilities preferred. The BDCG were also awarded £1,500 from the Big Lottery which funded a community audit, they were assisted in this by a student from Ulster University. The one and a half page questionnaire was sent to 600 residents and a 46% response rate was achieved. They were aware of another similar survey which achieved a 90% success rate by collecting questionnaires in person. However in a village such as Burnside this could be very time consuming due to the hospitality of the local residents (who would want to discuss matters in more detail!).

Outputs and Impacts

13. It is too soon to attempt to quantify the effects of the project on the local community. However, the park was being well used on a very dark, cold and wet night on the day of the interviews.
14. The social *impacts* are likely to be significant in that the development will provide a focal point where both children and their parents can meet on a regular and informal basis. It may well have the effect of improving social cohesion in the area by preventing young couples moving out of the village in search of better facilities for young children. The site will also be used by the local primary school and play groups as a central facility which again will increase social interaction.
15. There are likely to be *economic impacts* arising from the new development. Properties adjacent to the development will benefit from improved aspects which should have beneficial impact on property prices. The village in general has been made a more desirable location for families with young children who wish to move into the area. If the facilities encourage more locals to stay in the area this could have economic benefits in terms of enabling younger parents to work whilst family members look after their children.
16. The *environmental impacts* are direct, in that a large central area of the village has been transformed. The links with the riverside walk should encourage more interest in the surrounding wildlife which will help to preserve woodland areas and increased biodiversity.
17. The health impacts, are immediate in terms of encouraging local children and teenagers to exercise more and get away from their TVs/ computer games.
18. The outcomes of the projects are summarised in Table 1 below

Table 1: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	Play and games areas constructed	Will encourage social interaction	Heavy usage even in bad weather
Economic	Play and games areas constructed	Improvements to the image of the village, helping to retain young couples	See photos
Environmental	Play and games areas constructed	Improved general aspect of the centre of the village	See photos
Health	Play and games areas constructed	Will encourage more exercise	Heavy usage even in bad weather

Direct beneficiaries

19. Local users are currently the main direct beneficiaries and their views on the development will be gathered through the community survey/ audit which is planned for next year. The BDCG are happy to provide the Big Lottery with the results of this survey.

Indirect beneficiaries

20. The BDGC and NBC have both benefited in terms of forming a synergistic relationship that has benefited both partners. The longer term benefits of this co-operation could be gauged by interviews with the main partners.

Future and Sustainability

21. The NBC has accepted long term responsibility for the site (minimum of 20 years) in the short term they will be assisted by the local community in further improvements such as planting and maintenance work.
22. There are plans to raise money for further improvements such as more swings, a bicycle rack and possibly more lighting.

Overview

23. The activity would not have happened at this time in the absence of TYS funding and the project has not displaced funding from elsewhere as far as can be seen. It has also established a useful working partnership between the BDCG and NBC which will continue in future projects.

Positive lessons

- strong partnership between BDCG and NDC which has realised benefits to both parties
- the project has benefited the village by increasing community spirit through focusing on a joint project
- decision making within the partnership was achieved quickly and smoothly.

Negative lessons

- decision making outside the partnership was often slow introducing delays into the project
- some of the reporting procedures to the TYS fund appeared complicated to BDGC, and more guidance would be desirable
- projects such as this involve a lot of stress and time commitments for the voluntary groups involved.

Interviewees:

Elizabeth Bell, Chair - The Burnside and District Community Group (BDCG)

Heather Robinson - Deputy Chair, The Burnside and District Community Group

Denis O'Donnell - Development Officer, Newtonabbey Borough Council (NBC)

The Northern Ireland Community Wood Warden Scheme (NICWWS) – all Northern Ireland

Introduction

1. The Community Wood Warden scheme is a partnership between the Woodland Trust and Conservation Volunteers Northern Ireland (CVNI). The aim is to encourage individuals to become environmental champions for woodland.
2. The Woodland Trust is a conservation charity that aims to protect and enhance native and broadleaved trees throughout the UK. The Woodland Trust has 52 sites across Northern Ireland and would like to see individuals and communities taking on a greater ownership of their local woodland. This scheme seeks to promote this by training and supporting a network of voluntary Wood Wardens across the Province. Their involvement could vary in particular situations and could simply involve monitoring the wood's condition every month and reporting back to a Woodland Trust Woodland Officer. Ideally however, the Community Wood Wardens will go one step further and help organise events and more proactive conservation involving the local community.
3. Conservation Volunteers Northern Ireland will provide all of the training and support required to sustain the Community Wood Wardens in their role. CVNI is a charitable organisation working with and organising volunteers on projects which improve the Province's environment by harnessing the efforts of volunteers and the local community. These activities prioritise improvements areas in adjacent to disadvantaged communities.
4. The project manager is Brian Poots of the Woodland Trust. Brian and Gregor Fulton have in the past had responsibility for the management of all the Trust's NI sites. The concept presented in the proposal was to provide local points of contacts with close links with the local community both to improve the management of the sites and at the same time to increase the involvement of the local community. Brian became aware of TYS through the NOF website. He was already familiar with the aims and objectives the NOF through his previous work both with the Woodlands Trust and Conservation Volunteers NI (he worked for them prior to joining the Woodland Trust).
5. The project fits in well with other Province-wide initiatives. At the local level, the Trust has been involved with individual LSPs e.g. in applying for grants to provide trees. However the experience has been that at this level an extra layer of administration is involved which make the benefits of such collaboration debatable.
6. The Trust applied for five years' funding. The grant was successful, but according to the rules of TYS they were only eligible for three years funding. This meant that an original application for £193k was reduced to £111k. In addition, the Trust is committed to committing a further £100k in kind. The award was made in August 2003 and project activity started in earnest in early 2004.

7. The original proposal also involved the Northern Ireland Housing Executive (NIHE) which had agreed to supply a person on secondment to manage the project. This would have relieved Brian from the day to day management of the project allowing him to spend time on other aspects of his role including fund raising. In fact, after the decision was made NIHE decided that they were unable to provide the manager.

Project activities

8. The basic concept for the project existed prior to the application. Brian Poots had worked for CVNI prior to joining the Woodland Trust and had realised that many of the skills of the two organisations complemented each other. In essence the Trust had expertise in Woodlands acquisition and management but did not have access to the manpower necessary adequately to maintain these in the long term. On the other hand CVNI had access to the manpower and the resources to train volunteers in the necessary skills. Brian then set about trying to find a funding source to realise the concept.
9. He found the grant application transparent and reasonably user-friendly, though the timescale was fairly tight. The proposal was written by Brian in a month with some input from the other partners. The timescale for the production of the proposal was reduced due to the requirement of the Trust and CVNI that staff wishing to apply for external funding have to go through a checking procedure prior to submission. He found the TYS managers very helpful and approachable.
10. The project has made good progress to date with over 40 applicants for 9 posts of Woodland Wardens. Entry into the scheme could be categorised on three levels:
 - the basic level is simply to keep an eye on the wooded area and fill out a monthly report detailing any actual or potential problems
 - more proactive wardens would report and also perform a certain amount of maintenance and repair
 - as well as reporting, maintaining and repairing the area, the most active participants would make efforts to involve the wider community and would be encouraged and supported to undertake formal training to help them perform their role more effectively.
11. It is in the nature of the project that the lead in time would be long as information concerning the project has to be disseminated to local communities across the Province. Presentations have been given to local groups to raise awareness about the existence of the project and its aims and several Wardens have been selected. The project has also been delayed in its initial stages by the failure of NIHE to supply a full time secondee as outlined in the initial proposal.
12. Day to day management of the wardens when appointed will mainly be by e-mail and phone, but regular visits will also be made to all the sites.

13. The partnership between the Trust and CVNI has worked extremely well so far and could well form the basis for further applications to capitalise on the synergy between the two organisations.
14. Brian keeps NOF regularly updated on the progress of the project and ongoing dissemination activities by a regular Newsletter and evaluation reports, press clippings etc. There has been no formal reporting requirement from NOF so far.

Community Engagement

15. Community involvement at the proposal stage was predominantly through the connections of the Trust and CVNI who both work with community groups on a regular basis. Several (6/7) community groups were contacted prior to the submission of the proposal and their views incorporated into the final version. Since the grant was awarded a major part of the early project activity has consisted of project managers organising local community group meetings to advertise the aims of the project and canvas volunteers to participate as Woodland Wardens.
16. The project team also produces regular newsletters and evaluation reports containing details of dissemination events with press cuttings etc. Where Wardens have already been appointed there is evidence of an increased interest and appreciation of the benefits of woodland among the local communities. The wardens also organise local communities in national events such as seed gathering and tree planting. Feedback on the success of these events is obtained by handing out feedback forms to participants.

Outputs and Impacts

17. It is too soon to attempt to quantify the effects of the project in the diverse local communities involved. Indeed it is in the nature of the project that quantification of the benefits will be difficult given that many of the targets are “soft” – educational benefits, increased involvement of the local community etc.
18. The project has not enjoyed direct links with other TYS projects since the initial launch though the managers agreed that further contact could prove useful. However, the project has benefited from both partners’ experience with other programmes with similar aims such as the Green Gym programme and the Willows for Shade programme.
19. The *social impacts* are likely to be significant in the long term but will vary from site to site. In general terms the existence of a dedicated warden who regularly monitors the site will improve the general appearance of the site which should encourage increased usage and communal activity in the area. If the warden is enthusiastic and able to engage the wider community then a wide range of possibilities become possible.
20. There are likely to be *economic impacts* arising from some of these sites. Any urban green space which improves through time in terms of aesthetics, amenity value and biodiversity will

have beneficial knock-on effects in the surrounding area. These are likely to manifest themselves in terms of local residents making more effort to maintain and enhance the condition of their properties which in time benefits the whole area, though such benefits are notoriously difficult to quantify.

21. Potential *environmental impacts* centre around the benefits of a regular presence in the area which will reduce degradation of the environment due to anti-social behaviour (even if this only entails regular litter collection). The fact that an area is regularly monitored could lead to the prevention of more long term environmental degradation. In one area alone a recently appointed warden has already alerted the Trust to a mould which seems to be attacking resident oak trees. The warden has also made emergency repairs to a fence caused by a car accident.
22. The *health impacts*, both physical and mental, resulting from well maintained urban green spaces are well documented elsewhere. It is too early in this project to attempt to quantify specific benefits resulting from the project. However it is fair to assume that if the project is only partially successful in improving up to 50 urban green spaces and increasing the engagement of the local communities, the health benefits to some individuals and families in these disadvantaged communities could be very significant. Many of these areas could also provide a venue for other health related activities such as the Green Gym Project.
23. The outcomes of the projects are summarised in Table 1 below.

Table 1: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	Wardens appointed – training underway	Reduction of anti-social behaviour Encouraging more community events	Successful events already held at various sites
Economic	Wardens appointed – training underway	Monitoring of effectiveness of contractor's operations on site Improvements to surrounding properties	One contractor contract terminated due to underperformance reported by the warden
Environmental	Wardens appointed – training underway	Better maintenance of sites	Reduction of dumping and damage at some sites
Health	Wardens appointed – training underway	Increased usage leading to health benefits	Too soon to quantify

Direct beneficiaries

24. Local users are currently the main direct beneficiaries and their views on the development could be gathered through surveys and questionnaires distributed by the Woodland Warden and/or local volunteers.

25. The views of the Woodland Wardens could be collected via seminars and group meetings which would also have the advantage of disseminating good practice amongst the wardens.

Indirect beneficiaries

26. Non-users in the local area would be more difficult to track but could be canvassed through local community groups.

Future and Sustainability

27. The original proposal requested funding for five years but the TYS funding was limited to three. This should allow sufficient time to establish all the Wardens and provide some basic training. However there will be a need for continued support after that time manage the wardens, organise replacements, provide additional support and training etc.

Overview

28. The activity would not have happened at this time in the absence of TYS funding and the project has not displaced funding from elsewhere as far as can be seen. It has also established a useful working partnership between the Trust and the CVNI which could be pursued further in future projects.

Positive lessons

- strong complementarity of the two lead organisations leading to effective use of resources
- the project has provided flexible funding which is important when dealing with such a large number of diverse sites
- increased exposure to outdoor activities for a wide range of disadvantaged groups with tangible social and health benefits.

Negative lessons

- some problems were experienced in achieving significant attendance at the dissemination events. Some research in each area prior to the event may help to tailor each event to maximise participation
- this is a new approach and so teething problems could be expected. More interaction with other similar programmes may prove beneficial e.g. Tree Wardens Scheme (English Tree Council), UWT Guardians Scheme
- the failure of the NIHE to participate reduced the effectiveness of the project by significantly reducing the manpower available for management.

Interviewees:

Brian Poots - Project Manager, The Woodland Trust

Gregor Fulton - The Woodland Trust

Ian Humphreys - Operations Manager, Conservation Volunteers Northern Ireland

Norman Bryce - Community Projects Officer, Conservation Volunteers Northern Ireland

Dean Weir - Community Wood Warden, Corcrain Wood, Portadown

Bridging the Gap Project, Creggan Country Park Enterprises Ltd, Derry

Introduction

1. This project is centred round a large site containing three reservoirs located next to the Creggan Estate, a large predominantly Catholic housing development built on the rocky ground overlooking the City of Derry. The estate has a troubled history, six of the Bloody Sunday dead were from the estate; all 13 were buried from St Mary's Church on Fanad Drive and the estate is still an area of high deprivation.
2. This project is led by Creggan Country Park Estates Ltd a Non Profit Taking company. The organisation dates back to 1988 when Gerry Quinn set up a worker' co-operative with three others to take over the management of the site. The site comprises 100 acres, the reservoirs were built in the 1840's as a famine relief scheme to provide drinking water to Derry. The reservoirs were fed mountain springs. As the water flowed downhill from one reservoir to the next it was filtered. However, by 1980's the high iron content of the water meant that under EU legislation they could no longer be classed as potable and thus became a liability to Derry City Council. Gerry was successful in persuading the District authorities that the site could become a useful community resource for the surrounding Creggan estate, and they handed the management of the site to the co-operative for £1.
3. The reservoirs on the site form a connected chain in three steps progressing down the steep hillside. Since 1988 Gerry has succeeded in renovating the bottom two reservoirs which are now utilised for fishing and a variety of water sports. There is an impressive visitor centre and café which was built in 2002 and a system of hard paths attract a large number of walkers and picnickers. In all, the organisation has raised £1.5 million which has been spent on these developments. The current project centres on the renovation of an old filtration station which connects the middle reservoir to the uppermost one and will pave the way for restoration work on the final reservoir which will become a nature reserve with access paths to the designated species rich wetland, bird hides and proposed reedbed system hence the name "Bridging the Gap".
4. Over this period Gerry had a lot of contact with the Big Lottery Fund and the launch of TYS in the area was held at the visitor centre! The plans formed a natural progression from previous development at the site. The main consultations were via the Board of the Centre who are made up of voluntary local people with a range of skills and expertise, and the Creggan Neighbourhood Partnership, consisting of representatives from 29 local community groups and four schools.
5. The project began in July 2003 and the major phase of the work was completed by September 2005. The total amount awarded was £198,891.

Project activities

6. The project has already fulfilled its primary aim to create a tangible link between what has been achieved to date in terms of the physical development of the 100-acre site and the full implementation of the masterplan. This was achieved by extending existing access paths on the middle reservoir to provide access to the higher levels of the site including the upper reservoir and beyond which largely forms the location for the remainder of the development programme.
7. The “Bridging the Gap” project has opened up the whole 100acre site by bridging two phases of development plan with a series of stepped paths and a viewing platform (formally a water filtration tower) which enjoys one of the most striking vistas in the city. To date the project promoters have developed some 40% of the lands of Creggan Country Park to promote safe access and outdoor water based recreation (fishing and watersports), the remaining 60% of the land will be developed for the promotion of conservation and the enhancement of biodiversity with a series of path networks, reedbed systems and wild flower meadows. Figures 1 and 2 below show the filtration plant before and after the main phase of work.

8. Figure 1

Figure 2



9.

10. The project is situated in the community and is essentially for the community. Creggan Country Park has potentially the most important green space development in the TRIAX Taskforce remit. Their main beneficiaries are the local community on the Creggan estate, though visitors come from as far away as Donegal and Belfast to take part in the fishing and water sports activities. Figures have shown that up to 17% of bookings are from the protestant community (identified by post codes). The project overall employs 13 staff who are all locals. The Centre also provides formal training under the New Deal scheme which can result in NVQ qualifications, and two of these have become full time members of staff in recent years.
11. The project is managed by the project coordinator who's salary is paid for by the grant. She provides monthly and annual reports to the Big Lottery who have been helpful and supportive throughout. The application process was straightforward and the guidance notes clear and helpful.

12. There have been no major delays in the implementation of the project but there have been a few problems with one of the contractors who was employed to do some of the work as an extension to an existing project. This has led to some problems concerning a previous project undertaken by the contractor. With the benefit of hindsight it would have been better to have issued a separate contract covering all work specific to this project.

Community Engagement

13. The project has close links with other community initiatives in the area. The TRIAX Taskforce is a community regeneration organisation that represents the Bogside and Brandywell Initiative (BBI), the Fountain Area Partnership and Creggan Neighbourhood Partnership (which represent 29 local groups and four schools). Creggan Country Park is currently taking the lead in addressing the environmental needs and issues of the area. The Centre's environmental objectives serve as a model of Best Practice Environmental Option (BPEO) for the TRIAX area. The Environmental Officer, funded by this project, has been working closely with the TRIAX Taskforce in drawing up a Draft Action Plan where Creggan Country Park is taking lead in all matters environmental. The Centre has also established links with the Derry Cycling Forum Routes Group with a view to link Creggan Country Park into the Foyle Valley Greenway, which is an integral feature in the Belfast to Galway Greenway.
14. The Country Park in general acts as a focus for social activity with many visitors using the park and /or café as a meeting point. Interviews with local residents reinforced the fact that prior to the establishment of the Country Park the site had been "a no go area" with youngsters using it as a place to drink and take drugs. The new picnic area and Hexagon have added to the attraction of the park especially, in good weather, and groups such as the Rathmore Over 50s often use it as a meeting area.

Outputs and Impacts

Table 1: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	New picnic area with excellent views	More opportunities for socialising	Increased visitor numbers
	Various social events around the new structure and picnic area	Opportunities for socialising and integration	Events at Halloween, Children in Need etc
Economic	Building of steps and access routes	All work contracted to local companies	Centre creates and maintains employment in local community
Environmental	Building of steps and access routes	Will allow ending and planting in an area previously inaccessible	Too soon
	Basic environmental renovation work; coppicing, selective planting etc	Increased biodiversity	Too soon

Table 1: Outcomes of project to date

Health	Extended pathways for walking and cycling	More opportunities for exercise	Increased visitor numbers
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15. The outputs achieved would not have been possible without Big Lottery funding. The last year has seen a large increase in users of the park but this is due to a variety of reasons and cannot be linked directly to the project under consideration. However, Table 2 below shows that in general the park is increasing in popularity year on year.

Table 2: Known visitor numbers

2004	Actual Participants	2005	Actual Participants	% Change Year on Year
Jan	16	Jan	209	1206
Feb	10	Feb	327	3170
Mar	94	Mar	262	179
Apr	63	Apr	476	656
May	400	May	946	137
Jun	491	Jun	1871	281
Jul	1548	Jul	2116	37
Aug	1313	Aug	1352	3
Sep	698	Sep	NA	
Oct	342	Oct	NA	
Nov	217	Nov	NA	
Dec	122	Dec	NA	
TOTAL	5314		7559	42

16. In addition as mentioned previous visitors come from a varied cultural background as illustrated by Table 3 below.

Table 3: Breakdown of known visitors

	VISITOR NUMBERS	%
Catholic	3830	51%
Cross Community Groups	1983	26%
Protestant	310	4%
Rep Of Ireland / Intl	1156	15%

Table 3: Breakdown of known visitors

Other	280	4%
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17. The above figures are taken from bookings for the various activities on offer. It is also estimated that there are around 5,000 casual visitors a year walking cycling etc.

Future and Sustainability

18. The sustainability of the outputs of this project is not a problem. The main structure and connecting paths will need routine maintenance which will be covered by revenue generated by the centre as a whole.
19. More funding will be required to fund restoration of the top reservoir and it is hoped that some of this will come from the Environment Heritage Service and Derry City Council.

Overview

20. The intention was always to utilise the top reservoir as a nature reserve, but it would not have happened in such a short time scale without the Lottery funding.
21. Creggan Country Park provides an excellent example of how renewal projects can achieve sustainability over the long term. The park provides a focal point for activity within the local community and also creates permanent jobs and training as well as additional contracting work associated with the development of the sight.
22. The project under consideration has enabled development of the final section of the site. This development will produce significant environmental and social benefits to the area.
23. In future Creggan Country Park will always ensure that a separate contract is issued relating specifically to work carried out on any given grant aided project.

