

Transforming Your Space: Year Two evaluation report

Appendix: The Case Studies

July 2006



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	Director	

INTRODUCTION

- 1.1 In this Appendix to our main report we provide a summary of our findings from each of our case studies in Year Two of the evaluation.

ENGLAND

1: Burnley

- 1.1 This case study is based on a visit to Burnley in October 2005. 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.
- 1.2 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.
- 1.3 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.
- 1.4 The Council was notified that it could bid for resource of approximately £300k under the Fair Share programme. It was already managing SRB and ERDF funds and was interested in Transforming 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.
- 1.5 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

- 1.6 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.
- 1.7 As noted above, TYS funding was used to augment other sources and to increase the reach and effectiveness of other projects. Across all interventions, the contribution of TYS averaged one quarter 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.
- 1.8 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.
- 1.9 The key elements funded by TYS, their status within a larger budget line and progress to date, are shown in Table 1.1, below.

Table 1-1 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;	Now being put in place: behind schedule, but all expenditure still expected to be this year

Theme and location	Key TYS project elements	TYS share within total project and progress to date
	community/user involvement in determining local priorities	(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)

- 1.10 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.
- 1.11 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.
- 1.12 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.
- 1.13 Table 1.2, below, shows the cost of individual components, share of the TYS programme in Burnley, source of matched funding, and progress to date in delivery.

Community engagement

- 1.14 The unifying theme behind the complex mix of TYS-funded activities in Burnley 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 rate, and demonstrated a strong shared view of local priorities.

1.15 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.

1.16 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 1 -2 Scales of TYS 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 Community Centres)	47.3	Cap	16	None – proceeding to plan
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 TYS budget (£k)	Capital or Revenue	Share of TYS budget (%)	Source of matched funding; comment on progress
TOTAL	297.2	Cap.63% Rev.37%		

Outputs and impacts

1.17 The benefits – realised and intended - from the eight streams of activities are summarised in Table 1.3. 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 1-3 Burnley: 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 to widen use of TeenZones.	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.
	'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.

	Activity undertaken	Description of benefits	Evidence of outcome
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/attribution

Future and sustainability

- 1.18 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, rather than directly providing. This approach was already in train prior to the advent of TYS, and is expected to continue into the future.
- 1.19 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.

Overview

- 1.20 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).

- 1.21 We therefore conclude that the original concept behind the TYS application has been maintained and that 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.
- 1.22 While relations with BIG have 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.
- 1.23 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. However, lessons have been learned. 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.
- 1.24 Separating out impact for the TYS spend is almost impossible, given its use alongside other funding. However, consultations with Local Authority and community leaders lead us to conclude that TYS-funded initiatives are playing a part in increasing social confidence in disadvantaged areas: in some cases this is 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 is underpinned by an active participatory approach by the Local Authority.
- 1.25 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: they have the potential to increase confidence within the communities, encourage engagement in community planning and demonstrate the possibilities of engaging in formal and informal recreation. While it 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. They should also result in improvements to the standard of the local environment and the health enjoyed by local people.

Consultees

Name	Role
Jean Johnson	Performance & Monitoring Manager, Regeneration and Economic Development Burnley Borough Council
Graham Bate	Programme Assistant, Regeneration and Economic Development Burnley Borough Council
Sue Barker	Senior Planner Burnley Borough Council
Cherry Trotter	Senior Landscape Architect Burnley Borough Council
Simon Goff	Head of Green Space and Amenities Burnley Borough Council
Gerard Vintner	Head of Community Development Burnley Borough Council
Alicia Foley	Groundwork Trust (Burnley)
Karen Parkes	Stoneyholme School (Lancashire CC) – Learning Mentor
Bob Grimes	Gardener, Scott Park
Ian Rukin	Gardener, Barden Gardens
Ivy Flynn	Resident, Scott Park
Joe Whitehead	Bowling Club, Barden Gardens