Contact Details

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Devenish Integrated Environment Project, Enniskillen

Introduction

1. The lead partner of this project is the Devenish Partnership Forum which is made up of representatives from four local estates; Kilmacormick 1, Kilmacormick 2, Hillview and Cornagrade which border Lough Erne in this mainly nationalist area. The Forum consists of two representatives from each community, plus a Chairman and Secretary, it meets monthly.
2. The Forum works closely with the local authority on projects for the elderly and youth and also supervises two large environmental projects which are closely related:
 - the Devenish Integrated Environment Project (DIEP) – funded by this grant
 - Fermanagh Leitrim Organic Cooperation (FLOC)
3. The DIEP project is mainly concerned with the restoration and management of a network of paths and picnic and play facilities around a stretch of Lough Erne in Enniskillen. The site comprises 12.5 acres and 4/5km of quarry dust paths. The site was wasteland prior to purchase by the Forum in 2003 for £35k when it was established as a reserve. They are currently in the process of trying to gain formal recognition of the area as a reserve. Figure 1 shows some of the cleaning up work involved in maintaining the site and Figure 2 is a view of one of the new bridges provided by the project.
4. Figure 1 Figure 2



5. Some of the funding is allocated to the Mullycovet Mill site. The mill is an all-wooden, water powered, fully operational grain mill built in the 1700's. At the mill site there are three related projects:
 - the mill itself with associated buildings which are used as a base to teach craft skills such as dry stone walling
 - two large polythene cloches (polytunnels) run by FLOC and used to grow organic vegetables
 - a commercial wormery – the worms are sold for composting and bait.
6. The original proposal for DIEP was written by Andy Halliwell who now runs the FLOC Project. The total grant was £178k and was awarded in October 2004, the project will run till October 2006. Table 1 overleaf gives a breakdown of expenditure.
7. There has been some reallocations of funding e.g. there was a budget for a path at the Racecourse Lough in Enniskillen but a dispute over land ownership prevented this being built so the money will be transferred to extend the length of time covered by the salaries budget line.

Table 1: DIEP budget (£1000s)

Capital		Revenue	
Jetty and slipway	14	Salaries	67
Path construction	11	Management/admin	20
Tools container	10	Insurance	5
Disabled jetty	4	Fuel	5
Boat	4	Offices	4
FLOC cloche	3	Travel	4
Planning permission	2	Communications	4
IT	1	Training	3
Equipment Hire	1.5	Education/ info	3
		Evaluation/Audit	5
		Activity/Material Costs	1
		Consultation	1
		Training	3
		Recruitment	1
		Stationary	1.5
Total	50.5		127.5

Project activities

8. A major focus of the project at present is organised by an environmental sub-committee who are trying to get the Loughshore site registered as either an SSSI or a Site of Local and National Conservancy (SLINC). The renovation of the site fits in well with local Agenda 21 objectives and the project manager felt that there was good chance it would gain Environmental Heritage status which should increase the chances of additional funding. The project also has close links with the Green Gym initiative which works with people with learning difficulties.
9. The project also assists many long term unemployed through the New Deal initiative. Participants range in age from youngsters up to 50 or so and at any one time they will train up to seven candidates. They receive an extra allowance, basic skills training and a reference if they complete the training (normally six months).
10. The project has purchased a boat and can run tours for interest groups. This boat is also used for undertaking regular loughshore cleanups between March and October not only around the four estates but also around the environs of Enniskillen town. This gives the project exposure to the wider Fermanagh community and also helps to cleanup the lough which is a major tourist generator for Northern Ireland. At present the boat is underutilised but has not yet been well marketed.
11. There is still around £7k left from the capital budget which will be spent on path/ bridge construction.
12. The project is managed by Jimmy McVeigh who is employed full time on the project. Roughly half of his time is spent as Chief Warden and the other half as DIEP project manager. Big Lottery staff have been most helpful and approachable throughout the project. The project manager has to submit a monthly report to the Devenish Forum Committee and this is normally forwarded to the Big Lottery also.
13. There is a recurrent problem with vandalism at the Lough site; litter is a problem along with youngsters setting fires and damaging fences etc. The DIEP offices are also regularly vandalised as they are seen as a “soft target”.
14. Another problem is that much of the project equipment is located near to Mullicovet Mill which is a 25 mile round trip – often undertaken by tractor.

Community Engagement

15. Community engagement with the project is mainly through the Devenish Partnership Forum which acts as a Management Committee. The Forum consists of two representatives from each community (Kilmacormick 1, Kilmacormick 2, Hillview and Cornergrade) plus a Chairman and Secretary, it meets monthly. The Forum works closely with the local authority and the police.
16. There is also direct involvement through the New Deal Scheme which trains local volunteers.

17. Finally the DIEP offices are located in the centre of one of the estates allowing interaction with the local community e.g. the Centre provides boxes of organic vegetables which residents have to pick up from the offices.
18. It has been estimated that 900-1000 visits per year are made by those of school age primary and secondary, and the site gets around 150-200 visits/week by local residents obviously weather and season dependent.

Outputs and Impacts

19. The project appears to be fulfilling all its major objectives as described above some of the major outputs are listed in Table 2 below.

Table 2: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	New picnic area with excellent views	More opportunities for socialising	Increased visitor numbers
	Training of New Deal volunteers	Teaches young new skills and responsibilities	Have up to 7 helpers at any time
Economic	Assisting in the Growing and selling of organic vegetables	Distributed via box scheme and sold through a local butcher	Difficult to keep pace with demand
	Employment of locals	DIEP provides full time and part time jobs for locals	Those employed tend to stay
Environmental	Basic environmental renovation work; coppicing, selective planting etc	Increased biodiversity	Many species of birds nesting in the area
	Litter sweeps	Cleaner more pleasant environment	Reduction in fly tipping
Health	Extended pathways for walking and cycling	More opportunities for exercise	Increased visitor numbers

Future and Sustainability

20. It is unclear where the funding will come from to maintain current levels of activity after October 2006. The project does have the potential to generate revenue through sales of organic produce and use of the boat but to maintain current staffing levels additional funding will be required after that date.
21. The project manager and Board are currently reviewing the funding available but haven't made any applications as yet on the projects future. As a worse case scenario it is hoped the environmental sub-committee with help of local volunteers and Conservation Volunteers Northern Ireland (CVNI) will continue the management of the site.
22. There may also be the opportunity to generate additional income by providing basic environmental services to other organisations. The project recently generated some extra

revenue from and EU budget for helping to clean up a stretch of the Kesh River which runs into Lough Erne.

Overview

23. Little of this activity, if any, would have occurred in the absence of Big Lottery funding. To date the project has run fairly smoothly but there have been consistent problems with vandalism by local youngsters. It is for this reason that much of the project's equipment needs to be stored many miles away.
24. The project has produced some useful outputs, in particular:
- a much improved local environment which encourages exercise and has reduced the incidence of fly tipping
 - a significant number of trained long-term unemployed locals through the New Deal scheme
 - a useful source of revenue from organic vegetables.

Contact Details

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The Inverary Community Centre Project, Inverary Environmental Group, Central Belfast

Introduction

1. This project is lead by the Inverary Environmental Group a group of concerned local citizens based at Inverary Community Centre in the Sydenham area of Central Belfast. They were made aware of the TYS by Groundwork with whom they had previously collaborated.
2. The project concerned the regeneration of specific green areas of the local estate, in particular a central area used for bonfires in the Protestant July 11th celebrations but abandoned and acting as a centre for anti social behaviour for most of the remaining year.
3. Priorities had already been developed by the Group (which was formed in 2001) via widespread consultation with the local community in particular youngsters using the Community Centre. With respect to the main central area it was felt that transforming the area into a community garden would produce benefits for the whole community. The rationale was that to create a pleasant central area would benefit all members of the local community, in particular it was hoped that it would reduce anti social behaviour among the young and that this in turn would reduce fear and animosity towards them from older residents many of whom live directly adjacent to the area.
4. The total funding received for the project was £77,800. Apart from the Inverary Community Group and Groundwork there were no other partners though assistance with the art work was provided to the project by a local artist and Belfast City Council through its Culture and Arts Department. The land is owned by the Housing Executive who have also provided some assistance with planting etc.

Project activities

5. The project began in July 2003 and is almost completed. At the time of writing (November 2005) there is still around £10k remaining in the budget for additional artwork in the community garden. The garden is called Lisvannon Community Garden after a large house which formerly occupied the site. Figures 1 and 2 below show the site before and after the work.

Figure 1

Figure 2

Figure 1



Figure 2



6. In addition to the Lisvannon Garden some funds were also earmarked for improvements to other green areas on the estate along with improved signage (Figure 3). One throughway was effectively a no go area due to drinking and riding of motorbikes, but improved lighting and a gate designed by a local artist has made this path safe and it is again being used frequently by local residents (Figure 4).

Figure 3



Figure 4



7. The project has been managed by the Inverary Environmental Group with the Project Manager based at the Centre and working three days a week, though not solely on this project. The Group has over 20 members and maintains close relations with other local community groups including; Arts and Craft Group, Residents Group, Concerned Parents Group, the Police (PSNI), Harbour Ladies and many concerned individuals including City Councillors.
8. Generally the application procedure was clear and fairly straightforward although Groundwork took the lead in this along with the Environmental Group Chairman. Monitoring procedures are “ bit overly complicated” but the interviewees stressed that staff at the Big Lottery were extremely approachable and helpful.

9. The main problem with the management of the project has been the need for the Environmental Group to have to access the contractors via Groundwork which has led to some minor misunderstandings and problems of “Chinese Whispers”. One example was that some of the youngsters involved in the design of the project had been promised that they could leave handprints in the concrete but this was not achieved.
10. There were originally plans to provide a toddlers play area from the funding but the Group was successful in raising this money from Barclays Site Savers and Belfast City Council.
11. The main beneficiaries of the scheme are the local residents of the Inverary Estate, in particular the young and elderly.
12. There are plans to conduct an evaluation survey in the next couple of years. The aim of this would be to gain feedback on the success of current projects and to canvas ideas for one in the future. As part of the consultation exercise for this project a questionnaire was circulated every other house on the estate and the occupier was asked to consult with their neighbour – a 40% response rate was achieved. It is intended to adopt a similar approach with the forthcoming survey. The project team will be able to have access to this. The Project Manger also said she would try to obtain some feedback from the local youngsters on the success of the scheme so far.

Community Engagement

13. Elements of the local community have been involved in the development of the project throughout, for example through the questionnaire mentioned above. In particular, young users of the Centre have been enthusiastic in their support for the project. However, some of the youngsters on the estate have refused to become involved and have viewed the developments with some cynicism. However, they do appear to have been affected indirectly as incidences of vandalism and anti social behaviour have decreased since completion of the scheme.
14. The bonfire season this year was marked by much less trouble as the site for the main bonfire was moved to the outskirts of the estate rather than being at its centre, this led to much less disturbance for the local residents.

Outputs and Impacts

Summary of key outcomes – see examples in table below

Table 1.1: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Walking and meeting	More pleasant environment – perceived as safer particularly by older residents	Greater casual use of the area by all ages (dog walking, socialising etc)
	Special events	The intention is to use Lisvannon Garden as a venue for a range of public events	Not happened much since the opening due to the bad weather

Table 1.1: Outcomes of project to date

Economic	Possible economic benefits to house owners	Long term property values should benefit from improved environment	
Environmental	Increased number of trees and shrubs	Should attract more wildlife when trees are mature	
Health	Peace of mind for elderly residents close by	Reduction in noise, litter and anti social behaviour leads to reduction in stress for those nearby	Less litter and noise than before improvements

15. The interviewees felt that none of these outcomes would have been achieved in the absence of Big Lottery funding –“at best the area may have had a bit of a tidy up”.
16. The experience of being allocated the funding has increased the confidence of the Group and local community and this should increase the chances of similar initiatives being successful in the future.

Future and Sustainability

17. The project appears to be sustainable in the short to medium term as the Housing Executive has undertaken to maintain all the renovated areas for a minimum of 15 years. Belfast City Council is also providing assistance on an as and when needed basis e.g. tree planting.
18. The emphasis of the Environmental Group’s activity has now switched to trying to raise funding to save the local youth club which has been forced to close due to the discovery of asbestos within the building. They are trying to obtain control of the premises in collaboration with the Concerned Parents Group (there is some overlap in membership between the two groups). They estimate it will take around £50-70k to clear the asbestos, but this will then provide the groups with enough space to keep all the local youngsters occupied including those who so far have not been involved at the Community Centre.

Overview

19. The renovations described in the previous section would not have taken place in the absence of Big Lottery funding. Interviewees felt that at most the main area concerned would have received a “tidying up”.
20. The main benefits from the project apart from the physical improvements made to the area were:
 - the whole process gave the community groups valuable ex valuable experience in working together on a large project and has contributed to an ongoing partnership now focussed on regeneration of the local youth club
 - many of the local youngsters played an active part in the planning and implementation of the project

- antisocial behaviour has been reduced creating a more secure environment for all, especially the elderly

21. The process could have been made more efficient if the community groups involved had been able to deal directly with the contractors.

Contact Details

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Scotland

Beardmore Park, Glasgow

Introduction

1. Kelvin Clyde Greenspace was launched in April 2002 under the umbrella of the Glasgow and Clyde Valley Greenspace Trust. The project aims to enhance the quality of life of Glasgow's residents by helping local communities learn about, improve and enjoy the open spaces in and around their area.
2. Glasgow has a real need for safe outdoor recreational spaces. The existence of environmentally friendly, safe open spaces helps improve the area in which people live, work and visit and has both health and lifestyle benefits. Greenspaces provide a sample of the countryside in parts of the city's most derelict or built up areas.
3. Kelvin Clyde Greenspace (KCG) aims to help improve the environmental and recreational value of open spaces in Glasgow by working with communities to create nature conservation areas and safe access routes, improving play and recreation areas for all ages, providing environmental education for all, promoting healthier lifestyles through healthy eating and increased activity, exploiting opportunities for environmental improvement, and encouraging visitors and inward investment into the area. Issues of disadvantage and social inclusion, leading to training and employment opportunities are also included in the scope of KCG's targets.
4. In 2002, KCG was approached by the Eden Project to see if the group would be interested in developing a vacant plot of land in the East End of Glasgow in the heart of Parkhead. Eden is a Landfill Tax funded initiative investigating derelict plots of land to assess suitability for building or development. 10% of Glasgow city consists of vacant land and much of this area is riddled with old mine shafts and tunnelling, so cannot be built upon safely though there is potential for greenspace provision.
5. The East End of Glasgow is currently commencing on a major programme of regeneration which will include significant new house building, the construction of the National Indoor Sports Arena, a new M74/M8 link road and associated greenspace enhancements. In the immediate Parkhead area, a multi million pound Townspace Heritage Initiative, co-funded by Heritage Lottery, will help transform the historic fabric of Parkhead Cross. This will be complemented by the Beardmore Park project.

Project Objectives

6. The main objectives of the Beardmore Park project are to provide a greenspace for residents to enjoy, play facilities for children, and a managed area for teenagers. The proposed layout

aims to provide ‘a flexible community space’ with all abilities access throughout offering a wide range of uses⁸.

7. However, at the heart of the initiative is the desire to encourage communities to get involved, to take ownership of their neighbourhood, and to find ways to work together to achieve mutual goals. Education and environmental awareness are also key goals for KCG.

Funding

8. The total project costs are in the region of £850,000. Funding assistance was sourced as follows:

• TYS	150,000
• Kelvin & Clyde Greenspace Trust	£10,000
• Glasgow City Council	£375,000
• Eden Project	£25,000
• Greenspace Scotland	£25,000
• Landfill tax	£100,000
• Communities Scotland	£50,000
• Sustainable Environments Grant	£65,000
• The Robertson Trust	£50,000

9. There has also been a substantial amount of ‘in kind’ contribution from various groups, including test bore holes for mine shafts carried out free of charge by Eden.
10. The funding package was collated and sourced by a member of the Glasgow and Clyde Valley Greenspace Trust which has since ceased to operate. However, it is not thought that there were any difficulties associated with the application for TYS funding.
11. TYS funding was approved at Christmas 2003. All other funding sources have also been finalised, except for the Robertson Trust monies which are due in shortly.

Project Activities

12. The project is being managed primarily by KCG, which is directly answerable to the city council, and until recently they were also accountable to Glasgow & Clyde Greenspace. However, the success of the project is dependant upon a significant amount of partnership working. Key project partners involved to date include the Glasgow City Council, Glasgow & Clyde Valley Greenspace Trust, Scottish Natural Heritage, Parkhead and Shettleston Housing Associations, Playbusters (children’s playgroup), and the Parkhead Youth Project.

⁸ KCG ‘Beardmore Park’ Information leaflet

Progress

Table 1: Progress against objectives

<i>Planned activity</i>	<i>Progress to date</i>	<i>Comment</i>
Funding approved	Completed	Awaiting notification of £50,000 from Robertson Trust
Community consultation	Surveys to 300+ households surrounding area. Public meetings held. Various strategy and community groups consulted	
Schools Involvement	Children involved in design stage, taking photos of site, making architects models, park name competition	Completed. Name 'Beardmore Park' chosen by a youngster as old factory
Schools Involvement	Plans to get different local schools planting different park sections	Planned
Wider community involvement	Open day attended by 130 people – plans explained – input requested. Local Housing Associations, playgroups and pensioners groups involved	
Wider community involvement	Events programme will be designed to ensure follow-up post-construction phase and to encourage sustainable community engagement	Planned
Training & Development	Intermediate Labour Market activity will be included in the project to encourage young people into work experience	Planned

Community Engagement

13. The community has been consulted fully through a number of meetings, surveys, open days, and groups. Local Housing Associations, playgroups, and pensioners interest groups have all had a significant input into this project.
14. Schools have been invited to get involved in the project at various stages of development. The children were taken to the park area during the design stage and were introduced to the concepts of pollution, environmental issues, and safety. They worked with a landscaping expert to take photographs and make architects models of the play areas they would like in the park. Additionally, there are plans to give individual schools an area to plant with bulbs and trees so that the children can begin to understand some bio-diversity matters, as well as take ownership of the park and hopefully encourage them to respect the area in the future.
15. One of the most important aspects of this project is the plan to create an intermediate labour market for young people who are currently out of work. There was a two-stage tender approach for the technical build of the park to include both the professional landscaping and the training elements.
16. Land Engineering were the successful bidders for the work and they are now working with the East End Partnership looking at ways of incorporating an SVQ Level 1 & 2 qualification

into the project. The plan is that 8 young unemployed local people will be given the opportunity to work on a six month build contract. It is hoped that this will provide vital work experience and a qualification, as well as preparing young people for work.

17. The only objections lodged to the proposal were concerned about vandalism of the site. However, this is seen as a risk that has to be taken in order to attempt to make a difference.

Outputs and Impacts

18. The project is not simply about creating a green space, it is also concerned with forging a sense of community and to demonstrate what can be achieved through partnership working, a shared vision, and local input. The project should empower the community to understand that they can make a difference and that they have choices to make regarding their local neighbourhood. Inspiring a change in environment, behaviours and attitudes is part and parcel of this initiative.
19. Scottish Enterprise donated an old industrial steel hammer which was once used by the Beardmore Forge (the original ironworks which once occupied the site). It is intended that this crane sized relic of a by-gone age will be erected at the front of the gateway to the park, as a reminder of the area's industrial heritage.

Additionality

20. It is considered that there is substantial additionality as TYS forms the bulk of the funding package. EDRF was applied for, but was refused as there are no long term employment opportunities as a direct output of the project. At the very least, the project would not have gone ahead in its present format and would have been limited to a 'grass and trees' project without the community involvement, landscaping, and play area construction that has been included as a result of TYS assistance.

Summary of Key Outcomes

Table 2: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	Open Day	Encouraged community to come and find out about the plans and proposals	Photographs
	Community Survey Questionnaires	Listen to the residents, understand what they want, assess need and demand, encourage them to take ownership and pride in their environment	Questionnaires being returned with suggestions section completed
	Naming competition	Enthuse local people and stir up some interest in the park by giving them the opportunity to select a name for the area	Beardmore Park chosen by a young girl as it is the name of the former iron forge which once presided over the site
Health	No specific health focused activities to date, but an indirect benefit of getting people to spend more time outdoors	N/A	N/A
Economic	None to date	N/A	N/A
Environmental	School children being brought out to see the site	Educating the very young to appreciate and understand environmental issues. Hopefully they will also take some of their new knowledge home to their parents	Photographs, children's' models of the garden
	Land use survey carried out by Eden	Geo-survey to assess location of old mine shafts/ shelves etc beneath the surface	Survey results

Future and Sustainability

21. The process of development is seen as being key to the long term sustainability of this project. The community have been involved and engaged in the whole process from planning through to the design, building and (hopefully) long term use and maintenance of the area. Fostering a local sense of ownership of the park will deter vandalism.
22. The intermediate labour market aspect of the project will help to get young local people into work and give them the necessary training for them to gain a qualification and build the confidence and knowledge to enable them to move into real employment.

23. Monitoring and evaluation of the project is being done in a number of informal and formal means and will be continued post-project. Meeting Minutes and photographs are available for tracking progress. Interim reports are also being made to key funding partners and the Area Partnership on an ad hoc basis.
24. A Learning Evaluation and Planning Programme will be used to monitor the early stages of consultation and adapted for longer term evaluation. Local people are helping to monitor the perceived success and progress of the project via questionnaires and surveys being conducted throughout the area.
25. Although this project is relatively small, it forms part of the major regeneration initiative for the East End of Glasgow. The impacts and outputs it produces will be contained to a specific community, but they are part of a greater whole which is needed to improve the environment, economy, health and social welfare of the wider area.
26. The City Council have the responsibility to ensure that the park is maintained and kept safe and clean in the long term. However, KCG is already developing plans to link into the educational and environmental projects, to ensure that this is a sustainable and long term attempt to encourage neighbourhood renewal and not just a one off.

Overview

27. KCG believes that there are a number of lessons that can be learnt here by other community project groups. Pulling all the funding streams together is the trickiest part of the whole process and the biggest challenge, especially for community groups with little experience or knowledge of funding sources and the system.
28. Having a clear vision of what you are aiming to achieve, listening to the wider community and what they want, setting realistic timescales and keeping the community informed about progress, and above all perseverance are key components of a successful communities project. It is important to keep the impetus going and convince local people that something is happening behind the scenes, even if the visible results are yet to be seen.