2: Derby

Introduction

- 2.1 Derby City Council's Chief Executive was invited to bid for Transforming Your Space through the Fair Share programme and the bid was put together by the Council's Lottery Officer (now Regeneration Co-ordinator). 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 reports to both the City Council and LSP.
- 2.2 The local authority set out some priorities for the allocation of funds. It stipulated 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.
- 2.3 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 group included the PCT, Parks Department, Environmental Health Department, Sport & Leisure Department, Derby Homes (the ALMO) and Derby CVS.
- 2.4 The total award from TYS was £797,780. Match funding at the outset was just £78,000, but this has risen considerably over the lifetime of the programme.
- 2.5 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 TYS application. The Steering Group then scored application forms and submitted them to the Working Group to take the final decision.
- 2.6 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.
- 2.7 However, other projects within the Derby Transforming Your Space programme are also referred to.

Project activities

Boulton Lane Park Community Centre

- 2.8 Boulton Lane Park Community Centre is a council-owned but community-run, non-profit centre located in a neighbourhood renewal area. The centre is well used. Its facilities are full to capacity and there has been longstanding demand for an extension: the main hall in particular is not large enough to accommodate some activities, and groups are being turned away because of lack of space and availability.
- 2.9 There are 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.
- 2.10 The proposal for capital works was drawn up with the local authority prior to the TYS application. This relates to an extension to provide a new larger room, divided into two smaller rooms, plus a newly fitted unisex toilet meeting the requirements of the Disability Discrimination Act (DDA).
- 2.11 The objectives of the project were:
- to accommodate five extra community groups within one 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 three members.
- 2.12 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, which comprises 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).
- 2.13 The total value of the project was £190,000, of which £186,000 came from 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

- 2.14 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 was

ashamed of the park, which was dangerous and had old, broken equipment – though it was still well used by children. There had been very negative press coverage of the area, with articles calling for demolition of parts of the estate.¹

- 2.15 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.
- 2.16 The objectives of the project were:
- to increase physical activity among residents
 - to reduce anti social behaviour.
- 2.17 The total value of the project is £190,000 of which £182,000 came from TYS. Match funding came from Derby Homes and the Area Panel. The whole community are beneficiaries, but young people benefit in particular. Teenage girls are targeted specifically for sports activities.

Other projects

- 2.18 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 sector group. Services which will be accessed from the site include nursery provision, training, other voluntary sector groups, housing and Jobcentre Plus. The lead partner is a social enterprise which has expanded beyond its original function as (an intermediate labour market childcare 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:
 - larger play area
 - 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

¹ “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 varied programme of other 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

- 2.19 The Regeneration Co-ordinator reports that the programme is based on genuine community involvement. All project ideas came from the grassroots and were based on longstanding demand from the community.
- 2.20 This is also reflected in the community representation on the Working Group which selected the projects for TYS: it is now a virtual support network. The goal of the LSP is to make it as easy as possible for groups to apply and deliver projects.
- 2.21 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.
- 2.22 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

- 2.23 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 twenty fifth Anniversary of the centre and this will hopefully involve the wider community.

Shakespeare Street

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

Figure 1 – Shakespeare Street Play Area



- 2.25 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.
- 2.26 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.
- 2.27 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 asked for the children’s views. He has also spoken to young people of all ages who currently use the play area regularly.
- 2.28 In order 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 to design safety posters. Letters were sent to the whole estate to inform residents 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 name basis, which has also helped build community engagement.

Outputs and Impacts

Boulton Lane Park Community Centre

- 2.29 Prior to our case study visit the management committee at Boulton Lane asked the various user groups to record the impact on their club. 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 have had to use other venues for exams, but can now use the centre
 - 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, encouraged to start up a business partly as a consequence of the space becoming available.
- 2.30 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.
- 2.31 The Community Centre Liaison Officer also notes that activities at the centre were previously geared very much towards children. The change has now helped other groups to flourish as well. 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.
- 2.32 The project has also made the building and the park nicer and ‘*more loved.*’
- 2.33 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

- 2.34 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 have risen substantially.

Table 2-1 Summary of outcomes to date

Table 2.1a: Outcomes of project to date – Boulton Lane Community Centre			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Governance training and capacity building	Stronger, more sustainable and less vulnerable management committee	3 additional new members of Management Committee
	Capital works to extend building	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	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 one business start up	The instigator for the mobile gym entrepreneurs was reportedly partly the space becoming available
Environmental	n/a	n/a	n/a
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.	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.
		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.	20 people per session attend.

Table 2.1b: 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 people attended the launch event

Table 2.1a: Outcomes of project to date – Boulton Lane Community Centre

			Become a focal point for local events , open days and launches
			Reduced ASB reported by housing officers
			CCTV camera installed and 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	none	none	none
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

- 2.35 According to the Regeneration Co-ordinator, all of the projects funded by TYS will continue beyond the lifetime of Transforming Your Space funding. Demonstrating sustainability was one 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.
- 2.36 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 than existing members of the committee, and this is a very positive legacy of the project: these individuals had previously been involved at the periphery, but are now more closely engaged (the previous structure may have stifled them).
- 2.37 Mainstream agencies have been engaged in two instances: the Primary Care Trust (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 five-a-side with a youth worker at least twice per week and the community police work with young people. The park is used daily and is full every night.

- 2.38 At Shakespeare Street, Derby Homes will maintain the park into the future.

Overview

Additionality and displacement

- 2.39 The Regeneration Co-ordinator states that without TYS 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 had never been available. Both case study projects were 90% funded by Transforming Your Space.
- 2.40 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.
- 2.41 The original project bid states that the Shakespeare Street community, Old Sinfyn, 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 anti-social behaviour. In this sense the Transforming Your Space funding has been additional.

Lessons learned

- 2.42 According to the Regeneration Co-ordinator, the key lesson learned is that genuine community involvement has been critical to securing high quality projects in deprived neighbourhoods. Without such community involvement these sites would have been vandalised and gone unused. Building-in learning and community capacity also means the programme will have a longer lasting effect than just physical improvements.
- 2.43 However, extensive consultation and handholding has taken a long time and two projects are not yet complete. Genuine partnership working also takes time, and BIG's flexibility in terms of timescales has been welcomed.
- 2.44 Other lessons cited by project managers include the value of determination, investing time, genuine community engagement and partnership working.

Good practice

- 2.45 An example of good practice is 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.
- 2.46 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).

2.47 The Community Centre Liaison Officer comments that capital works at Boulton Lane were project managed by the architect, rather than by the management committee, and that this had been an efficient approach.

Consultees

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3: Doncaster

Introduction

- 3.1 The Umbrella Project is led by Doncaster MBC. The Local Strategic Partnership (LSP) is also involved through its Funding and Co-ordination Sub-Group, which has a role in approving any external funding. In addition to TYS, match funding has come from the local authority, SRB, and Heritage Lottery Fund.
- 3.2 The Sub-Group took reports on the bid and refined responses to the original prospectus down to eleven projects. They included more projects than could be funded, to allow for any problems arising and enable the local authority to assess which projects would have the greatest impact. The Sub-Group also receives an annual progress report, based on project appraisal forms.
- 3.3 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).
- 3.4 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.
- 3.5 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' Welfare centres to provide community centres and recreational sports fields. Each Welfare centre 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 and establishing educational and interpretive facilities
 - **neighbourhood rejuvenation** projects aim to support the communities living in the urban core of Doncaster. These projects include support to ethnic minority groups exploring the provision of community centres, and diversionary activities for young people.
- 3.6 Some minor revisions were made to the original bid, relating in the main to clarification and explanation. As a result of decisions taken by other funders, some reprofiling was undertaken across the basket of projects.

- 3.7 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

- 3.8 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 been seeking new premises and a feasibility study was funded under SRB5 to scope out need.
- 3.9 The vision is for the centre to provide a central point of access to local services for the West Indian community, in an environment where they feel comfortable and can socialise. It can also be used for cultural events to raise awareness of West Indian culture among the wider Doncaster community.
- 3.10 The bar opened in October 2005 and the community centre is still under development at the time of writing. Proposed activities include:
- luncheon club for older people
 - 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 that 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
 - Information Advice & Guidance 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.