Consultee

Chris Wood-Gee – Glasgow & Clyde Valley Greenspace Trust, Project Manager

Moray Mountain Biking Project

Introduction

1. Mountain biking has rapidly expanded in popularity over recent years, and there has been increasing demand in Moray for a good, local facility. In 2001, the Forestry Commission (FC) recognised the growing problem of young riders using unsuitable areas of forest trails to carve out their own mountain bike routes and jumps. These unmanaged trails posed a serious problem in terms of hazards to other users, long term damage to the trails, and potential unsafe conditions for the young people.
2. The FC realised that they needed to manage the issue both strategically and operationally. They acknowledged that the area for which they are responsible (stretching from Culbin in the west to Keith in the east, and from the Moray coast down to Grantown-on-Spey and the borders of the Cairngorm National Park) is large enough to accommodate different types of leisure pursuits.

Funding

3. The Forestry Commission have a designated central Funding Advisor whose role is to source and select the most appropriate form of funding. Approximately £110,000 funding was sought in total.
4. For the purposes of this project the following funding was secured:
 - Moray Council £5,000
 - Forestry Commission £18,000 (+ £5,000 'in-kind')
 - Moray Badenoch & Strathspey Enterprise £14,500
 - Baxters Foundation £10,000
 - Moray Action For Communities £5,000
 - Fresh Futures/ TYS £47,000
 - Moray Mountain Biking Club £5,000
5. As far as the application for Fresh Futures/ TYS assistance is concerned, it was felt that the advice received from the advisor, Kirsteen Robb had been very helpful and positive throughout. The one slight criticism was that Kirsteen could perhaps have been more realistic and discussed the possibility that the application may be deferred with the applicants in advance in order to prepare the community for the risk of refusal.
6. The application forms were perceived to be relatively straight forward to complete compared to other sources. Kirsteen checked over any drafts produced by Philip prior to submission.

One feedback comment was that the electronic Word version of the form only allowed a finite number of words so a supplementary document had to be added on the second application to enable a full discourse of the project aims and objectives.

7. An initial application to TYS was deferred. There were no obvious reasons given other than the fact that the scheme had received a large number of applications and this project had not been as good as some of the others on this occasion. The application was resubmitted with a few minor amendments and was successful on a second attempt.
8. Nobody from any of the funding streams has yet been out to visit the project site, though this has been discussed.
9. The Forestry Commission agreed up-front that rather than make quarterly claims for the grants they would claim once per annum to minimise administration costs and resources. However, interim reports are being forwarded to the funding bodies at regular intervals to keep them updated on project progress and allow for monitoring opportunities.

Project Activities

Objectives

10. The overall objective of the FC is to 'protect and expand Scotland's forests and woodlands and increase their value to society and the environment'.⁹ In line with the Scottish Executive aims of opening up the national forests for all ages and abilities to enjoy to the full, the FC began to examine the demand for better bike trails, and suitable sites for the development of this sporting activity.
11. The FC were keen to involve the community from the start of the initiative and to ensure that it was demand led. There would be little point investing time and resources into developing trails which did not meet the high stipulations of a challenging bike trail in the eyes of the young people who would be using it. Therefore, a questionnaire was issued and distributed via local bike and outdoor pursuits shops to establish initial interest prior to a public meeting.
12. In addition to community action objectives, there were also social implications in terms of getting young people off the streets and interested in a well managed activity whilst maintaining the enjoyment and safety of the trails for the general public. There were also some indirect health benefits associated with this project, though these were not the initial aims of the FC in developing the initiative.

Activities

13. The first "challenging" mountainbike trail in the national forest at Fochabers, called the Fochabers Freeride Project, was built in 2001 by volunteers with shovels and wheelbarrows and minimal cash. However, the Moray Mountain Bike Club (MMBC) was established in 2002, and with it evidence of the demand for a project on a larger scale than had previously

⁹ <http://www.forestry.gov.uk/scotland>

been attempted. Working together, the FC and MMBC decided to put together funding applications to a variety of sources for a fairly small package.

14. The FC works to encourage new faces to join the group of regular volunteers. The MMBC also helps out through their members contributing to the trail build days and organising events.
15. The young people make most of the decisions about the type of ramps, jumps, gulleys, etc that they would like to include on the trails. However, since the early days, a number of the original jumps have proved unsustainable and have eroded; all trails are now constructed in line with the International Mountain Bike Guidelines to ensure that they are both safe and sustainable. Additionally, the FC insists that any jumps must be made clear and a 'chicken run' provided as an escape for younger and less experienced bikers in each case.

Progress

Table 1: Progress against objectives

<i>Planned activity</i>	<i>Progress to date</i>	<i>Comment</i>
Assess demand and need for a bike trail	Questionnaire and public meeting held 2001	
Engage community	Open days and events. Work with Outfit and other Social Inclusion projects	
Apply for funding	£110,000 approved	
Target young people	Address schools, leaflets and flyers in bike shops and youth centres. School visits.	
Plan trails	All trails in the 3 forest areas now planned and available on map	Copy of most recent interim 'report' and map update to be forwarded
Marketing	Temporary flyers printed. Map of final routes agreed. Website being updated. Promotion through MMBC website.	
Build trails	Well ahead on tree felling and excavator construction of new routes. Well attended trail build days	Hope to complete initial excavator work by April 2005
Partnership working	Liaison with local transport operators to agree method of encouraging young people to travel by 'bus to trails	
Source flexible and reliable bike hire provider	Achieved.	
Consider economic and tourism potential spin-offs	Yet to be addressed	

Community Engagement

16. This project is perceived to be a community led initiative. Whilst the stimulus for activity came from the Forestry Commission recognising a problem and identifying a possible solution, the actual activity and the direction that the project has taken has come from involving the youngsters and the MMBC.
17. In 2001 a public meeting was held by the FC following the distribution and collation of a questionnaire which had been issued to all local bike shops in the area. Over 50 young people attended the workshop and told the FC what they wanted from a mountain bike trail. The Forest District Manager went out with the children to see where they currently rode their bikes, and to experience the kind of amateur jumps they had set up for themselves. It was clear from the start that there was a need for some management of this activity in order to balance the interests of the children and the general walking public.
18. Trail building days are held for 9 months of the year and there are usually around 12 young people (mainly boys) who turn up to volunteer. The community involvement is cyclical in nature. The project commenced in 2001 and since then most of the original participants have matured and moved onto other things. The FC provide tools and transport, fell any trees that need moving, and advise on safety issues. The young people pitch in to help do the manual work that the diggers cannot do.
19. However, the FC is proactive in encouraging new young people to get engaged in the initiative. They work with schools and have a number of temporary flyers and leaflets advertising the events and trail building days. Additionally, the Moray Mountain Biking Club attracts mainly those in the 20-30 age group. 'Try It' open days are held throughout the year to encourage young people, club members and interested parents and other individuals to come along and give it a go. These are suitable for a range of abilities, including people who may not have ridden a bike for years. There are plans to create trails for all levels of ability, so that newcomers to the sport can get started on easy trails and build up to the more challenging tracks if they so desire.

Outputs and Impacts

20. One of the key partners in this project is Outfit Moray. This organisation works with Moray Council to help children at risk, for example young carers, by providing activities and events to encourage them to interact socially. Outfit provides trained bike leaders to take around 8 groups out each year with these children. The bikes are provided by the FC through their contracted local bike shop and the expertise and care is provided free from Outfit.
21. A local bike hire firm is contracted to loan and deliver the bikes and safety equipment to wherever the site is on a particular day. The hirer was selected as offering the best deal and the most flexible service to the FC.
22. The project fits neatly with the Youth Work Initiatives and Social Inclusion Partnership for Youth which is a key focus for Moray. Other special events are held by the Local Community

Networks in line with social inclusion targets for less advantaged children, for example Buckie Young Carers.

23. One of the problems for young people is transport and the FC are working with Stagecoach, the operator of the A96 Inverness to Aberdeen 'bus route, to try to come up with a solution which will make public transport more accessible for young people with their bikes.
24. A possible phase 2 could involve the development of other sites. The FC is also working with other user groups such as equestrians to improve the forestry trails for other outdoor pursuits in addition to regular walkers. There is also lots of tourism potential, as demonstrated by the Welsh mountain biking projects. However, this initiative is primarily aimed at community involvement, though the FC will consider the tourism angle once the trails are all up and running.

Additionality

25. Additionality is deemed to be substantial. In the absence of the Fresh Futures/TYS funding the project would not have gone ahead. Although the FC was committed to working with the young people and the bike club it does not have the resources to pledge to this project.
26. FC also spoke to the Sports Lottery Fund about assistance. However, the response was that although the Fund would assist with the purchase of capital equipment such as the bikes, they would not assist with the infrastructure and build. This is of little help to the project as they do not have the resources to maintain the bikes if they bought them.
27. There is no displacement; additional work has been created for the bike shop which supplies the equipment on site.

Summary of Key Outcomes

Table 2: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	FC officers working out in the field with the volunteers	Better understanding by community of what FC do and how they operate	Children asking questions and showing an interest
	'Try It' open days	Encouraging and enthusing local people	Well attended open days with a wide age range. About 50 attendees on average.
	Balancing forest user interests	Allowing traditional uses of forest trails to proceed unhindered by newer but just as valid recreational pursuits.	Fewer complaints about children causing dangers to walkers and equestrians
	Practical construction work by children	Educate them in health and safety issues, bio-diversity, encourage an interest in nature, respect for other forest users	Approximately 12 children per building day turn out to help construct the tracks and jumps. Learning curve evident and older children help teach and educate newer recruits

Table 2: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Health	Promoting outdoor pursuits to all ages and abilities	Encouraging more people to use outdoor space and to benefit from mental and physical impacts of doing so.	Photos, taster day attendance
Economic	Equipment and bike hire	Supporting a local bike business	Reliable and flexible provider
Environmental	Management of bike trails	Safety and sustainability at top of agenda.	Forest Planning Process
	Planning of trails	Capercaillie and other wildlife habitats avoided	Liaison with RSPB

Future and Sustainability

28. There is a four strong management team comprising of 2 Forestry Commission workers and 2 MMBC volunteers. A club member is currently working on updating the website for the MMBC www.moraymbc.tk/
29. Once the project is complete, the FC will retain an interest in looking after the management of the sites, maintenance, and course safety. The MMBC will oversee the participant side of the events – looking after the management of riders, personal safety, training, and club events etc.
30. All the routes are carefully planned to ensure that there are no adverse environmental impacts. Trails are mapped according to the Forest Planning process and consultation is held with a wide number of stakeholders and partners as a matter of course. No construction is done in capercaillie breeding areas during the breeding season and the RSPB are involved in agreeing plans for any sites that pass known capercaillie locations. This project provides a way of managing the bike trails and the associated environmental impacts.
31. There is an intention to conduct some kind of counting exercise after the project to assess numbers using the trails and walks. The baseline car park counter data is flimsy, and based on different thresholds, so of little use for assessing increased usage.

Overview

32. It is felt that the trail building process has been an invaluable community and social activity which has not only brought the locals residents into closer contact with each other, but has also provided an outlet of activity for children living in what is essentially a very remote area for a teenager. Additionally, it is believed that the community as a whole is better educated in what the Forestry Commission's role is, the work that they do, and how they can help to make a difference to local rural life.
33. The indirect health benefits of getting more people out into the fresh air doing some exercise is also seen to be a vital project contribution to local residents, as is the value for money of the whole project. Much of the work is voluntary or 'in kind' and because it is being done by the

young people it is less likely that they will deface, destroy or vandalise their own hard work and efforts.

34. In retrospect, the only things that the FC might do differently if it ran a similar project again would be to frontload the machinery work during the first year of the project and then progress to the hands on design and creation. Additionally, the FC would get more expertise involved to advise on safety and sustainability in building bike trails. However, at the start of the original project, the quick results were part of the attraction for the volunteers and sustainability was not an issue.
35. Questions to include in any future evaluation of the case study may include:
 - How has the wider, non-biking community been engaged in the project or spin-offs of the initiative?
 - How many bikers are using the trails on a regular basis?
 - What are the tourism implications of the project and how are these being exploited?
 - Have any attempts been made to link the project up with National Park initiatives on the border of the Moray Badenoch Strathspey area?
 - What success has been had with engaging the transport organisations in providing a more adequate mode of transport for people taking their bikes with them?
 - Are there any moves being made to link the cycle tracks in with other routes such as the National Cycle Network?

Consultee

Philip Whitfield – Manager, Forestry Commission Scotland

North Ayr Community Gardens

Introduction

1. The British Trust for Conservation Volunteers (BTCV) is an international volunteering organisation which operates in the gap between global environmental needs and local capacity to make a difference. The BTCV Strategic Plan 2004-2008 highlights a change in ethos and approach for the organisation. 'Inspiring People, Improving Places' focuses on how people and environments will benefit from BTCV's activities. Connecting people with place, enhancing life skills, and building healthy and sustainable communities are key aims for the 4 year strategy. This new direction indicates an attempt to broaden the scope of BTCV's work and to engage a wider cross section of the community in the natural environment and bio-diversity.
2. The North Ayr project is an example of a project which entwines all the different strands of BTCV's work, including health, inclusion & diversity and life skills. The idea came about during talks between the South Ayrshire Council and BTCV concerning building sustainable communities and the pursuit of social inclusion policy. The Council had a problem with tenant gardens being overgrown, untidy, and causing structural damage and visual pollution in North Ayr.

Objectives

3. The Community Gardens Steering Committee for the North Ayr Community Gardens Initiative was established to encourage residents to volunteer, within a programme of environmental improvements. The project aims were to address council and community raised health and safety concerns about unsafe gardens and open space, sharps risks, and other hazards.
4. The project will also further the aims of the Scottish Executive's bio-diversity and health agendas.
5. The committee consists of a partnership between:
 - BTCV, James Brown Avenue
 - Westoaks and Lochside Tenants Association
 - South Ayrshire Council Housing and Sustainable Development
 - North Ayr Social Inclusion Partnership.
6. Local street committees are also feeding into the work of the project and helping to develop ideas and encourage involvement.
7. On another level, it is hoped that this project will encourage local pride in property and a sense of ownership of open spaces. At the same time, it provides BTCV with the opportunity

to educate communities in environmental awareness and encourage community spirit by proactively encouraging individuals and associations to work together to improve their local environment.

8. There are numerous social, environmental and community benefits which can potentially be teased out during the course of this project and many ideas as to how the plans might be extended and lead to the creation of new spin-off initiatives. As the facilitator, BTCV is independent of the council and other agencies, and the Trust has the advantage of being able to engage and bond with individuals within the community without being viewed as ‘the establishment’.

Activities

9. Funding has been secured and an office property has been donated by the Housing Department. A 2 year contract post has been created for a Project Manager. Fionnagh Ratchford was appointed to this role and has proved to be very dynamic and enthusiastic. Under her direction, the project has started to take form in just 4 months since the funding package was approved. This post is managed by BTCV.
10. A number of gardens have been referred to the project by the Housing Department. Fionnagh has also identified a number of other possibilities for furthering the aims of the funding bodies and BTCV.
11. Through practical involvement the volunteers will learn about the importance of biodiversity and its relevance to disadvantaged urban areas. This will involve improving gardens and open spaces, planting native species, understanding why this is necessary to attract insects and birds, develop vegetable plots, and encourage healthier eating habits.
12. The project is only 4 months old at present, but has made considerable headway. A number of taster events have been held to inform residents about the work of BTCV and their partners and to illustrate the kind of activities that are taking place and how people can get involved. These events have included bulb planting, making willow boats and other practical activities.
13. BTCV is working with schools in the local area, a biodiversity desk calendar has been issued to all pupils, and a community food recipe book has been produced and circulated locally. A leaflet is also being distributed which highlights the security benefits of a well-managed garden in terms of deterring potential intruders, and avoiding giving them the cover and means of breaking and entering.

Progress

Table 1: Progress against objectives

<i>Planned activity</i>	<i>Progress to date</i>
Funding Allocation	Applied for and approved for 2 years
Project Manager recruited	Achieved

Office premises	'Donated' by council
Promotional material produced	Leaflets, desk calendars, recipe books printed
Open days held	Good attendance and interest from all ages of society

Funding

14. The original project was intended to span a 3 year period at a cost of around £170,000. However, BTCV was only awarded a 2 year funding offer from TYS so the project costs are now approximately £120,000 over 2 years. The initial grant was deferred and whilst the project was deemed to be 'good' it was not successful on the first application.
15. Funding of £70,000 over 2 years was approved by TYS. Additional funds were sourced from South Ayrshire Council with an initial grant of £5,000, the Social Inclusion Partnership, and a Scottish Natural Heritage Business Grant of £5,000 over 2 yrs.

Wider picture

16. This project fits with the Council's Housing Department and Community Development Unit strategy and aims. North Ayr is one of the 20% most deprived places in Scotland and has a population of around 8000. The area suffers from high unemployment, low income, poor health and general underachievement. The Social Inclusion Partnership (SIP) was launched in 1996 to lead a regeneration project to address social, economic and environmental issues in the North Ayr neighbourhood. The work of this project helps the council and SIP to address some of the core problems faced by the locality.
17. On a national level, the project will help to further Local Agenda 21 Strategy for Sustainable Development. It also contributes to the health, social inclusion and biodiversity agendas.
18. Additionally, BTCV have now been offered a funded post for a numeracy and literacy officer through the Community Learning Partnership in Ayr. The officer would work alongside the project Manager to educate people through practical hands on training and development. This also ties in neatly with the development of the BTCV Life Skills strand.
19. Ties have also developed with the Auchincruive Scottish Agricultural College (SAC), where the project is currently based. Some of the students are doing early analysis of the outputs and impacts of the gardens initiative and it is hoped that they will be involved in some more practical elements as the project progresses.

Project Management

20. The overall project is managed by BTCV and administrated on a day-to-day basis by Fionnadh Ratchford. There are good relationships between BTCV and the Council officers and enthusiasm and buy-in from the Council. The local Street Committees also help to feed into planned activities and help organise events.

21. There is a programme of physical targets which are updated on a monthly basis. There are also a number of qualitative outputs in the form of videos and photos recording project progress to date. The project also received some extra BTCV income to celebrate 'Positive Images' which illustrates the diversity of people and communities.
22. Consideration is already being given to exit strategy from the project for 18 months time and work is being undertaken to ensure that the project is sustainable.
23. There was a need to relocate to larger office premises at the SAC in order to accommodate the new numeracy and literacy officer plus the team of volunteer co-ordinators who work alongside the Project Manager.

Community Engagement

24. Local Street Committees have been contributing to the overall impact that the project is making on the neighbourhood. They have been acting as a means of communicating the aims of the project to other residents as well as helping out with volunteers for various events.
25. Open day 'taster' events have allowed people of all ages and abilities to 'come and have a go' at environmentally based challenges, games, and activities. Local schools have also been drafted in to assist and there is a strong educational aspect to the whole project.
26. Volunteers have been actively encouraged to participate – whether the tenants of the council owned houses requiring garden maintenance, or individuals keen to lend a hand to the open spaces projects. Home owners are being educated in environmental, health and security issues as part and parcel of the initiative.

Impact

Additionality

27. Additionality is full as the project needed the £70,000 contribution from TYS in order to proceed. The other funding would not have been approved without the TYS contribution.

Benefits

Table 2: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	Community events eg 'Taster' days	Improve community spirit	Better networking and communications within neighbourhood
	Community events eg 'Taster' days	Health implications of getting people out in the fresh air participating in a physical activity	Photos and video documentation
	Garden projects	Social Inclusion – engaging less advantaged households in a new project	Housing Department records
	Recipe Books	Encourage healthy eating and physical activity of gardening	Booklets
Economic	Recipe Books	Sales profits fed back into project?	Potential
	Community Supported Agriculture	Sales of vegetables to local residents?	Potential
Environmental	Replanting open spaces and garden areas	Biodiversity – encourage more native species and increase numbers of birds and insects	Insect and plant counts
	Gardens and space cleaned up	Reduced risks of burglary and theft. Less sharps and hazards risks to residents. Safer environment for children.	Number of people assisted

Conclusions

28. BTCV sees this project as a pilot scheme which, if successful in the medium term, may be rolled out across South Ayrshire and beyond. The initiative is seen as central to the ethos and overarching strategy of BTCV and also in line with the new priorities which indicate the change in direction in business terms for the organisation.
29. The co-ordinators believe that other projects looking to use TYS to benefit communities should be aware that the community has to be engaged and involved from day one. There is a lot of local knowledge and commitment out there and agencies should take care not to patronise or condescend residents. There is also a need to be aware of inherent rivalries at local levels, whether internal to the community or directed at key agencies such as the council. BTCV has found that adopting a facilitator role is crucial to pushing through a successful project. The ability to be professional with partner organisations, whilst also being able to communicate on a different level and being seen as approachable by other stakeholders within the community is vital.

30. South Ayrshire Council is very pleased with progress to date and will continue to support and work with BTCV in the longer term. At the stage, key needs are perceived to be trying to at least retain the physical office and personnel presence in situ once BTCV have exited the project as lead co-ordinators. There is also talk of a possible second phase which will look at improving access, developing a play area, and planting an urban forest). BTCV sees the next challenge as finding a way of unlocking the Scottish Executive social agenda budgets.

Consultees

Russell Hampton - BTCV – Director, Stirling

Fionnadh Ratchford – BTCV – Project Manager, Ayr

Smarter Salsburgh, Lanarkshire

Introduction

1. The Smarter Salsburgh group was established in 2001 following the development of a Community Action Plan for the Salsburgh Community Council area to try to combat some of the problems faced by the village. Their main aim was to implement the aims set out in the action plan and to use it as a tool to attract funding for identified projects.
2. The plan was the result of four months of canvassing community opinion in the Salsburgh area in order to establish the hopes and fears of residents and what they would like to see happening in the area. The plan prioritised courses of action to make Salsburgh a better and more sustainable place to live. It became a key tool in promoting the work of the committee and enabling agencies, stakeholders and potential funding bodies to understand fully the aims of the community.¹⁰
3. The group applied to TYS for funding in 2003 to create a scenic walkway on a well-known local nature site, Salsburgh Moss.