- 3.11 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).
- 3.12 Its target beneficiaries are the local West Indian Community and the newer African community in Doncaster. Over time, hopefully user groups will broaden to include members of the wider community.
- 3.13 Monitoring will be undertaken by the Management Committee and a monitoring officer will be nominated. The capital project has been funded entirely by Transforming Your Space.

Potteric Carr Nature Reserve

- 3.14 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 habitat for bitterns. The total awards from BIG 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.
- 3.15 These measures will professionalise and regularise the 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 has a long history of working with volunteers on the site, the award will enable them to create structured, in depth training programmes.
- 3.16 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, such as path construction and habitat management. This will be targeted at children and young people from the disadvantaged urban parts of Doncaster.
- 3.17 Future plans for the project include developing green industries such as 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

- 3.18 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, encompassing an extensive recreation area, was made to Sport England. However, the bid was eventually rejected, putting the project in threat. Transforming Your Space funds were seen as a lifeline to restart the project.
- 3.19 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.
- 3.20 Activities include:
- credit union meetings
 - training sessions provided by Doncaster College and the Workers' Educational Association – IT 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

- 3.21 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.
- 3.22 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 owns the site but is waiting for a Coalfields Regeneration Grant to come through in order to progress. Architects have drawn up plans for the refurbishment and an invitation to tender has been issued to building contractors.

- 3.23 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 funding for three additional staff posts. TYS funding was sought following a presentation by BIG. The Community Partnership felt that the TYS programme would fit well with their aims.
- 3.24 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

- 3.25 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. This sub-group approves all external funding, including TYS.

TWISG

- 3.26 A community consultation event was held in August 2005 to share the vision for the community centre and encourage involvement from individuals and groups. A total of 66 people attended and the project manager is keen to maintain a similarly high level of involvement as the project progresses. 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.
- 3.27 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 resulting from the closure of the previous centre.

Potteric Carr

- 3.28 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 itself to the community.
- 3.29 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

- 3.30 Overall the aim of the centre and other refurbished Miners Welfares is to change the direction and ethos of mining communities - recognising that they are still a community, but also rebuilding a sense of ownership and independence.

- 3.31 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 6,000 - 7,000). The manager hopes to engage more people initially through social activities and then attract them into participation in management and governance.
- 3.32 The Management Committee is primarily made up of community representatives and pre-dates 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

- 3.33 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 3-1 Doncaster: outcomes of project to date

3.1a) 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	None	None	None
Environmental	None	None	None
Health	none	None	None
3.1b) 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 visitor numbers – but won't be evident yet Volunteer training development officer established 18 number of people trained obtaining qualifications

		Increased training opportunities for volunteers	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 of 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 and enhance wildlife habitats Clean stream through reed-bed filtration system Focus resource on SSSIs and critical habitats	Maintain or increase levels of biodiversity Improved landscape quality Reduced pollution	300ha nature reserve and SSSI maintained Volunteers monitor biodiversity but 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.

3.1c) 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	none	none	none
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

3.1d) 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	none	none	none
Health	Outreach health worker	Reduced smoking rates Reduced obesity Reduced drug abuse	

Future and Sustainability

Bending the mainstream

- 3.34 TWISG is bending the mainstream in that services will be delivered from the centre in a way that is more sensitive to the needs of the West Indian community and more accessible. The centre will act as a focal point for listening to the needs of the black and minority ethnic community.
- 3.35 Mexborough One Stop Shop is designed to 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 are 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

- 3.36 TWISG's business plan shows that the project should become income-generating within a year, as a result of room rental and the contracted-out bar.
- 3.37 The aim of Bulcroft Miners Memorial Hall is to have the building self-sustaining by the end of 2006. It will survive beyond TYS funding, which finishes at the end of 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.
- 3.38 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.
- 3.39 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.
- 3.40 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.

- 3.41 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.

Overview

Additionality

- 3.42 In the case of Potteric Carr, the manager feels that such a sizeable grant would not have been achieved from other funders.
- 3.43 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

- 3.44 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

- 3.45 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).
- 3.46 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.
- 3.47 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.
- 3.48 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

- 3.49 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 were placed strategically, and food was offered to tempt users in to consultation and launch events.
- 3.50 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.
- 3.51 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.

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4: North East Lincolnshire

Introduction

- 4.1 In 2002 North East Lincolnshire Council was 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.
- 4.2 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.
- 4.3 Within 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 projects 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 being implemented within North East Lincolnshire.
- 4.4 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

- 4.5 The project activities are split into two 'schemes'. The first, "Neat Streets", is managed by the Council's Neighbourhood Improvement Team (within the Environmental Services Directorate). The second, "Site Busters", is managed by CERT's 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, while Site Busters was awarded £228,200.
- 4.6 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. In terms of beneficiaries, both schemes 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

4.7 The Neat Streets scheme has developed six different projects:

- The Environment Community Pot - a project designed 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 externally funded 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 the BLF and to date £50,000 of match funding in-kind from North East Lincolnshire Council
- Save Our Parks scheme - a project seeking to reduce the level of vandalism, abuse and anti-social behaviour that is occurring in 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, along with a number of play areas. This project has been awarded £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 is 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 paths, 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 been awarded 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 is seeking 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

4.8 The Site Busters scheme has also developed six different projects

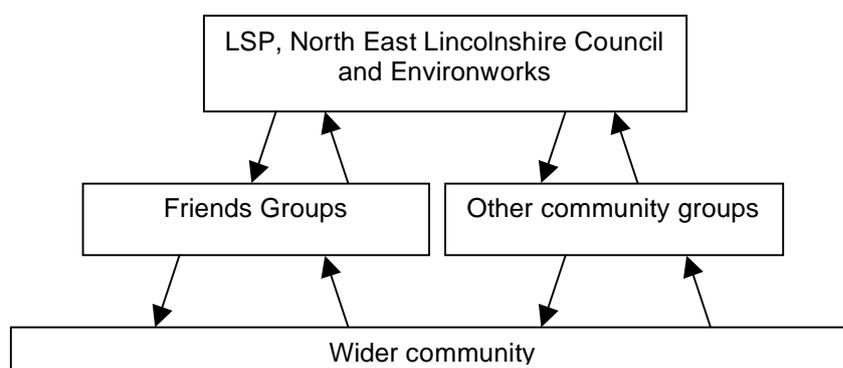
- Tree Planting Scheme - aims to plant a carefully selected range of native hardwood and softwood trees throughout the region with the clear purpose of enhancing other projects such as Freshney forest. The project is currently about a third complete. The TYS funding will provide £58,000 towards this 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 residents within the most deprived wards. The project this year is working on a BMX obstacle course. Funding of £24,320 will come from TYS, together with £11,200 in 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. Funding of £51,680 from TYS has been allocated to this project, along with £16,320 in match funding from SHORELINE Housing Association.
- Footpath Reclamation – a project to 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 footpaths. The TYS funding for this project is £19,050 and the match funding from SHORELINE is £5,950.
- Improving Derelict Sites – a project with the 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 match funding from SHORELINE Housing Association.

4.9 The Site Buster projects have been subject to serious delays. CBET, who were originally managing the projects for CERT, 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

4.10 A key factor in 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 Groups with which links had been developed 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 Groups.



4.11

4.12 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.

4.13 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

4.14 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 grow, 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.

- 4.15 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 and the clampdown 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. In terms of social gains 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.
- 4.16 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.

Future and Sustainability

- 4.17 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 and an incentive to maintain the tree.
- 4.18 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 postholder. In addition to this the projects have secured a greater degree of joined-up thinking both within the Council and other mainstream services about the importance of the environment. It has been brought higher up the agenda - something that will potentially help maintain the TYS projects. Developing partnerships with Shoreline Housing Association within the TYS project will enable further sustainability as projects are 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

- 4.19 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. TYS also allowed the projects to focus specifically on the community and to determine what they wanted.