Objectives

4. Salsburgh village is sited halfway between Glasgow and Edinburgh on the M8 route. The Moss is a raised peat bog and is considered by locals and environmentalists to be one of the village's major assets. Improved access to it would give villagers, local schools and groups the opportunity to enjoy the countryside, improve their levels of fitness through increased use of the paths, and learn about this internationally rare habitat on their doorstep.
5. The Moss has been mismanaged over the previous few years and substantial remedial work is needed to raise the water table in order to increase bio-diversity. The existing path has been eroded by quad bikes and a significant amount of damage has been done to walls, ditches, flora and fauna.
6. The SS group hopes to install 4 steel kissing gates at the entrances to the route to deter bikers. There will also be a shrub plantation, picnic area and signage. As well as upgrading the 1km footpath, work will include seating, signage, planting and wildlife interpretation. A survey of the moss and monitoring systems will be undertaken by an ecological officer.

Activities

7. Work on this project only commenced 3 weeks ago. At the time of interview, the land engineering mechanical diggers were on site preparing the pathway. Table 1 details developments to date:

¹⁰ <http://www.scotland.gov.uk/Topics/Environment/17108/7477>

Progress

Table 1: Progress against objectives

Planned activity	Progress to date	Comment
Local fundraising activities	Open day held in summer plus ceilidhs and quiz nights	Promoted more community involvement and provided an educational learning opportunity for youngsters
Funding application	Secured	Slightly smaller scale than originally planned
Local opinions survey	Completed	12 most affected households in closest proximity to the path surveyed for potential objections to construction phase
Planning and landscaping	Completed	
Technical digging and preparation	Commenced November 2004	
Creation of picnic areas, benches, and access gates	Planned for early 2005	
Survey of ecological and bio-diversity improvements and usage	Planned	In association with the Countryside Rangers and the Conservation Green Unit of the Council

Funding

8. The original application for funding of £49,919 in January 2003 was deferred because of sustainability issues, lack of evidence of local ownership, and the risk of vandalism. Additionally, the Council could not commit to supporting the future maintenance of the project.
9. The second application of £42,769 in April 2004 was submitted accompanied by a letter of support from the Council which pledged a higher degree of future support. They also provided written evidence of the high level of community buy-in for the project, and included letters of support from MSPs and local councillors. The second submission was successful.
10. The following funding was secured for this project:
 - TYS £42,769
 - SNH Lanarkshire £14,000
 - Forward Scotland SCINE¹¹ £1,500
 - Forward Scotland Small Grant for Survey Work £1000
11. Originally, the Smarter Salsburgh Group applied for £25,000 from SNH – this was amount reduced and approved by SNH at £14,000, though the money has not yet been accepted/ spent by the committee. They also applied for funding from North Lanarkshire Forward, but were unsuccessful

¹¹ SCINE – Sustainable Communities In Natural Environment

Wider picture

12. The Land Reform Act will eventually designate the new route a 'core path' once the Act becomes law. This may mean that North Lanarkshire Council will be responsible for the long term maintenance of the route depending on money being made available for access.
13. The ultimate aim is to construct a circular route around the entire circumference of the village. There will be some private land rights to address in order to achieve this aim, but it is hoped that new legislation will help to put this will put community access rights on a more secure footing.
14. The Smarter Salsburgh group have also co-ordinated a number of other community projects over the last 3 years including creating a public garden on derelict land as the first phase of a community action plan to improve the environment of a village affected by traffic from two quarries. They competed in Urban Britain in Bloom and worked with the local school to clear an area of scrubland and create a tarmac cycle path. The Salsburgh Moss project is an extension of the work that has proceeded it and will help to improve the environmental sustainability and aesthetic environment of the area.

Project Management

15. The Smarter Salsburgh Committee is composed of a Secretary, the main forum and 4 sub-committees. There are 20 members in all though membership is open to all local residents of the Salsburgh area
16. The Committee has been central to the project since the inception of the concept. However, they are keen to emphasise that the project impetus came initially from Alexi James of Forward Scotland. He dedicated 8 months of assistance and support to the community and guided the committee through much of the ground work, grant applications process, and partnership working. They have also been supported by Steve McHenry, Access Officer from the North Lanarkshire Council, and Kirsteen Robb of Fresh Futures/TYS.
17. Monitoring of the construction stage of the project will be led by the Council. They have contracted the site supervision in addition to employing a landscape architect and providing an Access Officer who regularly visits the site (every couple of days) to check on progress.
18. The Countryside Rangers also have a dedicated officer allocated to the village's pathways and s/he will regularly monitor the route once the project is complete. Additionally, the Conservation Green Unit of the Council will provide an ecologist who will retain an interest in the unique characteristics of this raised bog.
19. The Committee acknowledges that partnership working is very important in gaining support for their ideas and being able to produce real visible results. They see useful links being built up with the Paths For All Partnership and Central Scotland Forest Trust, as well as the

established partnerships with the Council, North Lanarkshire Forward, Countryside Rangers and Strathclyde Police Force.

Community Engagement

20. Community meetings identified the need to improve the local environment. Projects such as the community garden and the pathway are obvious and measurable projects which residents can observe, contribute to, and see visible results.
21. Residents living near the footpath were surveyed and given the opportunity to voice their opinions. There were no objections made to the proposed development of the pathway or the banning of the use of trail bikes in the area.
22. Plans to develop 62 new executive style houses on the outskirts of Salsburgh indicate a shift in demographics for the area. As the commuter belt extends it is anticipated that more young, white collar families will move into the area. Many of these people will expect to be able to access off-road footpaths and recreational areas with young children in prams. The pathway renovations will vastly improve access for pushchairs, prams, wheelchairs and less mobile residents.

Impact

Additionality

23. Additionality is fully satisfied. There would have been no project without the TYS funding being approved as it was this leverage that enabled Scottish Natural Heritage assistance.

Benefits

Table 2: Outcomes of project to date

	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
Social	Community meetings held. Committee supported by a community support officer funded by North Lanarkshire Forward	Wider community support and increased community spirit	Verbal
	Open day held in summer where a bio-diversity officer gave environmental demonstrations to local residents	People learning how they can make a difference in their community	Verbal
Economic	Establishing partnerships with funding bodies	More public money coming into the community	Funding and officer support
Environmental	Providing a temporary new site for trail and quad bikes (North Lanarkshire Council and Strathclyde police project)	Removes users from village; improves safety for other path users; prevents erosion of soil and improves bio-diversity	In progress

Conclusions

24. This project is still only in the early stages of development and the impacts have yet to be seen. However, the project forms part of the overall action plan for the area and is just one of a larger parcel of initiatives and actions designed to improve the overall aspect and environment of Salsburgh. To date, these projects have been considered successful and have been welcomed by local residents.
25. There is substantial interest in this project from the environmental agencies as it revolves around the raised moss bog. There are many interesting bio-diversity issues and environmental considerations that may arise from addressing some of the problems currently being faced.
26. Plans for future developments include adult computer classes, a Smarter Salsburgh logo design competition for children, partnership working with youth teams, stewardship of progress on existing projects, and more community participation events.
27. Questions to consider in any future assessment of this project may include:
 - Has the development deterred the quad and trail bikers from using the path, and how can the Smarter Salsburgh group encourage more local outdoors activity without alienating specific groups?
 - What is being done to evaluate the increased use of the path by other residents?

- What type of ecological survey is being undertaken – how will the results dictate future developments of the area?
- What progress has been made in the aim to develop a circular path around the village – how are private landowners being persuaded to co-operate?
- Is the area being effectively maintained by the Council and what longer term plans are in place to continue maintenance post-Council responsibility. Has vandalism been reduced by including children and youngsters in decision making?
- How can the community be encouraged to become more actively involved in the work of the Smarter Salsburgh group – how will incoming families be targeted as potential new members – huge potential for ‘in kind’ contribution to projects by using local voluntary labour to do less technical work?

Consultees

Smarter Salsburgh Committee Group – **John Ellis** (Community Committee Member)
– **Steve McHenry** (North Lanarkshire Council Access Officer)

Burdiehouse Burn Valley Park

Introduction

1. The Burdiehouse Burn Valley Park is a green space which runs throughout the centre of the South Edinburgh Partnership (social inclusion partnership now known as community regeneration area) area. It links the five local communities which form south Edinburgh, and the park is an important part of the ‘identity’ of this part of the city.
2. The project is managed by a steering group made up of local people, City of Edinburgh Council, South Edinburgh Partnership and other key voluntary organisations. The project is led by the South Edinburgh Partnership (SEP), one of the city’s social inclusion now community regeneration partnership partnerships. SEP was set up in 1999.
3. The origin of the project dates back several years, to a period when local councillor Donald Anderson was receiving comments and complaints from local residents about the maintenance (or rather, lack of maintenance) of the park. At the same time, there was a growing awareness that South Edinburgh was gradually losing its green spaces to development. Councillor Anderson approached SEP in 2003 and asked the Partnership to take the lead in responding to local people’s concerns.
4. SEP commissioned the Paul Hogarth Company (Landscape Architects and Environmental Consultants) in February 2003 to provide a comprehensive development plan for the Burdiehouse Burn Valley Park. It was through Hogarth that SEP became aware of Transforming Your Space as a possible source of funding for the project.
5. TYS funding was approved in September 2004 and the project started in January 2005.
6. The overall aim of the project is to increase the biodiversity, attractiveness and accessibility of 18 hectares of park and to facilitate greater community involvement, use and ownership of the park in terms of its development and management. The specific aims and objectives of the project are outlined below.
7. Table 0-1 BBVP: Aims and objectives

Aim	Objectives
1) improve the biodiversity and attractiveness of the Burdiehouse Burn Valley Park	<ul style="list-style-type: none"> Install principal boundaries Less intensive ground maintenance regime to encourage biodiversity Create two wildflower meadows Upgrade secondary path network Implement woodland management programme Create safe access points Improve two park entrances Erosion control Improve burn-side planting

Aim	Objectives
2) create the opportunities and structures for the local community to fully and actively participate in the development and management of the Burdiehouse Burn Valley Park	Secure further development funding Establish volunteer policy Establish Friends of the Burn group Research alternative management models Recruit and support volunteer rangers Devise and deliver an events programme (community clean-ups, carnival day, school involvement, etc)
3) make the use of, and access to, the park inclusive for all the residents of South Edinburgh	Install signage and interpretation boards Produce promotional leaflets Improve secondary access points for parents with young children and people with disabilities Reduce illegal motor-bike use Work with Police on 'security by design' principles Work with South Edinburgh Healthy Living Initiative (green gym, etc)
4) obtain local nature reserve (LNR) status for the Park and develop the LNR as a model of good practice	Organise 5 consultation/information events on implications of LNR Liaise with Council on co-ordination Facilitate and co-ordinate 6 year management plan for LNR Promote the LNR to wider Edinburgh community
5) link the Park and its path network to other path networks to increase the opportunities for physical activity for the residents of South Edinburgh.	Negotiate access through Liberton Golf Course Develop secondary path network Establish local partnerships (including with private landowners) to develop path links north and south of Burdiehouse.

Project activities

8. Transforming Your Space is one of many funding sources for the Burdiehouse project, and an extensive range of activities is being developed and implemented. Project activities which are specifically part-funded by TYS are:
 - Post of Project Co-ordinator (part-funded by the South Edinburgh Partnership), with prime responsibility for involving the community in the ongoing development and maintenance of the Burdiehouse Burn Valley Park
 - Upgrading of primary path network
 - Creation of some secondary paths
 - Improvements to boundaries, access and entrance points
 - Woodland management.
9. The funding of a full-time Co-ordinator post is crucial to the project. The project steering group agreed it was vital that the Co-ordinator should be independent from the Council, that the postholder should be employed by South Edinburgh Partnership and report to the steering

group. This permits the Co-ordinator to research and propose change without encountering conflicts of interest that a council officer might. In particular, the postholder is charged with finding a new, more responsive and inclusive model of management for the Park, in order to ensure that the community is a full and equal partner in the Park's development and management. The project co-ordinator is responsible for researching alternative management models, negotiating the change, and facilitating the transition from the existing model to the chosen new model.

10. By funding the post of Project Manager / Co-ordinator (which would not have happened without TYS), Transforming Your Space has been the catalyst for further activity. The postholder has been able to lever in other funding to support additional project activities. For example, the Edinburgh Greenbelt Trust has been engaged to deliver a series of community events which include clean-up days involving the local community, as well as involving local primary school children in bulb planting days.
11. All local residents are potential beneficiaries of this project. There are certain groups and organisations, however, which are expected to have a particular interest. These include:
 - Better Burdiehouse Burn Community Group (will continue with community clean-ups and planting initiatives in one section of the Park)
 - South City Strollers (walking group)
 - South Edinburgh Healthy Living Initiative (encouraging physical activity using green spaces)
 - Greater Liberton Heritage project (promoting and interpreting the heritage aspects of the Park)
 - Save the Children Community Partners programme (working with local young people)
 - South Edinburgh Volunteer Centre (promoting the Park as a volunteering opportunity)
 - Enable at the Inch (interested in exploring work opportunities for people with physical disabilities and learning difficulties)
 - Burdiehouse Primary School (intention to develop an environmental garden in the grounds of the school, which is set within the Park) Garden now complete
 - Other local primary and secondary schools
 - Youth groups.
12. Significant progress has been made in respect of certain activities. In particular, the woodland management plan has been achieved several years ahead of schedule thanks to the additional funding which TYS has levered in to the project. By contrast, the process of engaging the local community in the development and maintenance of the Park will be a much longer term activity, which is still in its early stages.

Community Engagement

13. In the years leading up to the TYS funding application, the local community had been consulted frequently and extensively about the regeneration of the area. Unfortunately very little of this had been translated into action, and residents of south Edinburgh had grown cynical of efforts to consult them. This presented the South Edinburgh Partnership with a challenge in terms of community engagement related to the Park . As a result, SEP took the decision to avoid the standard process of consulting local residents via questionnaire. Instead it distributed as much information as possible about its own proposals for the Park, and set up a number of feedback mechanisms through which the community could respond. Specifically, the process involved:
- two open evening meetings, advertised throughout South Edinburgh and the community newspaper (circulation c. 18,000), at which local residents were given the opportunity to view the proposals, ask questions, and make comments
 - five half day drop-in sessions, equally well advertised and following the same format as above
 - one day in the foyer of local Safeway supermarket following the same format as above
 - three articles in the community newspaper, circulated to all homes in SEP area, outlining the proposals with feedback forms for comments or questions
 - retrospective survey information: in 2001 consultants Scotinform had consulted local people on improving path networks in the South Edinburgh.
14. In the longer term, however, one of the core aims of the project is to create the opportunities and structures for the local community to participate actively in the development and management of the Park. The Steering Group has recognised that the existing structure is not responsive to change, does not easily facilitate community involvement, nor is it able to easily inform or consult the community on new developments or proposals.
15. One of the key roles of the Project Co-ordinator is to ensure that community involvement in the development and management of the Park is maximised.

Outputs and Impacts

16. Table 0-2 BBVP: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Ongoing creation of opportunities and structures for community involvement	Full and active participation of local community in the development and management of the park	Too early to tell, but post has been funded to achieve this
Economic			
Environmental	Primary path network upgraded	Improved access to all, particularly for users of wheelchairs and pushchairs	Greater levels of use by local people, and less use by motorcyclists (previously a problem)

	Activity undertaken	Description of benefits	Evidence of outcome
	Improvements made to park boundaries	Important in securing an 'identity' for the park and bringing together local communities	Too early to define
	Two community art installations created (one sculpture, one sandstone bench)	Interesting focal points for visitors. Young local people from disadvantaged communities involved in creating one of the features.	Art work in situ. Bench being used (and not vandalised).
Health	Park paths will be enhanced and linked to other path networks in Edinburgh	Will increase opportunities for physical activity for residents of south Edinburgh, with improved access	Too early to tell

17. It is acknowledged by project staff that the Burdiehouse project would have gone ahead in some form regardless of TYS funding. Some elements of project funding have been levered in as a result of TYS; others would have been forthcoming in any event. The key contribution of TYS has been to part-fund the post of Project Co-ordinator, which is crucial to the success of the project. This post is highly likely to have been created in the absence of TYS funding.
18. An unexpected benefit arising from the project has been the employment of a local person to the post of Countryside Ranger. The postholder was previously a volunteer member of the BBVP steering group; she therefore has a particular interest in the Park, and has knowledge and insight which will add to her role as a social and educational resource for local people. The post is not funded by TYS, but will enhance what the Burdiehouse TYS project is able to achieve.

Future and Sustainability

19. The long term viability of the project depends upon securing the involvement and support of the local community: this is the main responsibility of the Project Co-ordinator. It will also be important to convince the City of Edinburgh Council that the community should have a real say in the management and development of the Park, rather than tokenistic membership of a group or Friends group. Without this support, it is likely that the Park will suffer from the degradation, vandalism and poor maintenance which has characterised it in recent years.
20. One of the particular targets for the Co-ordinator will be to improve and/or create structures to ensure the full involvement of the local community in the development and management of the site. A management model will be required which ensures greater participation and local ownership of the project: this will help achieve long-term sustainability.
21. Information is ongoing – regular articles are placed in community newspaper. Consultation on specific issues such as construction of skatepark is ongoing.
22. Meanwhile the City of Edinburgh Council has given ongoing commitment to continue with the ground maintenance of the site, and there is potential for future development funding through the Council's Culture and Leisure Department.

23. Other partner organisations, such as the Edinburgh Green Belt Trust and Edinburgh Council's Ranger Service, have indicated a long term commitment to the project.

Consultees

24. Alan Bell (Project Co-ordinator), South Edinburgh Partnership, 13 Newtoft Street, EDINBURGH, EH17 8RG - Tel: 0131-664 5000

Tain Wildlife Pond – Tain Initiatives Group

Introduction

1. This project is located in the Royal Burgh of Tain - a small town (population 3,500) situated on the Dornoch Firth on the north east coast of Scotland. Tain is located in a very rural area: the surrounding villages depend on it to provide economic, social and recreational facilities. Inverness, approximately an hour away by train, draws a significant amount of custom away from the town and economic sustainability is under continual threat. Tourism is important to the area, which has suffered an economic downslide in recent years.
2. The site of the project itself – a wildlife pond - is on Tain Links, an area of grassland alongside the sea shore near the town centre. The new Wildlife Pond was originally a pond, and in the late 1960s was redesigned as a boating pond: boats were available for hire, and a warden looked after the facility. In 1975 it closed, due to changes in local authority structures and funding arrangements. Since then the pond had deteriorated in appearance as well as structure. Litter pollution and vandalism of the area were major problems. The base of the pond and its outflow pipe were not maintained, resulting in contamination of the pond area. It has been described as a ‘smelly eyesore’.
3. The poor condition of the pond area had a very negative impact upon the appearance of the wider Tain Links. This was particularly disheartening for the local community, as much had been done by voluntary groups in recent years to improve the overall Links area (such as the introduction of new path networks, addition of new play equipment, drainage of football fields, etc).
4. The project was developed by the Tain Initiative Group (TIG), which was established in 1996 as an umbrella group to oversee all the existing local voluntary initiatives. With around 50 voluntary organisations already in place, from the Community Council to the Brownies, it was felt that an umbrella initiative would help to avoid duplication of activity. The Group started life as a fully constituted voluntary organisation, but in April 2003 (around the time that the TYS funding application was being submitted) it became a charitable company limited by guarantee.
5. The Tain Initiative Group is represented by a Small Towns Network Officer whose post is funded through a number of sources: Highland Council, Ross and Cromarty Enterprise (local enterprise company) and European funding.
6. When the Small Towns Network Officer was appointed in 2000 the Tain Initiative Group carried out a postal survey of every household within the Tain area to establish the community priorities for development. From this the group were able to identify the projects which the community wanted and seen as a major requirements for the economic, social and environmental progression of the area. The development of the pond area at the Links was identified in the top three projects for development to improve the area. The community indicated that they wished to preserve the pond area at the Links as part of the history and heritage of the area, but also wanted it to be developed into a sustainable project.

7. Funding was secured from Awards for All and the Local Enterprise Company to enable a feasibility study on the future of the pond: this was conducted in 2002. The study included assessing the potential future uses of the pond and in particular identifying a development plan which would be sustainable for the future. The creation of a wildlife pond was identified as one of the most suitable uses. The feasibility study was conducted by an Inverness-shire company, I. M. Forestry, who drew up plans and specifications for the pond.
8. There was (and continues to be) some debate within the community about whether to create a wildlife pond or an ornamental pond, and some local residents have been disappointed that the final outcome is less 'pretty' than they wished. A conscious part of the project design was to let certain wild grasses and plants grow freely in order to encourage wildlife: this is regarded by some as unattractive. Despite this, local support for the pond has been solid.
9. In addition to TYS, funding support for the creation of a wildlife pond was secured from the Local Enterprise Company, Scottish Natural Heritage, Entrust (local authority landfill tax) and the Leader+ programme. TYS contributed approximately 40% of the total budget.
10. The local groups and key individuals involved in implementing the project have included:
 - I M Forestry (professional supervision and maintenance)
 - Tain Task Force (voluntary, practical assistance)
 - Highland Biodiversity Officer
 - Easter Ross Ranger
 - Head of Biology at local secondary school
 - SNH local officer (expert advice)
 - Tain Community Council (community representation and practical advice).
11. The project supports the wider Highland Biodiversity Project and contributes significantly to the implementation of the future Ross and Cromarty East Biodiversity Action Plan. Highland Council, Scottish Natural Heritage and local voluntary groups are working generally to improve access in Tain. The wildlife pond, and access to it, ties in with existing plans to improve access at Tain Links.