- 4.20 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 into something specifically for the community. It was acknowledged that the lack of clarity at the bid stage did cause problems BIG. However, by doing it this way the projects were able to ensure that they were closely aligned to the needs of the community.
- 4.21 In terms of what they would do differently the Council feel that the bid should have focused more on capital rather than revenue fundin, 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.

Consultees

Name	Position	Organisation/ Address	Email	Tel. number
Penny Humphries	Neat Streets and Park Pride Tram Leader,	North East Lincolnshire Council	Penny.Humphries@Nelincs.gov.uk	01472 325815
Tony Newul	Neighbourhood Improvement Manager	North East Lincolnshire Council		
David Jackson		Environworks		
Bill Faulding		Environworks		
Anne Turner	Chair	Friends of Peoples Park		

5: St Helens

Introduction

- 5.1 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 achieved some strong results.
- 5.2 The LSP chose, as part of its own remit and as the basis of the Neighbourhood Renewal Strategy, to focus the TYS 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.
- 5.3 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 needs 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 Health Action Zone and St. Helens Health Plan.
- 5.4 An exercise was conducted to reduce the overall number of targets and increase the number of shared targets among these different strategies.
- 5.5 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.
- 5.6 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.
- 5.7 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 public private partnership (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 to appoint them the lead partner for Transforming Your Space. This previous experience was also beneficial in undertaking the application process. Although the application process was felt to be bureaucratic, the LSP received good feedback and no major revisions were made to the bid.

- 5.8 The LSP also welcomed the flexibility of the programme: the fact that TYS is not output driven and allows the ability to develop focus over the lifetime of the programme has been well received. Its anticipation of the 'cleaner, safer, greener' liveability agenda was also noted: this provided an opportunity to address needs which previous funding streams such as Pathways had been unable to reach.
- 5.9 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.
- 5.10 The aims of the overarching programme are:
- to improve the quality of the environment
 - to transform public and green spaces
 - to demonstrate meaningful engagement with the local community.

Project activities

- 5.11 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, match funding £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, match funding £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, are under way at a further two schools, and will begin at the final school in Easter 2006.

- **Community clean ups** (TYS 82,924, match funding £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 has been delivered to residents in hanging basket creation and allotment maintenance.
- **Neighbourhood wardens** (TYS £59,358, match funding £196,874) – the aim of the scheme is to promote 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 was 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 ups.

- **Defensible spaces** (TYS £105,125, match funding £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 Tenants and Residents Association (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 did not work. Children causing trouble were not trespassing on private property and so there was no recourse for anti-social behaviour orders. This began a 27 year campaign for defensible spaces.
- **Greenways enhancements** (TYS £94,100, match funding £146,431) – this project aims to enhance the infrastructure of the Sutton and Sankey Brook Greenways, through measures such as footpath improvements, access controls, artworks, signage

and lighting. Detailed designs have been developed and work is due to be completed in November 2005.

- **Pocket parks** (TYS £108,430, match funding £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-utilised 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) is located on 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 resulting from the necessary utilities work but this is now largely completed. The local TARA supervises and maintains the children's play area, and Ranger events with schools and the community to identify wildlife are planned. In the long term the park 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 is a 23ha site developed in consultation with the local community over the last 27 years, and will include a children's play area.

Derbyshire Hill is a former primary school site adjoining a landfill site. It has been redeveloped by Groundwork with the aim of creating a single open space. This will provide a play space for children and young people on an estate. The partners are 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

- 5.12 Few problems or barriers have been encountered during the implementation of the TYS programme. One of the projects originally to be funded, the Bum Deal Recycling Initiative, did not come to fruition. 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.

- 5.13 Some of the original aspects of the Community Clean Up project were amended 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.
- 5.14 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.
- 5.15 One or two other projects have been subject to delays in capital works (due to unforeseen circumstances such as 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

- 5.16 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.
- 5.17 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.
- 5.18 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.
- 5.19 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.
- 5.20 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 are therefore 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.

5.21 Wardens have also played a key role in stimulating the establishment of new community groups, formed along environmental lines.

Outputs and Impacts

Table 5-1 St Helens: Outcomes of project to date

Rear passageways project			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Alleygating Street lighting Rear passageway treatment	Improved civic pride Reduced crime and fear of crime	Positive feedback from residents (670 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	n/a	n/a	n/a
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	n/a	n/a	n/a
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	Increased opportunities to participate in outdoor activity	Evidence of health benefits will only be observed in long term.

days			
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.
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.	1,136 incidents of flytipping dealt with since April 2003

		Helens	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	n/a	n/a	n/a
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
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	n/a	n/a	n/a
Environmental	Hard and soft landscaping	Improved quality of playgrounds	100m ² completed to date.
Health	n/a	n/a	n/a
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	n/a	n/a	n/a
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

- 5.22 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 on a daily basis.
- 5.23 Another unexpected outcome 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

- 5.24 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).
- 5.25 The revenue elements are more difficult, and 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.
- 5.26 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

- 5.27 At the time of bidding, none of the proposed project activities were being provided by statutory or voluntary services.
- 5.28 In the case of the Defensible Spaces project, Transforming Your Space funding accounted for around 10% of the total project budget, 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 in getting the scheme off the ground. The limited timescale in which 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.
- 5.29 There is no evidence that projects have displaced activity from elsewhere – green space was under-provided in the targeted areas.

Innovation and good practice

- 5.30 According to the Programme Manager, the design of the alleygating element of the Defensible Spaces project has been innovative. It 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.
- 5.31 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.

Consultees

Table 5-2 St Helens: case studies consultees

Name	Position	Organisation/ Address	Email	Tel. number
Tracey Thomson	Executive Manager	St Helens Together, Ravenhead Renaissance, 3 Waterside Court, St. Helens, Merseyside, WA9 1UA	tthomson@st-helenstogether.org.uk	01744 21515
Mark Canning	Regeneration Projects Manager	St Helens Together, Ravenhead Renaissance, 3 Waterside Court, St. Helens, Merseyside, WA9 1UA	mcanning@st-helenstogether.org.uk	01744 21515
David Gavin	Projects Officer	St Helens Together, Ravenhead Renaissance, 3 Waterside Court, St. Helens, Merseyside, WA9 1UA	dgavin@st-helenstogether.org.uk	01744 21515
Brian Johnson	Pocket Parks Project Manager	St Helens Council, Hardshaw Brook Depot, Parr Street, St.Helens	brianjohnson@sthelens.gov.uk	01744 456131

Amy Deluce	Neighbourhood Wardens Manager	St. Helens Council Hardshaw Brook Depot, Parr Street, St.Helens	amydeluce@sthelens.gov.uk	01744 456730
Sid Cobbold	Chair	Mount Pleasant and Cherry Tree Drive TARA, 10 Moore Avenue, Parr, St.Helens WA9 2PP	N/A	01744 752622
Eddie McConville	Chair	H1 Pathways Programme, 31 Waring Avenue, Debyshire Hill, St.Helens WA9 2QQ	N/A	01744 751097

6: Telford and Wrekin

Introduction

- 6.1 In 2002 Telford and Wrekin Borough Council was awarded a total £280,000 from the Transforming Your Space 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 any developments were aligned with what was already happening in their priority neighbourhoods.
- 6.2 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 council lead, the LSP played a key role in driving the project forward and was fundamental in getting other partners involved.
- 6.3 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, enhance quality of life and ultimately make the neighbourhoods a more desirable place in which to live and work.
- 6.4 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 lifelong learning.
- 6.5 The bid was developed to specifically address issues that were causing concern in these areas but were not being resolved because there was no specific mainstream service provider with responsibility to take them on. The TYS bid, in other words, 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 TYS funds to address these.
- 6.6 Both College and Arleston and the Brookside neighbourhoods received £140,000 each from BIG. College and Arleston received additional funding of £20,000 from Wrekin Housing Trust. Brookside secured additional Seed Challenge funding of £18,000, plus £10,000 from SRB 6 towards revenue costs, and £50,092 of 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