Project activities

12. The main aims of the project, as set out in the TYS funding application, were:
 - to create an environmental facility for the enjoyment of the whole community, which would act as an educational resource for groups and schools, within an area currently used for leisure (walking, cycling, sports, nature studies, school projects, etc). As well as aesthetic value, activities such as pond dipping, wildlife interests, nature studies and 'adopt-a-pond' schemes were to be encouraged
 - to re-develop an area that was derelict and unmanaged: it was viewed as a local eyesore, an environmental pollutant, unsafe for young people and 'spoiled' the area.

13. First, and most importantly, in order to provide a suitable wildlife habitat and a safe environment it was vital to have a clean and ready supply of fresh water. The old pond area still held water and there was evidence of polluted seepage at one end. After tests were carried out by the Scottish Environment Protection Agency a shaft was dug and an electric underground water pump installed to supply water to the pond (using electricity supply from the nearby Scottish Water pump house). A floating switch was connected to the pump to ensure that water levels would not drop below the required level.
14. Second, the pond had to be redesigned to make it more suitable for wildlife. The existing edges of the pond were steep and made of stone, preventing linkage with the surrounding environment; also, the level of the water was too deep and too regular, thus limiting habitat value. A successful design required a variety of pond edges and water depths. The majority of existing sandstone was therefore removed (but relocated to a storage area within the town to be used for future projects, thus contributing to environmental sustainability). Areas of shallow and deep water were created and a pond liner installed to keep the water level steady.
15. In order to provide a more varied habitat at the pond edge various habitats were created including a gravel area, a sand area and a number of large boulders.
16. As one of the main purposes of the pond was to provide an educational resource for the local community, a pond dipping platform was installed based on successful designs used elsewhere. Environmentally friendly recycled plaswood was used for the construction of the platform.
17. For safety reasons, and also to provide a quiet and safe wildlife habitat, a wooden palisade-type fence was installed around the perimeter of the pond. This was designed to be vandal resistant (through the use of strong material) but also visually pleasing and still allow for wildlife access.
18. Planting has been another key feature of the project. Plants and shrubs introduced to the pond have all been of native and local origin only: as far as possible, they have either been raised locally or been removed from drains or ditches that were being cleaned out. Plant species have been selected to address five issues:
 - tree species including rowan and alder to provide height, shade and visual structure to the area
 - shrub species including willow and hazel to provide habitat for nesting birds and added shelter
 - ground cover species including hardy ferns to provide a dry habitat for small mammals and invertebrates
 - emergent, floating and submerged plants including floating sweet grass and rushes to provide habitat for wetland species and also enhance the quality of the water
 - almost 50% of the pond edge has been kept free of shrubs and trees to allow ground flora to colonise the area naturally.
19. Finally, interpretation boards and stone seats have also been constructed.

20. In a parallel project, TIG secured funding to improve the local path network, including the paths surrounding the wildlife pond. An access project, linked to the Healthy Living initiative, was linked to the pond project: the final path network is marketed in tourism leaflets and helps to draw visitors to the pond.

Community Engagement

21. The local community has been engaged with the project from the start. The community postal survey conducted by the Tain Initiative Group of every local household, which identified the re-development of Tain Links as one of the top three priorities for action in the town, was the starting point for this engagement. Two community consultation meetings were subsequently held during the period when the wildlife pond project was being developed. Feedback from these was very supportive.
22. In addition, a number of local groups were specifically consulted during the project's development phase. These included local schools, nurseries, the Brownies, the Tain Task Force, the Community Council, the youth café and the local Ranger.
23. Public participation in the project was seen as essential if the long term viability of the new pond was to be achieved. Close involvement of the community at the planning stage, supplemented by regular community activities involving the pond, were vital to creating a sense of ownership as well as allowing all ideas and suggestions from the community to be incorporated into the final design. The choice of design consultants I.M. Forestry proved fortuitous, as the individual who drew up the plans and specifications was someone who was good with people and very responsive to ideas.
24. The fact that so many local community groups fall under the umbrella of the Tain Initiative Group – the project applicant - has had some interesting side-benefits. For example, the Brownies and various local youth groups, who are represented on TIG, are involved in litter collection around the pond. Since they may require TIG to help them gain funding for other projects in the future, they have a continued incentive to look after the pond (“I’ll scratch your back, you scratch mine!”).

Outputs and Impacts

25. The project has gone ahead remarkably smoothly, with virtually no deviations from the original plans. It has been completed to time and to budget. The only minor problem has been a ‘natural’ one relating to the formation of blanket weed in the pond.
26. The main outcomes are highlighted in Table 15.1, below.
27. Table 0-1 Tain Wildlife Pond: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social / educational	Local green space visually and environmentally improved	Improved civic pride Changed perception of area	Positive feedback from local people (including several encountered during evaluators' site visit)
	Improvements	Vandalism almost eradicated	No signs of vandalism: new fencing intact, 'furniture' not defaced
	Planting, maintenance, etc	Increased community involvement	Local groups and individuals regularly undertake work to remove weeds, pick litter, etc
	Pond dipping platform installed	Local school children visit on a regular basis as part of primary school curriculum	Group of school children observed by consultants during site visit
	Interpretation boards installed	Educational resource for young children and point of interest for adults	Local people observed looking at boards during site visit
Economic	Tain foreshore improved	Work contracted to local company More attractive to visitors – encourages tourism	Will only be observed in the longer term
Environmental	Derelict and contaminated pond transformed into wildlife pond	Significantly improved appearance of Tain Links. No pollution	Improved environmental conditions observed
Health	Community clean-up days	Increased opportunities to participate in outdoor activity	Evidence of health benefits will only be observed in long term.

28. No formal tracking of beneficiaries is undertaken, but through contact with the Countryside Ranger and the school Biology teacher project staff obtain a good impression of how the resource is being utilised. (The Ranger takes organised walks all the time, and many of them incorporate the wildlife pond. During the summer, two nursery groups use the pond on a daily basis for pond dipping, etc.)

Future and Sustainability

29. A principle objective of the Tain Initiative Group and its partners is to bring into balance the considerations of integrated (social, economic and environmental) sustainability in the future development of Tain and the surrounding area. The wildlife pond is an excellent example of this. Since its creation it has become a source of local pride and interest. Local groups and individuals regularly undertake work at the pond to tidy it up, remove weeds or whatever task is required to maintain the pond.
30. The design and specification of the pond are such as to reduce the need for maintenance and leave it to develop as naturally as possible. Over time, it is intended that vegetation and animal species should be allowed to colonise the area, providing a valuable linkage of habitats (freshwater river to pond; pond buffer zone to other tree/shrub areas; sea foreshore to inland wetland area, etc).

31. Built into the project plan was the recognition that maintenance would be higher in the first two years of the project. It was recognised that in the early stages there would be a need to address design/function issues, to replace any dead plants, and to ensure that a small number of plant types are not allowed to dominate the new site. This has indeed proven to be the case.
32. It was always envisaged that the pond would take around five years to mature fully. Various design amendments and the introduction of new plants and added features continue to take place as it develops. The evolution of the pond and its continued development make it continually interesting and a source of education about the changes in wildlife and their required habitats.
33. A long term maintenance contract for the entire Links is in place with Highland Council: this encompasses not only the wildlife pond, but the surrounding area. This formal agreement, in addition to strong community involvement, means that the pond will continue to be an attractive and useful resource for many years to come.



Fig 1: Nursery group pond-dipping



Fig 2: Interpretation board

Overview

34. This project is now completed, and all claims to TYS have been submitted. Project staff and local residents encountered during the case study visit are clearly very pleased with the new wildlife pond. The project was well conceived and delivered, and it secured grassroots community support from the start. A thorough feasibility study meant that the project itself was well designed and costed: indeed, there was virtually no deviation in any respect from the project plan or budget. We regard it as an example of good practice in project design and delivery.
35. Project staff believe that the success of the project has hinged on two key elements. First, and most importantly, the feasibility study prior to the project involved some very extensive community consultation, which not only got people 'on board' but elicited some useful suggestions which were incorporated into the design. Indeed, the local community shaped the design of the project, and everyone was excited and involved in it from the start. Second, the project team were lucky in finding 'the right person' to pull the design together and execute it:

their chosen consultant was not only knowledgeable but also good with people, in tune with the local community and responsive to problems.

36. The only problems encountered by the project have been very minor ones. There has been virtually no vandalism, and what small amount of litter exists is collected on a regular basis by local volunteers.
37. There have been a few 'lessons learned', but these are relatively minor. With hindsight it may have been possible to prevent blanketweed by including some form of water feature (e.g. fountain) to help the water circulate. This may also have placated some local residents who would have preferred an ornamental pond instead of a wildlife pond. Project staff also note that interpretation boards proved to be much more expensive than they had budgeted for, and they would advise other groups to be aware of this when drawing up similar funding applications. Aside from this, the project has clearly been a great success.

Consultees

Name	Role	Phone	E-mail
Fiona Robertson	Project Officer, Tain Initiative Group	01862 894278	fiona.robertson2@highland.gov.uk
Roddy Robertson	Chairman, Tain Initiative Group	Contact via project office, as above	
Peter Beattie	Project Officer, Scottish Natural Heritage		

Green Gym (Dumfries) – British Trust For Conservation Volunteers

Introduction

1. The ‘Green Gym’ concept originated with an Oxfordshire GP, who believed that getting his patients involved in outdoor environmental activities was of much more benefit to their help than giving them pills. He helped set up the first Green Gym eleven years ago. Since then, the concept has been developed and championed by the British Trust for Conservation Volunteers (BTCV).
2. BTCV Green Gyms have now been active across England for several years. During 2002 and early 2003 BTCV resolved to pilot the concept in a number of locations across Scotland: in Glasgow, North Lanarkshire, Fife and Aberdeen. The pilot exercise demonstrated that in order to be successful, the concept required a dedicated member of staff who could concentrate their time on the development and co-ordination of Green Gyms. It was with the aim of establishing a co-ordinated network of Green Gyms that BTCV sought funding from Transforming Your Space.
3. BTCV set out to employ a full time Green Gym Coordinator in six locations (Inverness, Aberdeen, Motherwell, Dunfermline, Edinburgh and Dumfries), and to set up four separate Green Gyms in each location. The Green Gym in Dumfries is the particular focus of this case study.
4. The selection of locations by BTCV was determined partly by the pilot programme and partly by the organisation’s existing community partnerships and operations. For example, BTCV already had an office base in the north of Scotland, so Aberdeen and Inverness were locations where it could ‘hit the ground running’.
5. In each location it was intended that TYS funding would complement other sources of funding at local level: from local authorities, health authorities, charitable trusts, etc.
6. The Transforming Your Space programme was very clearly aligned to the aims of the Green Gym concept. All Green Gym activities fall within one or more of the TYS outdoor themes: improving local environments; public green and open spaces; local access; and community gardens.

Project activities

7. BTCV describes Green Gyms as a new approach to creating healthier communities and a healthier environment. They offer people a means of improving their physical fitness by involvement in practical conservation activities such as woodland management, tree and hedge planting, dyking, greenspace enhancement or improving footpaths.

8. The activities of each Green Gym are determined locally by the project coordinator in partnership with local agencies. In Dumfries, for example, the group is involved in managing allotments and also improving the landscaping outside a local care home.
9. Benefits to quality of life also arise from the social contact and support that comes from working with others. Those who are particularly at risk of poor physical and/or mental health, such as the inactive or socially isolated, often benefit the most.
10. Green Gyms offer regular sessions of conservation activities that local people can join in for a morning or afternoon each week. An experienced coordinator provides training in practical skills and ensures that health and safety requirements are met. This includes delivering a safety talk and guiding participants through the essential warm-up and cool-down exercises.
11. An important element of the concept is that each Green Gym group is developed in partnership with an agency whose aim is to improve the health and well-being of individuals, and each must receive endorsement from a local health service.
12. When establishing new groups, BTCV aims to make them self-sustaining in the longer term. (This is explored further below.)
13. Management of the project benefits from BTCV's considerable experience in this field. In extending the Green Gym concept to Scotland, the organisation recognised that it would operate more efficiently and effectively through the establishment of a centrally coordinated network, with a standardised reporting and management mechanism. One of the six local coordinators is responsible for the additional task of coordinating the collective training needs of the six staff, organising and chairing a Green Gym steering group, collating individual reports, reporting progress and issues to the BTCV Scotland Senior Managers Group, and ensuring adequate monitoring and best practice.
14. The funding awarded by TYS was only one third of the original sum for which BTCV applied, and this has constrained the development of the project. It caused delays in appointing local coordinators (through having to wait for other sources of local funding to be confirmed in place of TYS) and meant that the project would be delivered over two years rather than three. Major savings also had to be found throughout the project. A significant reduction in transport costs was achieved: instead of leasing new vehicles to transport individuals to the location of activity, increased focus was put upon creating Green Gyms in places where local participants would be able to make their own way to the site on foot.
15. Other unexpected (but minor) barriers not related to funding have concerned the apparent lack of enthusiasm amongst GPs in some localities to refer patients to their local Green Gym. This has been somewhat surprising to BTCV, but has not presented major difficulties as referrals have been generated from other sources.

Community Engagement

16. This project represents an extension to Scotland of a concept which is now well established in England. BTCV did not specifically sought to engage local communities in the design of the project model, as it was already tried and tested. However, a process of community

consultation took place during the funding application stage to ensure that local people were aware of, and interested in, the Green Gym concept.

17. The Green Gym depends directly upon recruiting participants (volunteers) from local communities, and to this extent it is clearly important that community engagement take place. However, the nature of the project and its funding meant that BTCV also focused their efforts on engaging partner organisations. One of the criteria for establishing a Green Gym is that it must be endorsed by the local Health Board: this underlines the significance of the project's health aspect, and also sets up a channel for referral of beneficiaries to the project. NHS Scotland has reportedly been very supportive of extending the Green Gym concept to Scotland, and local Health Boards have shown this report in the form of cash funding (in some areas), in-kind funding, and/or by referring patients to their local Green Gym.
18. BTCV has an equal opportunities policy which applies not only to its staff but to the volunteers who take part in activities such as the Green Gym. Its philosophy is to focus on involving marginalised and social excluded individuals and groups. In the Green Gym programme, efforts have been put into recruiting participants from minority ethnic communities, those with learning difficulties, physically disadvantaged groups and individuals, the unemployed, single parents, and people with physical and/or mental health issues. These are the direct beneficiaries of the project. However, the benefits arising from physical enhancement projects extend to all members of the local community: all the project sites are likely to be publicly accessible, local green spaces, visited and used on a regular basis by local people.

Outputs and Impacts

19. Over the two year period of the project, BTCV aimed to establish 14 Green Gym Groups, 208 new Green Gym volunteers and a total of 7,000 volunteer days. It has met its target for the number of groups (14) and exceeded the target for the number of new volunteers by a considerable margin.
20. Table 0-1 Green Gym network: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	All activities provide the opportunity to socialise at the same time as carrying out environmental work	Particular benefits to people with mental health problems and those living alone	Volunteers complete Benefits Evaluation questionnaire which includes social benefits gained. Also direct observations by evaluator during case study visit of group members talking and sharing jokes. Good rapport clearly in evidence between group members and with BTCV Coordinators
Economic	Environmental works	Indirect benefits: potential for participants to pursue this kind of work as a career. (Economic impacts are not specifically sought as part of this project.)	During case study visit, evaluator spoke to one volunteer who is studying for a qualification in Landscaping as a result of taking part in the project
Environmental	Depending on location: footpath construction, tree	Direct and immediate benefits to local greenspace and the	All results are recorded and monitored by BTCV, and reports

	Activity undertaken	Description of benefits	Evidence of outcome
	and hedge planting, community gardening, fencing, and a range of other environmental improvements	environment. A range of benefits, depending on location, relating to biodiversity, access, conservation and greenspace enhancement.	collated.
		Subsequent indirect benefits to local people who use and visit the green spaces in question.	
Health	All activities are geared around health benefits: warm-up and cool-down exercises at start and end of activity; physical labour involved in digging, planting, etc.	Regular light exercise in the outdoors (or more intensive exercise, to suit individuals' needs and abilities) has proven health benefits.	All participants complete health questionnaire on starting project. Evaluator observed warm-up and cool-down exercises taking place during case study visit. Independent evaluation of Green Gyms in England has shown that the concept brings proven health benefits.

21. BTCV has put in place monitoring procedures across its network of Green Gyms to ensure, amongst other things, that individual beneficiaries are tracked. Individuals' attendance on a weekly basis is recorded, and those who are absent for several weeks are contacted and gently encouraged to return.

Future and Sustainability

22. BTCV estimates that approximately one quarter of its Green Gyms in Scotland should prove to be self-sustaining. In one region, for example, the organisation is hopeful that the local council will support the project; in another, it appears that an NHS-funded community organisation is willing to invest in training volunteers in order that the project can continue. Other Green Gyms may struggle.
23. BTCV has a comparatively sophisticated approach towards developing the sustainability of each Green Gym group. This approach is part of its whole organisational philosophy, which is to promote and assist self-sustaining voluntary and community activity. BTCV has developed a 'Group Health Check' which aims to ensure that Green Gym groups become: "active into the future, indefinitely; independent of BTCV; and able to adapt to change". Based on tried and tested approaches from the Green Gyms in England, the Group Health Check is a checklist of factors organised into five topics:
- 'organising the group': there is a management group that meets regularly; group has a constitution or set of rules; key people identified to take roles of chair, treasurer, etc; main sources of income and expenditure agreed and basic accounts kept; weekly programme of varied activities in place, etc.
 - 'involving people': group publicises its activities; new programme available before the old one runs out; clear information provided about locations, contact details, etc; group involves a range of people who have the opportunity to express their views, etc.

- ‘running activities safely’: up to date insurance cover maintained; risk assessment undertaken; emergency procedure in place; tools and equipment maintained, stored and transported safely; participants’ health screened on joining; warm-up and cool-down exercises demonstrated by trained leader; etc.
 - ‘working with other groups’: group is aware of environmental and community groups, networks and support services available; local health services endorse the Green Gym.
 - ‘monitoring and evaluation’: group seeks feedback from participants, landowners, health services; group sets appropriate annual targets; group records activities and produced annual report; group reflects on what it has done, e.g. at Annual General Meeting.
24. BTCV recommends that new groups have all the ‘ingredients’ of the health check in place after eighteen months.
25. BTCV has been unable to invest as much as it would have liked in the kind of training which would enable volunteer beneficiaries to keep their group going: had it received the full amount of funding for which it applied, it reports that it would have been able to do so.

Overview

26. In terms of additionality, it is likely that the Green Gym concept would have been extended to Scotland in the absence of TYS – indeed, there had already been a pilot programme. However, TYS funding enabled BTCV to create a network of groups with a coordinating management function, which maximises synergies and enables groups to learn from each other. Without TYS the benefits of having a network would not have been realised.
27. BTCV has identified various ‘positives’ and ‘negatives’ about the project – although the latter are outweighed by the former.
28. The organisation received one third of the sum for which it applied from TYS. This has restricted what it has been able to achieve. The effect of the reduced funding has impacted largely upon transport outlay. The original plan had been to buy or lease 9-seater buses, to collect volunteer beneficiaries and drive them to a variety of locations. In the absence of this, the focus has been on delivering activities in specific localities which beneficiaries can access on foot. The disadvantage of having no transport is that beneficiaries have a narrower range of green space locations in which to gain experience – but conversely, there are health benefits to be gained from making their own way to the sites on foot.
29. One of the obstacles encountered by the project, as identified in BTCV’s UK-wide review of its Green Gyms, is the apparent disinterest on the part of local doctors (GPs). There are various ‘champions’ of the project amongst this group, and some local practices have been enthusiastic, but on the whole there has been considerably less GP involvement than BTCV expected. This is countered by a good level of interest from other groups within NHS Scotland, including managers, ward sisters, etc.

30. Another difficulty has been ensuring self-sustainability: the reduced funding offer has resulted in less training in respect of the 'Group Health Check' described above.
31. There are many 'positives' surrounding the project. The idea of the Green Gym is now well established in the UK, and there are benefits associated with the strong concept and brand. The fact that the concept is linked into multiple agendas (health, conservation, etc) is a clear benefit. Most important of all are the benefits to individuals and to local communities: improved physical and mental wellbeing, opportunities for social interaction, and improved local environments are some of the obvious gains.
32. Volunteer retention rates have been good. Since April 2005 BTCV has operated a management information system which records whether an individual is 'active' or 'inactive'. The organisation is pleased with the results it has captured. In a project such as this, however, it is important to note that the weather affects attendance and motivation (as well as what can physically be done in the outdoors).
33. Finally, it is worth noting that each Green Gym – across England, and now also across Scotland – evolves individually and takes on characteristics of its own. No specific groups of beneficiary are targeted: the 'feel' of each group depends to a large extent on the interests of each local coordinator and the characteristics of the catchment area. In Dumfries it happens that a large proportion of volunteer beneficiaries are those with mental health problems: other Green Gyms may be different. Broadly speaking, however, they have recruited adults rather than children.
34. Looking to the future, BTCV has been developing criteria for school-based Green Gyms, in order to bring the two issues of health and conservation to a wider audience. In disseminating the Green Gym concept to this new target group BTCV would offer a wider element of training to the wider school community (including parents) in order to maximise future sustainability.

Consultees

Name	Role	Phone	E-mail
David Jamieson	BTCV Stirling	01786 479697	
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Newburgh Waterfront – Newburgh Waterfront Regeneration Group

Introduction

1. The project is located in Newburgh, a small town (population 2,900) on the Tay Estuary on the north coast of Fife. The purpose of the project was to regenerate a derelict ex-industrial site on the waterfront and transform it into a fully accessible community garden and picnic area with paths for pedestrians and cyclists.
2. The site of the project is a former linoleum company which used to form the economic heart of Newburgh. Since the closure of the factory in 1978 the site remained undeveloped: the building lay derelict for many years and was eventually demolished in the 1980's, leaving a rubble-filled area which gradually became overgrown with couch grass. Fife Council purchased the land, but was unable to marshal sufficient resources to develop the site.
3. The Newburgh Waterfront Regeneration Group, the project applicant, was formed in 2001 as a 'steering group' representing the local community. The Group consists of local residents and members of the Community Council, and has a support team comprising officers from Fife Council. During the various stages of the project, support from the Council came from various departments: Finance, Procurement, Transport, Estates, Planning and Development Services. Fife Rural Partnership also played an important advisory role.
4. A first application to TYS was made in the autumn of 2003 but was rejected as too sketchy. This was done in a positive way, however, and gave the Group the opportunity to give more detailed consideration to what they planned to achieve. The Group subsequently prepared more detailed plans, having secured the involvement of Scottish Natural Heritage (SNH) in an advisory capacity. The Group faced something of a steep learning curve: lack of funds meant they themselves had to carry out an environmental assessment, with the support of SNH and the Ranger Service.

Project activities

5. The aims of the project were to:
 - transform the industrial wasteground by landscaping, adding pathways and lighting and improving the environment with a view to enhancing local people's quality of life
 - create much needed leisure facilities within Newburgh for walking, cycling, bird and wildlife watching and sports
 - to form the central part of a riverside walkway to run the length of the town – providing a safe alternative route to the busy, noisy main street
 - to attract visitors by providing an attractive and peaceful area for all to enjoy, thus leading to economic gains for local small businesses

- to provide a sports facility to give local youths a much needed amenity in a community which has little to offer them at present.

Community Engagement

6. The local community has been involved in this project at every stage – from the very young (primary school groups) to the very old (the local population is increasingly elderly). A thorough consultation exercise was carried out, including a series of public meetings, and the results of a public vote on the future use of the site were collated and published.
7. The local community was keen not to forget the town's industrial heritage, but at the same time became increasingly aware that development of the site could bring a variety of social, environmental and economic gains to Newburgh. It was as a result of a local petition that the project came to exist – the best possible evidence of a project generated from the grass-roots.
8. Though not part of the funding application itself, the project has developed spin-off ideas to involve the community in enhancing the regenerated waterfront. For example, a sculpture was commissioned in 2004 (with the support of Fife Council Arts Development) involving an extensive process of consultation. Differing wishes from local residents had to be heard: some wanted a memorial to the former factory site, while others wanted something 'natural'. It took 14 local meetings to hear presentations and make a final choice (a fish), followed by a public viewing.
9. There is little doubt that the community has been behind this project from the start. A successful community launch was held in August 2005 involving stalls, boating and the unveiling of the new sculpture by local children.

Barriers to community engagement

10. One slight obstacle to the development of the waterfront has been the recent construction of private housing adjacent to the site, which was built and occupied *after* the public vote on what to do with the waterfront. Although the newly-resident private owners do not object to the community garden and path network, they have raised objections to the next phase of the project – a sports facility for young people.

Outcomes and Impacts

11. Table 17.1, below, summarises the main outcomes and impacts to date.
12. It will be difficult to quantify the precise benefits of the project. It would be impractical and unreasonable to monitor footfall, for example. However, consultees estimate that usage of the waterfront area has doubled since the project was completed, and there is no question that the waterfront now provides a safer and more secure environment for children and pedestrians than the main street. It will be impossible to quantify any benefits to the local economy (e.g. increased visitor numbers) or attribute them specifically to the project. Activity during summer 2006 will give a good indication of whether visitor numbers have increased.
13. Table 0-1 Newburgh Waterfront: Outcomes of project to date

	Activity undertaken	Description of benefits	Evidence of outcome
Social	Knowledge gained by local people during funding application process (eg. planning laws, environmental aspects, etc)	Considerable increase in community knowledge and capacity	Community Trust set up to consider long term future maintenance of the site
	Attractive network of paths, grassed areas and shrubs created	Increased civic pride	Discussions with local residents and members of community council confirm new pride and desire to maintain the area to the current standard
	Network of paths around the waterfront, incorporating equal opportunities issues	Paths designed to be wide enough for two wheelchairs or prams to pass	Users observed during evaluation visit – including children and wheelchair users
	Sculpture commissioned with assistance of Fife Council Arts Development funding	Local people involved in selection and commissioning of sculpture	Attractive feature of waterfront now in place and enjoyed by community
Economic	Reinstatement of natural site in place of derelict industrial site	Potential increase in visitor numbers and associated economic invigoration	Too early to tell – will require longer term monitoring
	Additional intensive work required on path network	Three local men received additional work	Increased income for local workmen in pre-Christmas period
Environmental	Creation of natural wetland area in place of industrial site	Potential increase in number of wild birds, otters, etc	Too early to tell – will require longer term monitoring
	Community garden planted	Garden planted and part-maintained by local school children, leading to better understanding of the environment and good stewardship	Article in local press on day prior to site visit showing local primary school children planting spring bulbs – and other local press
Health	Provision of pathways for walking and cycling	Potential improvements in health of local people	Too early to tell – will require longer term monitoring

14. Perhaps one of the most important impacts of the project has been to increase the local community's belief in itself. Consultees within the Regeneration Group feel that the confidence engendered as a result of the project's success has increased local community aspirations. There are now plans, for example, to link up the waterfront with a coastal path. The regeneration of the waterfront has acted as a catalyst for change.

Future and Sustainability

15. The project team have agreed a sustainability strategy which involves Fife Council in the upkeep and maintenance of the Waterfront. In addition, however, school children and the wider community will be actively encouraged to plant and maintain the area. (At the time of

our evaluation visit an article had just appeared in the local press highlighting the role of schoolchildren in planting bulbs.)

16. Some members of the Group have now set up a Community Trust which will not only seek to ensure the sustainability of this project, but also plans to develop other projects in the locality.

Overview

Additionality

17. It is fair to say that the project would have gone ahead in some form in the absence of TYS. The Council and other sources had pledged a significant proportion of the total budget (in the form of residual funds left over from the sale of the site), and other funding came from Europe and in-kind sources. With the aid of an experienced officer from Fife Rural Partnership it is possible that a replacement for TYS might have been found. However, the aims and objectives of the project show a strong alignment with the rationale behind TYS, which has clearly been an appropriate source of funding.

Transferable lessons learned

18. Project staff – that is, the members of the local community who make up the Newburgh Waterfront Regeneration Group – highlight several features of the project’s development and implementation which might be classified as transferable lessons learned. Some of these relate specifically to the Transforming Your Space programme:
 - the Group did not have a detailed understanding of the environmental aspects of the project when they first put their TYS application together. This affected the project in the following ways:
 - Scottish Natural Heritage was not consulted by the Group at the start, and the lack of input from SNH was part of the reason why the initial funding application was rejected by BIG
 - the cost of engaging environmental consultants was not factored into the bid, so Group members themselves had to conduct an environmental impact assessment with the help of SNH and the Ranger Service (involving investigation of site contamination and the impact of works on geese, ospreys, mud beasts and other local wildlife)
 - the planting recommended by the landscape consultants proved to be not all native, and had subsequently to be changed
 - the window of opportunity for constructing the site was restricted (e.g. SNH stipulated that the use of heavy machinery for constructing paths had to take account of the migratory pattern of geese, which would be disturbed if the works continued beyond a certain date).
19. Some of the lessons learned relate more generally to partnership working and funding arrangements:

- engagement with local council is vital in this kind of project. Had a closer relationship been in place at the start, the Group might have been prompted at an earlier stage to remember the inclusion of (for example) interpretation panels and bins – which had to be added to the plans at a late stage
- the Group was insufficiently aware of the various tasks required to implement a project such as this, and the time that would be required to fulfil each one. For example:
- lack of awareness of need for environmental impact assessment
- lack of awareness of need to outsource services (e.g. through Council’s tendering process, which takes time and comes with a fee).

20. The Group would recommend that any applicants seeking to develop this kind of project in future should gain an early understanding of the environmental and procurement requirements involved.

Consultees

Name	Role	Phone	E-mail
Maureen Burgess	Project Officer, Newburgh Waterfront Regeneration Group	01337 840559	EDMOHRA@aol.com
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Norma Graham	Fife Rural Partnership		

Wales

Community Ranger, Caerphilly

Description of the project

1. The project consists of a four year full time Community Ranger reporting to and managed by Caerphilly County Borough Council. The project also has a smaller package of capital works, the most significant being an adaptation of a building to provide an office for the Ranger. The Ranger covers 4 villages in an ex-mining community. The Ranger is relatively new in post, but has been highly active already getting a number of projects up and running.

History of the project and its development

2. The project is lead by Caerphilly Council. The Council and the relevant partnership (North Sirhowy Valley Community Partnership – NSVP) devised a process to identify and secure a single project to put forward to the Lottery. This was as follows:
 - Officer(s) attended a Lottery event regarding TYS
 - Through the NSVP, the Council invited agencies to put forward project ideas – both outside the Council but also to different internal Council departments. six expressions of interest/project applications were received.
 - The NSVP executive (officer group below the board) devised a sustainability scoring system and criteria to judge the 6 proposals.
 - The proposals were openly discussed at the Partnership as part of agreeing the preferred bid using the scoring system. All the sponsors of the bidders were represented on the Partnership.
3. The process was competitive, and appeared an effective way to decide a preferred project.

Rationale to the agreed project

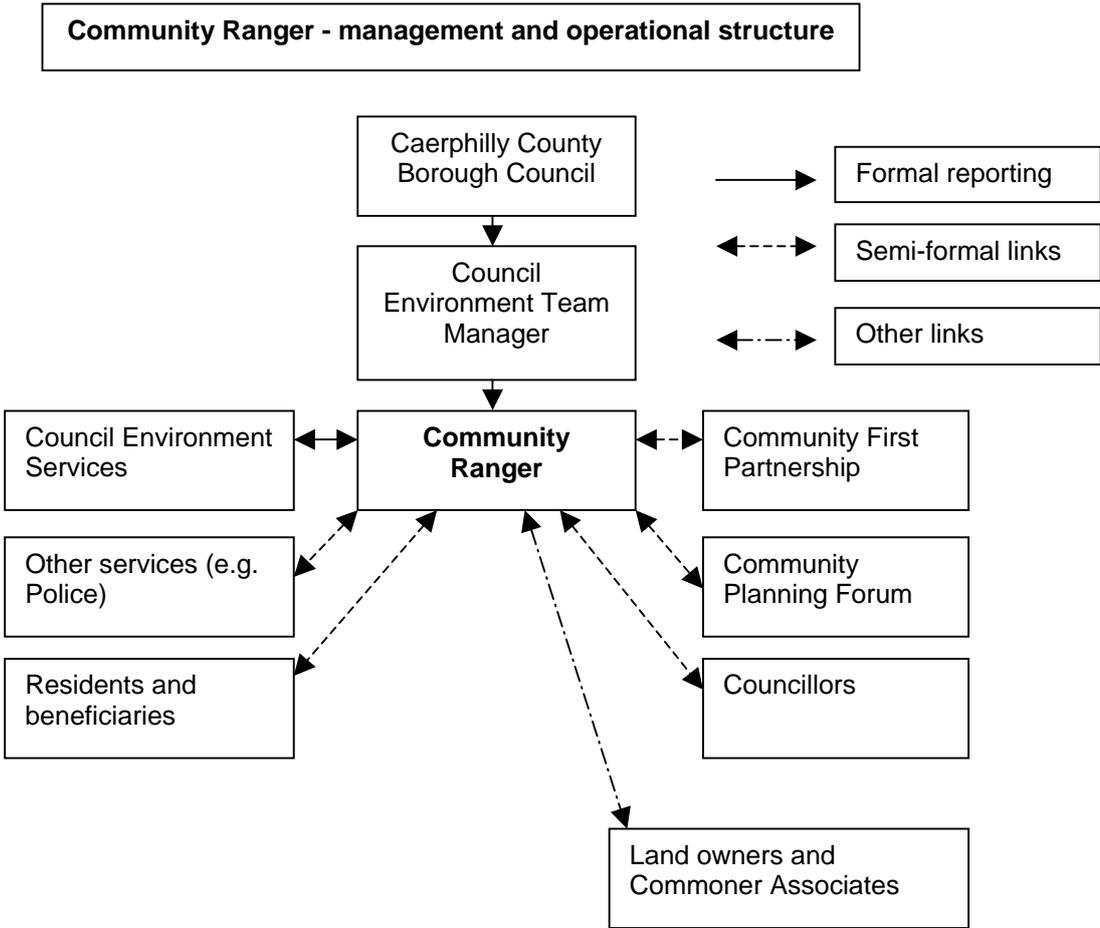
4. The agreed project- a Community Ranger- is one opportunity that has arisen from a much larger programme and strategy for environmental and aesthetic improvements for the Valley – the North Sirhowy Valley Design Study. The study, commissioned by Caerphilly County Borough Council, the Welsh Development Agency and the European Commission, aims to use environmental improvements to attract inward investment. The Valley has much potential for tourism – being both attractive and less scarred than many other Valleys elsewhere – but it still suffers the negative visual impact of previous mining uses. The Community Ranger as part of the strategy aims to be a shorter term action that can be implemented and also to show to local people that ‘something is happening’.

Funding and financial information

5. The overall strategy is estimated to cost £11m. In terms of short term funding secured over the period in question, contributions are as follows (approximately):
- EU Village project 230K and EU Colliery site 182k
 - WDA Colliery site 350k
 - Local Regeneration Framework 200k (WDA/LA)

Project structure

6. The project is managed by the Environment Team at Caerphilly Borough Council. The Ranger is similar to a ‘park ranger’ whose remit extends to urban town/village areas as well as park activities. He also reports semi-formally to a number of community and partnership structures in the area. For example, he provides monthly reports to the (local) Partnership. The groups feedback local issues and problems to which the Ranger responds directly.



Community engagement

7. The Community Ranger appears heavily involved with the community through attendance at various meetings and his proactive approach to engaging individual community leaders and other public services (e.g. police). Generally his work also benefits both young people (directly and through schools) and other people (through community structures). The job description and project was designed on the basis of a wider community consultation undertaken for the regeneration strategy for the Valley (*the North Sirhowy Valley Design Study*). While the area appears rural, the local community includes different urban/rural groups:

- Ex-mining communities – whose outlooks is perhaps more urban in character
- Farmers and land owners

Outputs and impacts

8. The original outputs and impacts were as follows.

Outputs

- Work with the local community
- Landscaping and environmental works
- Improve gateways to the village and strengthen local distinctiveness
- Create appropriate facilities for local people (e.g. small picnic area)

Outcomes

- Raise the quality of life of local communities
- Build capacity
- Improve access to nearby employment sites
- Raise the skills level of the community
- Improve and manage the local environment
- Reduce anti-social behaviour
- Reduce barriers between urban dwellers and the rural environment
- Benefit local bio-diversity

9. A map of outputs and outcomes achieved is provided below.

Legacy of the project

10. The Ranger's manager and local councillors are pleased with the appointment of the Community Ranger and feel his post will be mainstreamed at the end of the period. The project is seen as having produced a form of council environmental services that is far superior from that provided elsewhere by the Council.

Overview

11. The project in its current form would not have gone ahead without TYS funding. Other larger grant funds are mostly capital not revenue. The Council would not have normally funded such a post due to limited resources.
12. It is likely that the post displaces some council services. The Community Ranger is responding to maintenance problems in the area. Some of these problems could have been dealt with by existing Council services – although the work would not be carried out at the speed or level of quality delivered by the Ranger. For example, activities such as replacing fences can be undertaken using traditional local techniques – whereas mainstream services would have deployed standardised fence replacement. This use of local techniques to manage the local environment is believed to contribute to an enhanced sense of place. This helps achieve the overarching strategic aims of the project, and, indirectly, encourage tourism.

Table 1: Outcomes of project to date

Type of activity	Activity undertaken	Description of benefits	Evidence of outcome	Beneficiaries
Social Skills levels Barriers between urban and rural dwellers	Providing local younger people with activities and training, e.g. hedge coppicing, Junior Ranger Club, attending schools, organising meetings etc	There are a range of potential benefits: <ul style="list-style-type: none"> ➢ Increased diversionary activity for youths ➢ Improve local distinctiveness – through hedge coppicing etc ➢ Potential to integrate urban and rural dwellers ➢ Potential for skills development that can lead to employment 	<ul style="list-style-type: none"> ➢ It may be too early yet to identify wider outcomes. But the direct element of these activities may be noticed by some local people 	Direct beneficiaries: <ul style="list-style-type: none"> ➢ Young people Indirect: <ul style="list-style-type: none"> ➢ Local residents ➢ Community leaders ➢ Farmers
Community capacity	<ul style="list-style-type: none"> ➢ Attendance at community meetings and liaison with the Police ➢ Joint patrols 	<ul style="list-style-type: none"> ➢ Direct response to local community problems and priorities (e.g. vandalism) ➢ Improved and increased local policing. 	<ul style="list-style-type: none"> ➢ New capacity enabling the police to respond to community needs ➢ Community leaders reported positively of the arrangements 	Indirect beneficiaries: <ul style="list-style-type: none"> ➢ Local residents ➢ Community leaders
Economic	Full economic benefits await the roll out of the whole £11m programme	This is the 'match' element to the funding package overall (EU and WDA etc)	To early yet	

Table 1: Outcomes of project to date

Type of activity	Activity undertaken	Description of benefits	Evidence of outcome	Beneficiaries
Environmental	Direct improvements and customised adaptations to public and private paths and access routes. In some circumstances these were to discourage access (e.g. to cars) whilst in others to improve access (to walkers)	The problem of noisy off road vehicles is a particular gripe in the local community. The shape of the Valley ensures vehicles can be heard for miles - this undermines quality of life. The activity is not illegal as a result the police cannot act	Apparently reduced fly tipping of abandoned cars, and reduced use of noisy off road vehicles There has been improved quality of life through reduced noise. Too early to identify any bio-diversity impacts	All residents
Health	Improvements to paths to promote walking and access	Promoting of healthy living-type activities – especially in ex mining areas which can have high levels of ill health	Reported to be increased walking amongst the older community	Beneficiaries: <ul style="list-style-type: none"> ➤ Ex miners with ill health ➤ Elderly people ➤ All people

Consultees

Philip Griffiths - (project manager)
Geoff Edwards - Senior Accountant
Mary Hughes - Chair of the Partnership
Alan Williams - Local Councillor
Dave Harry - Clerk to the Community Council

North Grangetown Community Environmental Action Project, Cardiff

Introduction

1. The project relates to the improvement of the urban residential environment in North Grangetown through redesigning an existing area of 'Green Space' and a new Community Environmental worker post. Cardiff Council are leading and managing the project, in partnership with the Health Authority through the local Healthy Living Programme (Big Lottery funded).
2. The project was developed through the local Community Partnership as follows. The Community Partnership tasked its operational group - the Community Planning and Implementation Group - to consider projects to put forward to application stage. A sub-group was set up for this purpose that included the Council, Environment Agency, Police, Coalition for Disabled, Health services, probation and voluntary sector. A number of projects were put forward as follows:
 - Environment Agency project – fly tipping in the fringes of the city
 - Health Authority – community health
 - Community Safety Zones
 - A project to rejuvenate a particular 'Green Space' in a residential area
3. The appraisal considered need, quality and sustainability. In practice two of the submitted applications were merged into one project – community health and Green Space. The Council was to lead the project, but would work with the Health Board to write the bid.

Project activities and background

4. The project's focus is a 1,200 sq m patch of 'Green Space' in the inner-city residential area of North Grangetown, Cardiff. The central theme of the project is to improve the Green Space to benefit the local area. The patch is surrounded closely by housing on one side and a residential road on three others.
5. North Grangetown was confirmed by Cardiff County Council as a Renewal Area in September 2003, following a Neighbourhood Renewal Assessment by consultants RDHS. The consultants report identified North Grangetown as suffering from a shortage of green spaces and trees, therefore this site is especially valuable in improving the environmental quality of the area.

6. A community consultation in 2004 identified the types of uses that the community would like to see for the selected green area. The most popular option was a community garden. Work is still at the design stage for improvements to the Green Space.
7. A Community Environmental worker has been appointed. The worker's role and activities are targeted primarily upon the Green Space project and supporting this through related community development activities. The worker is jointly managed by the Council and through the Healthy Living Programme.
8. The target beneficiaries of the project are the local community.
9. At present, the Green Space project is still in the design stage, while the new Community Environmental Worker post is now filled and actively working in the community.
10. The project benefits from strategic linkages to wider environmental improvements to the area funded through the Renewal Area status of North Grangetown.

Community engagement

11. There has been a high degree of community engagement throughout the project. In particular, there has been much consultation regarding the future use of the Green Space. A planning event was held, whereby plans and ideas for the Green Space were presented to the community so that local people were both aware of the potential changes and could genuinely input their views. Local primary schools were involved. There was a publicity drive to ensure the widest participation.
12. The results of the consultation were formalised into discussion documents and submitted to Ward Members. Priorities were identified. Examples of views and priorities from the community included:
 - provision of seating should be avoided as it encourages unwanted gatherings
 - mixed views about whether the area should be fenced or not
 - improved maintenance to the Green Space is required.
13. There were different views from the community about how the space should be used. There is not necessarily an easy compromise; some feel that it should be for young people, while others feel this will attract disorder.
14. An evidence base of community engagement and its results was produced and documented which will provide valuable assistance to future design plans for the Green Space.
15. The project overall links to local community structures. These include the Butetown and Grangetown Forum and the North Grangetown Residents Association. The area has a high ethnic minority population, circa 20%.

Outputs and impacts

16. At present the project has yet to re-develop the Green Space, although its community consultation is significantly advanced, see table 1.1. Meanwhile, the Community Environmental worker post is filled and related initiatives are underway. Imminent future plans include the appoint of a local artist to work together with the community to create innovative design ideas for the rejuvenation of the area.

Additionality

17. The Green Space activity, in broad concept, may have gone ahead in some form through the Renewal Area funding that the area has secured. However, the impact of TYS has been to speed the process up, provide the opportunity for additional ‘community art’ and to support deeper community consultation, so generating a better quality Green Space.
18. The consultation process identified concerns about general maintenance to the Green Space area. This is the responsibility of mainstream services, but it may be difficult to solve these issues through a time-limited project.
19. In summary, the Green Space project is a challenging and so ambitious project; it will require a quality and clever design; there will need to be a compromise regarding the preferred use, as views from the community can vary; decisions need to be made regarding longer term maintenance.

Table 1: Outcomes of project to date

<i>Aims and objectives</i>	<i>Activity undertaken</i>	<i>Description of benefits</i>	<i>Evidence of outcome</i>
To rejuvenate the disused space and the immediate area to transform it into a community asset	Monthly meetings/community focus groups to discuss wider environmental improvement programme ideas Publicity drive and consultation	Facilities for local people/potential youth diversionary activities	Initial consultation is complete and has made progress towards the design Stage. There will be continued consultation in the design stage Evidence of substantial awareness raising and community engagement activities Hard documentation has been generated to collate and record community views
Consultation programme to raise awareness of their environment and galvanise local people to get involved	Pooling of ideas from Council and NHS Appointment of Community Environmental Development Worker Community Environmental Worker involved in a wide range of health-related and community development activities	Improved health and healthier lifestyles	

Future and sustainability

Green Space project:

20. Any improvement in the Green Space or facilities associated with it will require additional council maintenance services during and after the lifetime of the project to ensure that they are kept to an acceptable standard. The project may in effect draw in additional mainstream services for this purpose. If this did not happen the Green Space could fall (again) into disrepair which would risk the Lottery's investment. Currently no future sources of funding have been identified. The project is hoping to establish a 'friends of' group from interested local residents to support the sustainability of the project.

Community Environmental Worker:

21. The benefits of the Community Environmental Worker will be to deliver a specific focus on the Green Space and to increase community capacity and pride in the local environment; e.g. by supporting the work of the North Grangetown Residents Association, encouraging people to join in on the Green Space project and helping to establish the 'friends of' group and as a result increase the sustainability of the Green Space project.

Early lessons learned

22. It is difficult to monitor environmental projects. Monitoring systems need to be devised for projects that aim to increase usage of public space, healthy living lifestyles or improve urban environments.

Consultees

Don Davidson - Group Leader, Neighbourhood Planning

Angela Davis - (West), Neighbourhood Planning

Sian Biddy - Butetown & Grangetown Healthy Living Programme Manager

Ruth Lovell - Environmental Project Officer (the Community Environmental Worker)

Woodlands for Communities, Flintshire

Introduction and background

1. The project involves the delivery of ‘Forest School’ activities in the Flintshire area.
2. ‘Forest School’ is a programme of ‘woodland-based’ activities for young people; it has some similarities to the scouts – but a focus on woodland areas. The premise is that students not achieving their potential may benefit from being given experience of working and socialising in areas of woodland. Its roots are international and it has a strong footing in Wales –there are Forest Schools in other areas. Skills imparted to children include personal survival skills and learning how to work as a team.
3. In Flintshire, Forest School-type activities have already been developed via the Forestry Commission, Sure Start and ESF funded projects (Compact Plus). This has resulted in a programme of ‘off curriculum’ social, practical, creative and educational activities for young people based in nearby woodlands. The focus of the Lottery bid is to continue, consolidate and expand these activities further and accredit them more formally. This project is led by Flintshire County Council.
4. The process by which the project secured Lottery funding was straightforward. NOF invited the LSP to propose a project. NOF visited the area to give a presentation on the scheme. The LSP steering group was invited to submit a project to the LSP. The LSP approved the project, but highlighted the need for links to social inclusion, local business involvement, wider regional involvement, young people in deprived areas and the environment.

Project activities

5. The project involves a series of visits to forests by local children, ideally as a coherent two-year-plus programme. There are a number of activities and related benefits:
 - General awareness of the woodlands through play, tracking, and observing plants and their habitats
 - Using tools – either to develop skills or to raise self esteem
 - Transition projects to help vulnerable children to make the move from primary to secondary school
 - Children not achieving their potential at school becoming teachers of younger pupils to improve their self confidence
 - Older Children (14-16 years) not achieving their potential at school practising team work, problem solving and social skills
 - Targeting pupils that have dropped out of mainstream schools

- Services to children with special needs requiring specialist LEA/Youth Service input
 - Training staff in mainstream services to act as Forest School teachers.
6. The project also funds a Forest School Leader. The Leader manages the day to day delivery of the programme. Other managerial aspects of the project include risk assessments; attracting private and public sponsorship; encouraging participation of local community groups. Also, with a view to a sustainable on-going service, the commissioning of Plas Derw (a facility to provide a base for Forest School) and accreditation of forest school activities. The overall programme is managed to comply with legal requirements and to build strong relationships with schools and other community groups.

Community engagement

7. The project directly engages the local community through working with children from local schools, youth clubs and community groups. Parents are frequently involved in the programme through attending the woodland activities with their children. Efforts are made to target more deprived areas/children through working with certain groups (e.g. Youth Services, Sure Start).
8. The project aim is to link the community with the nearest woodland, both public and privately owned, seeking to widen the involvement of local people with the enjoyment and sustainability of woodlands.

Outputs and impacts

9. The project is achieving outputs and activities are being successfully monitored. However, it is reported that the creation of a Trust for Plas Derw (see section on Future sustainability below) has created some difficulties in optimising outputs and spend. In addition, since the bid application was made, heightened public attention regarding out of school activities for children, and the administration burden associated with this, has created additional complications (e.g more detailed risk assessments).

Table 1: Outcomes of project

Objective	Activity undertaken	Description of benefits	Evidence of outcomes
To increase the number and quality of activities presently provided by improving Forest School organisation and structure	Employ full time Forest School Leader Identify new groups and link them to woodland	Increased number and quality of activities	Leader in post Additional Forest School visits identified by monitoring
To offer Forest opportunities for families from deprived areas	School visits, links to Sure Start, play groups Training several Sure Start and Youth Service staff/teachers as Forest School Leaders	Dissemination of the techniques amongst mainstream services Values instilled in children include: self esteem, tactile anger management, relationship skills, stimulation	Training Youth Service staff member as a Forest School teacher (verified with Departmental manager) Uptake of service by mainstream services suggests confidence in these outcomes
To develop new projects with the local timber industry	Establish links with the industry, secure sponsorship etc	Access to some new areas of woodland	Some success in securing private sector sponsorship
WOCH to become the North Wales centre for accreditation for Forest School OCN	Liaise with NWOCH to fulfil criteria necessary for accreditation, prepare syllabus	To formalise the techniques used, improve and maintain standards, accredit young people	The scheme is developing
To work with Countryside Services to develop and manage areas of woodland all over the County to link people to their nearest Woodland	Identify sympathetic private woodland owner	Wider access to woodland	Some progress made
To provide access and manage the building of Plas Derw	Improvements to park entry areas. Other types of works	All weather facilities Cater for children of all abilities Improved facilities	

10. More widely, Forest Schools appear to have been successful at engaging private land owners for the purposes of gaining access to new woodland and securing private sector sponsorship.
11. Other public service agencies (Youth Service, Sure Start and schools) use the project as a provision for certain 'deprived' children with particular needs. This suggests that the project is of significant quality/professionalism to justify such confidence. The project's staff are checked by the police and project ideas and content are subject to risk assessments. There are plans for formal accreditation.

Additionality

12. The project builds on existing activities, which already combine several different strands of funding. Thus, it is difficult to identify whether benefits and outcomes are due to the TYS lottery funding, or the continued legacy of previous funding for the project.

13. It is likely that the project would still achieve many outputs without TYS funding. This is in part because there are existing local stakeholders who have a strong vision for the project, and who would be capable of bidding for and putting together funding from a number of agencies.
14. Without TYS funding, the project would still have gone ahead, but perhaps more slowly. The stakeholders also report that the medium term stability of the TYS funding (3 to 4 years) has been beneficial in securing additional match funding from other sources and that the project would have been more fragmented without this funding.

Future sustainability

15. Currently the project is trying to develop a long term plan for sustainability through the development of a Trust. This will be supported by its success in securing private sector sponsorship and the provision of professional services to local mainstream services.
16. The additional work to set up and agree the Trust may distract attention from meeting shorter term targets, but result in something tangible and sustainable into the future.

Lessons learned

17. Overall, lessons learned from the case study are as follows:
 - Projects that happen quickly and meet all their objectives may not necessarily be the most sustainable. Here wider aims for the longer term sustainability of the project conflict in part with achieving shorter term targets.
 - Projects that involve putting together funding from many different sources face a pressure to draw down funding from one source and limit expenditure via other sources (to maintain long term expenditure consistency). This can add to further delays from the point of view of one funder.
 - It may be that projects that involve complex issues like the development of a Trust could benefit from more involvement, perhaps of a more technical nature, from external funding agencies. Here the issues are more complex and cannot easily be verified through outputs monitoring.
 - Projects aimed at the participation of children, and working to fixed expenditure schedules, can be difficult to deliver due to the complex rules (for well-recognised reasons) relating to employment in this field.

Consultees

Sarah Partington – Forest Education Coordinator for Flintshire

Sue Williams – Forestry Commission Forest Education Initiative Coordinator for North Wales

Sheila Scott – Finance Officer

Richard Spain – LSP representative

Trevor Payne – Head of Inclusion Service and Fel Murray – Additional Needs Coordinator (behaviour)

Ruth Warhurst (Forest School Leader) was ill and unable to attend the meetings.

Space 4 YOUth, Wrexham

Introduction

1. The project consists of developing diversionary ‘play ground’ facilities for older youths to play and meet. It is delivered in two geographical areas, one urban and one rural, as follows:
 - provision of an ‘adventure playground’ type facilities in the deprived Caia estate in Wrexham (13,000 residents).
 - provision of a youth shelter and basket ball net in the rural village of Chirk.
2. The project also involves staff employed to select and engage youths in design and construction of these activities.
3. The priorities for the project were identified through existing local knowledge regarding youth ‘delinquency’ and crime in these areas. The bid was put together jointly between Wrexham Council and the Community First Partnership for Caia.

Project activities

4. The project is managed overall by Wrexham Council, although the management of the Caia element is ‘arms length’. The local Partnership undertakes financial reporting and a wide range of higher level management activities. The role of Wrexham Council is to advise on the availability, specification, costing, purchase and installation of the equipment. Wrexham Council also plans to maintain the sites and projects in future through regular cleaning and repairs.
5. The Caia element to the project has strong links to the Community First Partnership, which is well established. The Chirk village element has little existing community capacity.
6. The main objectives of the activities are to reduce instances of juvenile nuisance and so to avoid the need for ‘ASBOs’ (antisocial behaviour orders). The target beneficiaries are local youths that are considered to be particularly likely to progress from delinquency to crime and prison. These beneficiaries are to be identified by mainstream services through the Youth Offending Team.
7. The project is a little behind schedule. Currently it is still in its early stages of development – no youth facilities have yet to be built, although posts have been filled (revenue spend). Delays relate to community consultation (see below). But there has also been difficulty in appointing people to work with difficult beneficiaries in more rural or isolated areas. There is a relatively small potential pool of recruits compared to major urban areas.

Community Engagement

8. The Caia Estate has been previously subjected to consultation through existing local regeneration activities. The project was thus able to utilise existing community infrastructure and awareness of community priorities. In contrast, new consultation activities were undertaken in Chirk where there was little precedent of capacity building and consultation. This involved posters, a programme of meetings and designing leaflets.
9. An innovative approach to consultation is being used on the Caia estate. Young people are not only asked about the diversionary activities they would like to see, but selected residents are then asked to design and build the facilities themselves. There is a particular focus on those known to be at most risk of causing nuisance and crime. Levels of vandalism are reported to be lower for facilities constructed in this way.
10. A difficulty has been the counter views on what facilities should be provided for young people in the area; youths and adults have different priorities. A particular issue is that some adults appear to have strongly negative views about any form of projects for youths (as it may attract youths and associated 'disorder'). For example, the council receives complaints about youths 'using' facilities such as skating in the skate park. Project staff have also speculated that this may relate to local cultural values about the role and place of children per se; in addition to concerns about disorder.
11. The area has a range of ethnic groups. Asylum seekers have historically been placed in the Caia estate and the area has also attracted migrant workers from Eastern Europe and Portugal.

Outputs and Impacts

12. The early stages in formulating the project and its objectives resulted in discussion amongst stakeholders to identify whether the project's overarching objective was to (1) increase the quality of life for others in the estate or (2) to improve the opportunities for a target group of around 50 resident youths who were projected to be progressing towards more serious nuisance and crime. It was agreed that objective (2) was the priority and the former (point 1) is secondary. The following analysis of activities and outcomes reflects this balance of emphasis.
13. Table 1 was assembled through analysis of comments and interviews during the case study. As the project has yet to be fully implemented, there is no impact so far.

Table 1: Outcomes of project to date

Priority objective	Activity undertaken	Forecast benefits/ outcomes	Potential sources of evidence of outcome
Target 50 youths at risk of prison and crime (main priority)	Identification of target beneficiaries most at risk from the Youth Offending Team	Reduced levels of ASBOs	Reduced re-offending rates.
	Diversionsary activities through both designing, building and using facilities	Reduced levels of crime and prison amongst beneficiaries	Reduced levels of crime and prison amongst beneficiaries.
	Project workers to work with target beneficiaries	Reduced levels of crime and vandalism	Reduced reported levels of crime and vandalism
	Seek additional match funding to match the TYS funds	Local community feels that juvenile nuisance has reduced	Reduced reported levels of juvenile nuisance

14. The project has strong links to mainstream services through the Youth Offending Team (YOT). This will allow the project to track direct beneficiaries. When youths are identified by the Youth Offending Team for participation they will still be subject to the records and tracking of the YOT.
15. Further links to mainstream services are via other departments of Wrexham Council. The project can use Council complaints/vandalism records to provide monitoring data to show if there has been an impact on antisocial behaviour.
16. The project will be additional in terms of new expenditure, although there will be no changes to existing mainstream services. Although the projects are innovative, some similar projects already exist on the Caia estate; in effect, a working model is being expanded. If the local authorities were to increase expenditure to cover these activities then they could be achieved without TYS support.

Future and Sustainability

17. The project's 'core' activity of working with youths at serious risk of crime and prison may require a wider and more strategic commitment of other public services to generate full sustainability. While there are likely to be shorter-term benefits in terms of youth diversionsary activities, at present, it is not clear if the project alone is significant enough to dissuade youths from paths that lead to prison and crime. The 'lead' may need to come from a wider framework of support services.
18. However, in terms of the physical maintenance of the new facilities, Wrexham Council has committed to maintain these as public services, thus there is a good level of sustainability in this respect.

Other sustainability considerations

19. Shorter term project based work is perhaps more appropriate here than in other areas. Managing and planning services in the Caia estate is made more difficult by the changing age profile for youths in the area. Youth age-groups are unevenly profiled; this means that large populations of youths of the same age, and gaps in other age groups. This results in significant peaks and troughs in demand for educational services and changes in the types of diversionary activities needed. There may be heightened levels of delinquency in some years, purely for demographic reasons.

Lessons learned

20. Community consultation does not necessarily produce consensual results – where there are different age groups views can be very different. Vocal individuals can bias the overall results.
21. Community engagement can be more than just community groups and consultation but beneficiary participation – for example, with people involved in design and building of facilities. It is reported that this can reduce incidence of vandalism through instilling local ownership.
22. Projects that genuinely try to get to the hardest-to-reach and make real life-changing impacts are more difficult to achieve (for example, finding staff willing to work in isolated areas, achieving outcomes etc).

Consultees

Emma Rathbone - Youth Offending Service

Janet Growcott - Lead Officer for Community Safety

Llinos Jehu - Business Development Manager for the Environment Department

(Janet and Llinos wrote the TYS bid)

David Andrews - Manager for Environment and Maintenance

Abergynolwyn Village Hall

Background

1. Abergynolwyn village is located 25 miles north of Aberystwyth in mid-west Wales. Historically, the village relied on slate quarrying for jobs and economic prosperity. Since the quarry closed in 1948, the village has been developed as a tourist destination, and it still retains some agricultural activity, but Abergynolwyn is now largely a commuter village.
2. Local people built the original village hall in Abergynolwyn in 1948 from two army surplus buildings. The hall provided a focal point for local people hosting community events, theatre and music performances and a range of community groups. However, the nature of the original buildings meant that over time, the village hall fell into disrepair. The hall committee recognised that a patch-up approach would be ‘throwing good money after bad’.
3. Further, the condition of the old building was limiting the scope of activities that could be held at the hall – for example, due to problems with the electrics, licences could not be granted for musical performances. An original proposal to redevelop the hall in the 1990s failed. The committee approached a single funder for money and was rejected – an approach the committee sought to change with their second development attempt.

Rationale

4. The principal rationale for developing a new village hall was obviously to replace the old dilapidated building. However, it was also hoped that as a result of creating a new purpose built facility, new community groups would spring up and new community services could be delivered from the hall.

Strategic fit

Table 2 – Strategic fit with TYS key objectives

TYS Objective	Strategic Fit (5 = Excellent, 3 = Reasonable, 1 = Poor)	Comment and examples
Enhance the quality of local communities	4	<ul style="list-style-type: none"> i. A range of community services delivered from the hall e.g. Post Office ii. Hall offers subsidies rates to local cultural and social groups using the hall iii. There are plans to offer social services from the hall e.g. doctor’s surgeries
Improve the appearance and amenities of local environments	5	<ul style="list-style-type: none"> i. Building design, while modern, fits in well with local context ii. Building designed to high environmental specification iii. Hall is for use by all of the Abergynolwyn community
Increase the development of	4	<ul style="list-style-type: none"> i. Strong community engagement in project planning to ensure

TYS Objective	Strategic Fit (5 = Excellent, 3 = Reasonable, 1 = Poor)	Comment and examples
community assets		facilities met community need ii. Hall is managed by a full time local employee and a local management committee

Project delivery and finances

- The total cost of the physical development was £630,000 of which £122,236 was grant funded by TYS. In addition, the Abergynolwyn committee made an in-kind contribution of £75,000, the value of the land. Further, revenue funding of £18,000 was secured from the Community Facilities Activity Programme – this money covered one year’s salary for Royston Jones, the manager of the hall. Royston thought the project would come in ‘on budget’ – the project was still waiting for the final invoice from the contractor. It is hoped that any shortfall will be made up by WEFO.

Community engagement

- Given the hall was very much for the local community, it was considered important to canvas local opinion on the planned development. Initially, the committee sent out a questionnaire to everyone over 16 in the village and surrounding area, asking for their opinion on whether the committee should ‘press ahead’ with developing a new village hall. The response was overwhelmingly positive, with 93% of people responding in the affirmative.
- Having gained support to go ahead with the project concept, a proposed design for the hall was also put to local people for their scrutiny and comment. For the most part, the local people were very positive about the plans, although they did make one major objection. The committee proposed that if the funding secured for the hall was not sufficient, they might look to develop a timber ‘log cabin’ style hall – local people, on the basis that a wooden building would have a feeling of impermanence, rejected this strategy. Local people also requested that a Post Office facility be housed within the new hall – a facility previously unavailable in the village for the last 10 years.

Project activities and outputs

- The village hall was completed in June 2005 and it is expected to come in within budget. The project took over 5 years to develop from initial conception to project completion in June 2005. However, the manager Royston Jones was phlegmatic about this, suggesting that 5 years was in keeping with what the committee had expected.
- Although not required as a condition by funders, the hall was constructed to high environmental standards, incorporating breathable walls, recycled newspaper insulation, under floor heating, low energy lighting systems and a timber frame. In time, the building will be heated by a biomass heating system – a condition of the TYS grant. The hall comprises a

main function room with a stage for live performances and events, a smaller meeting room and a cafeteria.

10. The project outputs committed to in the bid to the TYS were largely in terms of the physical development of the building. As such, the project has succeeded in meeting its stated outputs. Other impacts generated included the creation of two full time jobs, one for Royston Jones the manager and the manager of the cafe. In addition, three part-time jobs have been created, one caretaker's post, one café assistant and one post office worker.

Project impact

11. Despite only being open for three months, the impacts of the new village hall have been immediate, for example:

- ***Provision of community services in the village*** – In keeping with local people's request, the Post Office has a small booth located in the cafeteria that is open two days a week. It also expected that local doctor's surgeries and a day centre for the elderly will be located in the hall. The cafeteria also serves as a tourist information point for the Snowdonia National Park.
- ***Increased usage of the hall by community groups*** – Around 16 local community groups use the new hall – Royston estimated that user numbers had doubled, compared with the old building. Community groups pay a fee of £10 per hour for the main hall and £5 per hour for the smaller meeting room. Non-local groups pay £15 and £7.50. A broad range of groups use the hall, including a gardening club, a yoga group, a local band, a bingo club and the local Sunday School.
- ***New events held in the village*** – A modern, full equipped, village hall means that musical and theatre events can now be held in the hall. The opening party for the hall, held in early October, attracted over 150 visitors and the committee raised around £1,300 for the upkeep and maintenance of the building.
- ***Increased community cohesion*** – While hard to measure, Royston Jones felt that the new village hall had improved community cohesion in the village, providing a focal point for people to meet. It was also felt that the process of developing the hall provided a common goal for local people to rally around.

Outcomes Summary

Table 2 – Outcomes summary

Outcomes to date			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Development of new village hall in Abergynolwyn in close consultation with local people	Increased sense of social cohesion within the village	Increased numbers of community groups using the village hall
	Community open day held to open the Hall	Improved range of services available to village people	Well attended opening event for the hall
		Increased number of community groups in the	

Outcomes to date			
		village	Post Office run from the Hall Small Tourist Information Point located at the Hall
Economic	Space created for a new Post Office and cafeteria located at the Village Hall Full time manager recruited to run the Hall	Increased economic opportunities in the village Three new jobs created	SQW visit to the Hall
Environmental	Development of new village hall, using environmentally friendly building techniques	Use of environmental building techniques means the centre is a low energy building, so likely to be lower energy consumption and CO ₂ emissions	Conversations with the centre manager and SQW visit to the TYS centre
Health	Planned liaison with health authorities regarding possibility to run doctor's surgeries from the Hall	No direct benefits achieved, yet. There are plans to offer doctor's surgeries from the Centre	NA

Additionality

12. The money provided by the TYS was considered to important, but not crucial, to the success of the project. Royston Jones suggested that without TYS funding, the committee would have had to find found alternative funding sources. Where TYS was considered to have been very beneficial was in being the first funding agency to commit significant money to the project. Following the commitment from TYS, the first funder to commit, it was much easier for the committee to 'sell the concept' to other funding partners.

Engagement with TYS

13. Royston Jones was positive about the impact the TYS funding had on the project. However, it was felt that TYS required a level of detail and scrutiny well above what was expected from other funding partners – it was noted that 'NOF was far easier to deal with than BIG'. Further, it was noted that, due to a high turnover of staff, there was little consistency in terms of who they were speaking with at the TYS Wales office, making communication difficult. Finally, there was some confusion about the TYS attending the opening ceremony of the hall. Royston Jones was required to fill out a questionnaire about the ceremony (the only funding partner with such a procedure), only to be told after submitting the questionnaire that the TYS do not work on Saturdays.

Project sustainability

14. The new village hall at Abergynolwyn appears to already be well established within the local community. As such, the sustainability of the project is in little doubt. The manager was confident that user fees and money from events would be more than sufficient to cover the

on-going maintenance costs of the building. It was expected that the manager's salary would, in future, be met by further grant funding.

Conclusions

15. The Abergynolwyn village is relatively isolated and facilities such as the village hall provide a vital focus point for community life. The project has been well managed and the building has been thoughtfully designed, taking into account the needs and desires of local users. The hall has only been open a short time, but already it has proved popular with local groups. The rolling out of new community services from the centre will only add to the contribution the hall makes to community life.

Consultees

Royston Jones – Manager Abergynolwyn Village Hall

Dim Pen y Daith – CRAFT Furniture Recycling

Background

16. The Ceredigion Recycling and Furniture Team (CRAFT) run a not for profit furniture recycling business and associated charity in Ceredigion, mid-West Wales. The aims of the organisation are threefold:
- To provide low cost furniture for those on low incomes and benefits
 - To provide employment, training and volunteer opportunities in an area of high unemployment. For example, CRAFT is a partner in the CAIA project that works with young people in danger of being excluded from school and provides them with hands-on opportunities to learn new practical skills.
 - To reduce waste by reuse and recycling and to educate others to have a positive effect on the environment.

Rationale

17. CRAFT, set up in 1998, is currently located at the Old Police Yard, a short walk from the Town Centre. The existing premises are rented from the local Council on a short-term lease. While the Old Police Yard has provided a good initial base from which to develop CRAFT, it was recognised that as the organisation grew, it would require fit for purpose buildings and more space.
18. The CRAFT team also wanted the new building to provide more than just ergonomic improvements – they also wanted to provide a showcase for environmental building techniques such as biomass heating, turf roofing, solar power and recycled paper insulation. The location for the new development is also important. The CRAFT team were keen to relocate to a site that would put recycling/reuse in Ceredigion in the spotlight - the CRAFT manager noted that the public perception of recycling/reuse is still one of a niche activity.
19. In 2001, CRAFT purchased a disused railway building and adjoining land in Aberystwyth for £50,000. The new site, located directly opposite the main railway station, providing a high-profile location for CRAFT. Following the land purchase, CRAFT sought funding from a variety of partners to develop the disused railway building into a display building and bike repair centre with ancillary and training facilities and to create a second building in which to restore furniture and electrical goods.

Project delivery and finances

20. Since 2001, CRAFT has secured £2.4million of funding from a diverse range of partners. The main funders are the ERDF (£1.4m) and the local council (£0.55m). In addition, significant funding was granted by: the WDA (£106k), New Opportunities Fund Cleanstream

(£100k) and the NAW Community Facilities and Activities Programme (£100k). Transform Your Space (TYS) has provided £100k for the project.

21. The new CRAFT centre is yet to be completed. The major building and renovation works have been completed and the expectation is that the new centre will open in early 2006. To date, the project has only claimed £5k of the TYS funding – the project has ‘pulled down’ funding from the major partners (the ERDF and local Council) before TYS funding is claimed.

Strategic fit

Table 3- Strategic fit with TYS

TYS Objective	Strategic Fit (5 = Excellent, 3 = Reasonable, 1 = Poor)	Comment and examples
Enhance the quality of local communities	5	The innovative building design will promote the distinctiveness of the local built environment The new building will offer CRAFT a higher profile for its work with young people and the unemployed The new centre should provide greater opportunities for furniture recycling and reuse within Ceredigion
Improve the appearance and amenities of local environments	5	The innovative technology used in the development of the building will be an exemplar for the opportunities to conserve resources through creative building design
Increase the development of community assets	4	The new resource should provide a significant learning resource for school/community groups However, it will need to pay close attention to ensure it does not impinge on the activities of local traders.

Community Engagement

22. The Ceredigion Economic Regeneration Partnership Management Board are responsible for managing European funding applications for the County and the project concept was scrutinised and approved by the Board, before being taken forward to external funding partners.

Project activities and outputs

23. The new CRAFT buildings are nearly finished and the expectation is the Centre will open in early 2006. At the time of the SQW visit, the physical shells of the two buildings were complete and work was underway to fit out the building interiors. The building incorporates numerous environmental design principles, such as paper insulation, biomass heating, turf roofing and solar power.

Project impact

24. As was noted earlier, the new CRAFT centre has yet to be opened. As such, the main impacts of TYS's investment in CRAFT will not be seen until 2006.
25. One unexpected outcome of the project is that the architect who designed the building, has been motivated to more widely promote environmental techniques more in his work.

Outcomes Summary

Table 2 – Outcomes Summary

Outcomes to date			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Development of high profile furniture recycling centre in Aberystwyth	The project should allow for expansion of the CAIA programme, once the new building is open.	NA
	Work with local hard to reach communities through CAIA project for example	Also, the expansion of the CRAFT concept should allow for increased numbers of lower income/unemployed people to have access to affordable furniture.	
Economic	The new centre should provide a much higher profile for CRAFT's business activities.	The new centre is expected to create new jobs in the recycling sector and to boost the turnover of the CRAFT project	NA
Environmental	Centre developed using environmentally building friendly techniques	Centre is yet to open, so no direct benefits realised as yet. Once the centre opens, significant direct impacts are expected, for example: lower energy costs, reduced CO ₂ emissions etc. Secondary benefits will include 'Technology Transfer' benefits from the public viewing the building technology	Anecdotal evidence from discussions with project manager.
	Centre will provide increased opportunities to promote furniture recycling/reuse	Once the centre opens, CRAFT expect to significantly increase the volume of furniture they are recycling/reusing and reduce reliance on landfill sites	
Health	NA	Indirect benefits include the architect who designed the building is now promoting environmental building techniques in his work NA	NA

Additionality

26. The £100,000 money proved by the TYS represents only around 4% of the total project cost. However, the project manager was clear that this money was critical to the success of the project. The TYS money was the last tranche of funding secured by CRAFT – the project manager suggested that they had already exhausted all of the mainstream funding options. Without the TYS funding, the project would have had to take out a bank loan for the £100,000.

Engagement with TYS

27. TYS was considered bureaucratic to deal with, both in comparison with other lottery funding programmes and with other funding bodies. It was noted that the application form for TYS grant payments was significantly more detailed than for example, Welsh Assembly funding. In addition, the TYS came back with numerous ‘small queries’ which didn’t affect the substantive development of the project. Finally, the decision making process was considered to be unduly lengthy – it was one year between initial application and final approval for the grant. This time lapse meant that the funding raising manager was having to look at other potential funding sources, in anticipation that the TYS bid might not be successful.

Project sustainability

28. The sustainability of the CRAFT premises/business will only be apparent once the operation is fully up running. However, in advance of this, we would note some areas of concern:
- **Growing the core business** - The new CRAFT buildings are significantly larger than the existing space at the Old Police Yard. To make best use of this space will obviously require fast growth of the core business - furniture recycling. The TYS bid document suggests that CRAFT will generate £1.4m of revenue in Years 2-5 after the centre is opened – equivalent to a turnover of £350k per annum. Almost certainly, the higher profile location will enable CRAFT to attract more passing trade and donations from the public – it remains to be seen whether there is the latent supply and demand for second hand furniture to affect a fivefold increase in turnover.
 - **Market distortion** - There are other furniture businesses in and around Aberystwyth and wider Ceredigion - some of whom could legitimately claim to recycle old antique furniture, albeit for a profit. Further, there is a commercial cycle business located approximately 500m from the new CRAFT premises. The various European funding bodies supporting the project have examined the issue of market distortion and State Aid, and it is understood that no conflict was identified.
 - We would note that State Aid rules are clear that ‘It is important for social and community enterprises to remember that they are not exempt from the State Aid rules. There is no differentiation between large private companies and community enterprises.’ An informal conversation with a trader in the Town suggested some unease at the level of support provided to ‘a potential competitor’. However, in a subsequent conversation with the CRAFT funding manager, it is clear that CRAFT have thought hard about this issue and have worked to develop strong relationships with other traders in the town and have not yet come across any dissenting voices. Further, the CRAFT funding manager noted that the CRAFT ‘offer’ is markedly different from other traders in the town and that the new centre would provide little direct competition for commercial businesses.
 - This point about market distortion is raised to highlight the fact that the new CRAFT centre may not curry universal favour among the business community in the Town. To enable it to grow to the scale to justify and fully exploit a £2.5m premises,

CRAFT will have to become a more commercial entity. Careful management of the relationship with other businesses, and consideration of how CRAFT markets its service lines will be needed to ensure the project establishes wider acceptance. Any evaluations of the project should canvas the views of local businesses to establish any impacts the project has had on their levels of trade.

- **Maintaining a positive image** - The location of the new CRAFT buildings is one of the major strengths of the project, but this also presents a possible threat. The main display area for CRAFT's goods will be a glass-fronted corridor, juxtaposed directly opposite the main railway platform for Aberystwyth station. While this glass-fronted walkway will provide an excellent showcase for CRAFT's produce, maintaining the quality of the displays will be paramount to ensure CRAFT retains the goodwill and support of people in the Town. It is understood that Council planners' have raised concerns about the image issue. The CRAFT team are fully aware of the need to keep their front of house in order and have been working with Design Wales to improve and develop their image. External scrutiny, combined with strong management from CRAFT, should ensure the image of the project is maintained to a high standard.
- **Scale of the capital investment** - There are inherent risks associated with a relatively small business taking on a £2.5m capital asset. While CRAFT will not carry the burden of repaying any capital loans, running and maintaining the new facility will require higher on-going maintenance costs than the current premises at the Old Police Yard.

Conclusions

29. In conclusion, the CRAFT project represents a genuinely bold and innovative approach to building design. Further, the idea of providing a bespoke venue to promote furniture recycling and reuse is in itself a good one. However, until the building opens, there remain significant questions as to whether such a large-scale and high profile building provides genuine value for money and is sustainable in the long-term.
30. None of the issues raised are 'news' to the CRAFT team and they acknowledge that developing the new building is a minor challenge, compared with growing and sustaining the market for recycled furniture goods. Growing this market in a sensitive way, that does not compromise the activities of private enterprise, will be challenging, but will need to be tackled, if local business sentiment is to be retained.

Consultees

Allison Cann – Project Manager

Parc Taff Bargoed – Volunteer Wardens Scheme

Background

1. The late 1980's and early 1990's were a period of major economic upheaval in south Wales, particularly in areas such as the Merthyr Valley. The closure of three coal mines, Trelewis Drift, Deep Navigation and Taff Merthyr, brought to an end generations of mining in the Valley. The most keenly felt impact was the loss of 2,000 direct mining jobs and an estimated £6million to the local economy. As well as the socio-economic impacts, there were significant environmental scars, with disused mines and slag heaps lying idle among communities.
2. Following extensive consultation with local people, the decision was made to regenerate the three colliery sites into a 50-hectare community park – Parc Taff Bargoed. Grants, including £12.5million of European funding, were secured to develop the park and work began in late 1997. The park's facilities include: 3.6 hectares of fishing and canoeing lakes, cycle paths, sports pitches, community tree planting beds, skate and BMX park. The local authority owns the land on which Parc Taff Bargoed is located, but had insufficient financial resources to run the park on a day-to-day basis. In 2003, Groundwork Merthyr and Rhondda Cynon Taff secured further European Funding to enable two fulltime staff to be located at the Parc's main office, and in effect run the facility.

Rationale

3. During the physical development of the Park, it was recognised that there was a 'disconnect' between local people and the park. While communities had been consulted extensively in the run-up to the development, during the physical works it was suggested that local people 'felt distant from the project'. One of the rationales for a volunteer wardens' scheme was that through the provision of a full-time staff presence in the park, local people could be reconnected with the area and play a more active role in decision making about the park.
4. A second, and no less important, rationale was that the volunteer scheme would provide young people in the area with work experience. A perennial problem for people looking to work in the environmental sector is the 'no experience - no job' conundrum. Volunteering is a well recognised way of overcoming this problem, providing the hands on exposure to environmental work needed to secure full time employment in the sector.

Strategic fit

Table 4- Strategic fit with TYS

TYS Objective	Strategic Fit (5 = Excellent, 3 = Reasonable, 1 = Poor)	Comment and examples
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TYS Objective	Strategic Fit (5 = Excellent, 3 = Reasonable, 1 = Poor)	Comment and examples
Enhance the quality of local communities	5	i. The warden scheme has worked closely with New Deal and Mental Health teams ii. The project is looking to develop health promotion initiatives with the local Communities First office
Improve the appearance and amenities of local environments	5	i. The park wardens playing a key role in ensuring the park is clean and safe for public users ii. In years 2 and 3 of the project, wardens will deliver physical improvements to the various habitats within the park
Increase the development of community assets	5	i. Local people were extensively consulted about the decision to have full time park wardens ii. Local people provide regular informal feedback about park management and facilities

5. The project shows an excellent strategic fit with the TYS, combining physical and environmental improvements with community engagement and development initiatives.

Project delivery and finances

6. The scheme was awarded a grant of £159,000 from the TYS to be spent over three years between 2004 and 2007. The project commenced in early 2004 and will run for three years.

Project activities and outputs

7. Table 2 below provides an overview of the volunteer warden project's activities to date.

Table 2 – Project activities to date

Project element	Funding (£s)	Project element	Progress
Full time park warden	36,000	i. Employment of full time warden for Parc Taff Bardgoed	Full time warden employed to over see volunteers and manage the physical development work
Overheads	26,717	i. Groundwork overheads ii. Weekend warden cover iii. Warden Training	Paid as appropriate
Warden equipment	4,814	i. Warden uniforms ii. Warden bikes iii. Warden storage	All equipment purchased in Year 1, to be utilised over 3 three years of programme
Physical projects	56,600	i. Habitat creation ii. Wetland planting iii. Wildflower meadow iv. Bio-engineering	Limited work undertaken to date The majority of physical works to be completed in Years 2-3 (2005-2007).
Warden education programme	26,000	i. Warden classrooms ii. Education equipment	Year three spend – yet to be implemented
Professional fees	10,000	i. Ecological and hydrological report	Report completed and used to inform develop and maintenance

Project element	Funding (£s)	Project element	Progress
			work in the park

8. The project has achieved a number of significant outputs to date, notably:
- **A full time warden** – In March 2004, Graham Watkeys was employed as the full-time warden for Parc Taff Bargoed. The job was only advertised in and around the Merthyr Valley to ensure that the position was filled by a local person. Previously, Graham had been volunteering in the environmental sector for 5 years and the position was his first full time employment. Graham takes responsibility for the day-to-day management of volunteers and coordinates the on-going physical maintenance and management of the park.
 - **Volunteers recruited** – Since the project was set up, it has been successful in recruiting 10 volunteers, a number of whom have gone on to secure employment within the environmental sector. The target for the project was to have six volunteers at any one time, a target it has well exceeded. Volunteers range in age from 17-45 and are a mix of local people and people travelling in from outside the Valley. Volunteers are engaged in a variety of activities from general monitoring of the park to small scale physical improvements.
 - In conversations with volunteers it was clear there were a variety of motivations for volunteering, ranging from ‘putting something back into the community’ through to gaining practical work experience. In addition, the project has taken on three New Deal placements and a referral from the local Mental Health Team. The manager of the Park noted that it has not always been easy to integrate the needs of more challenging user groups into the day-to-day volunteering programme, but these placements were recognised as a valuable addition to the project.
 - **Volunteer training** – Much of the training provided to volunteers is necessarily ‘on the job’. However, the project has been successful in providing training for the full-time Warden who has attended courses in Navigation Skills, Abrasive Wheels, Management Planning in the Countryside, Health and Safety and ‘A Way with Words’. Volunteers have yet to receive any formal training, but they are booked in to attend a Woodland Conservation Course and a Warden and Ranger Course. It is worth noting that while some of the courses attended or planned may not be directly relevant to the management of the park, they contribute to the wider skills development of the warden and volunteers.
 - **Events** – The park wardens have contributed to a number of events and activities held at the park, including an animal orienteering course and bird box building at the Big V Festival in May; and a Volunteer Day designed to engage local people with the park.
 - **PR and publicity** – The park and the warden scheme have received significant press attention in the South Wales Echo, the Merthyr Express and the BBC Newsround Programme

Project impact

9. Despite having been established only 18 months, the project has already achieved some notable impacts and also some important qualitative successes:

- **Full time employment for volunteers** – Four of the recruited volunteers have found full time employment in the environmental sector, two with the Groundwork Trust in Aberdare and two people with the Merthyr Tydfil Council’s Countryside Access teams. In conversation with the two volunteers who had secured employment with the Groundwork Trust, it was clear that the volunteer warden placements had been important in securing a job. Indeed, one of the volunteers noted the warden experience was ‘crucial’ to her gaining employment.
- **Positive feedback from users** – Informal feedback from users of the park was very positive about the presence of a full time and volunteer wardens at the park. There was a concern that the wardens would be viewed by the public as a ‘third grade’ police service – not a problem that has materialised. It was suggested that, because of the scheme, problems raised by parks users were being solved more quickly and that petty vandalism and littering had decreased since the scheme began. Walking round the park during the evaluation visit, it was evident that local people were fully aware of the scheme – our group was approached by two elderly ladies looking to report a problem with a granite art display.
- Less clear is whether the warden scheme has had any significant impact on visitor numbers – it may be that new physical improvements to the park in Year 2 and 3 will entice in more people.
- **Strong working relationships with other agencies** - The project has forged strong relationships with other agencies in the Valley. For example, the full time warden is well acquainted with the local Community Safety Officers, whom we met with during the visit. In addition, the project has strong links with the Communities First group with who they are looking to develop a Fitness Trail. The park also has strong links with local schools and the Warden Education Programme in Years 2 and 3 will expose local children to the park and its ecology.

Outcomes summary

Table 3 – Outcomes summary

Outcomes to date			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Local communities engaged and consulted during the development of the project Community activity days held at the Parc	Local communities actively participate in the day-to-day management of the Parc	Positive feedback from face to face meetings with Parc users’
Economic	Employment of full time warden for Parc Taff Bardgoed Voluntary opportunities and	Full time employment in the environmental sector secured by 4 Parc	One full time FTE created in the local community Consultations with Parc

Outcomes to date			
	training provided for local people	volunteers Full time job created to manage and run the Parc	warden and volunteers
Environmental	Small scale physical landscape improvements to be undertaken across the Parc	Expected improved ecological/habitat diversity in the Parc	NA
Health	Project linkages made Communities First Team	In time, the Communities First team will use the Parc to deliver healthy walking activities	NA

Additionality

10. Undoubtedly, the warden scheme would not have taken place without TYS funding. The TYS provides all the cash funding for the project, although Groundwork provide in-kind support and resources. The Groundwork Trust rely almost exclusively on funding from external funders, so this was not a project they could have supported from their core funding.

Engagement with BIG and TYS

11. The Big Lottery Fund were considered to be a good funding body to work with. The Groundwork staff has significant experience of working with external funding bodies and the requirements of the TYS were not considered to be unduly onerous. The manager of the park noted that the flexibility of the TYS fund allowed them to be creative in designed the project.

Project sustainability

12. As with many revenue heavy projects, the question of the long-term project sustainability is a tricky one. Undoubtedly, the project has provided significant benefits to both park users and volunteers participating on the project. However, it remains to be seen whether after Year 3, the project will be funded by mainstream service providers, such as the local council, or whether alternative grant funding will be sought. It was suggested that the Countryside Council for Wales may be a viable source of future funding. The Groundwork Trust have a well established track-record of securing grant funding for projects and this experience should stand them in good stead to ensure the project continues after TYS funding ceases.

Conclusions

13. The Parc Taff Bargoed warden scheme is a strong project, combining the best elements of physical and community regeneration. While the park itself is relatively small, the presence of local wardens undoubtedly provide a reassuring presence for local people, while also ensuring the physical state of the park is maintained. Perhaps one of the biggest plus points has been the project's success in securing full-time employment for local volunteers. This is especially important given the socio economic backdrop to the Merthyr Valley.

Consultees

Gavin Jones – Parc Taff Bargoed Manager

Lisa Llewellyn-Williams – Project Officer

Graham Watkeys – Parc Warden

Lisa Trick – Volunteer

Bethan Smith – Volunteer