6.7 The broad objective of TYS in this neighbourhood was to enhance the quality of the environment and life for local residents. However within this the project also sought to build the capacity and confidence of BME communities, develop and upgrade sustainable community assets and public spaces and reduce the fear of crime. This was to be achieved through the following activities:

- improvements to the Regent Street Community Gardens which were overgrown 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 replacing fences. The provision of off-road parking was key for this neighbourhood, as on-road parking would often prevent access to the neighbourhood for emergency services and refuse collection
- a 'Clean up College and Arleston' campaign that provided new street and dog fouling bins. The campaign also provided residents with a chance to clear all unwanted items from their homes and gardens
- upgrading the existing vandalised play park and provision of basketball nets and a seating area.

6.8 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.

6.9 These activities were pulled together and developed by the neighbourhood co-ordinator, who liaised closely with the local community to ensure that each activity was aligned with residents' wishes – for example, confirming the age group that the play area should target. The activities also fitted very closely with the wider work of the Neighbourhood Action Team, which includes the Police, the PCT and the registered social landlord and engaged a number of different Local Authority Departments as well as other local voluntary and community organisations such as Age Concern.

Brookside

6.10 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. Again, within this there were a number of more specific objectives including the development of sustainable community assets, improving the physical

environment, upgrading local amenities and reducing the fear of crime. These objectives were 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
- upgrading Brindleyford play area by resurfacing it and erecting new fences
- improving the playground facilities in three local schools. This included upgrading fencing, resurfacing, installing new equipment and creating new areas within the playground (such as an infant garden and a physical development area)
- improving the quality of local footpaths and reducing 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
- re-marking of car parking facilities outside Brookside Local Centre, to encourage greater community use and support the ongoing wider regeneration of the centre
- removal of graffiti (involving the purchase of portable equipment and cleaning chemicals as well as training for local volunteers).

6.11 The target group of these activities was, again, all 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. There is potential for the impact to be felt much wider afield than the immediate estate.

6.12 As in College and Arleston the projects have been pulled together by the Neighbourhood Coordinator with strong direction from, and focus on, the local community.

Community Engagement

6.13 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.

6.14 All of the specific components of the project have been identified through the process of pulling together the Neighbourhood Action Plan. This is 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. Community engagement has included regular environmental walkabouts with local residents and key partners, as well as further consultation with local community groups.

6.15 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: the process that created these strong links gave a good insight into local problems and concerns.

- 6.16 These links and insights 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 really did meet the needs of the community. Local residents have also worked closely alongside the Neighbourhood Coordinators and other partners to deliver the projects.
- 6.17 The LSP has also actively sought to ensure that the community are fully engaged with the process.

Outputs and Impacts

- 6.18 The project's key objectives are about improving and sustaining environmental change in deprived neighbourhoods. Within this, each of the partners has a number of different target 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:

Table 6-1 Telford and Wrekin: 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 have the potential to increase house prices	The work carried out on these properties increased the tenancy demand from the 'least wanted' to 'most wanted' (as measured by the Wrekin Housing Trust using postcodes)
Environmental	Clean up campaign Garden improvements and face lift	Both of these activities have sought to clean up and improve the environment by upgrading damaged and dilapidated facilities and through a concerted effort to collect	The area is noticeably 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

		unwanted rubbish from residents' homes and gardens	mainstream, multi-agency, targeted approach.
Brookside			
	Activity undertaken	Description of benefits	Evidence of outcome
Social	Implementation of lighting and CCTV	This has reduced the levels of crime 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 a waiting list for the facility.
	Play area provision	Improving the play area facilities for young people	The 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 project 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

6.19 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

- 6.20 Telford and Wrekin sought to spend their TYS budget in one year, which they achieved. Therefore the issue of sustainability is already very real. Whilst the level of deprivation suffered by the two neighbourhoods in which the projects are based will not be alleviated quickly, progress is being and will continue to be made.
- 6.21 There are two elements which will help with the sustainability of the projects. First, the physical nature of many of the projects means that their impact will inevitably last beyond the lifetime of the project. Second, and most important, is the fact that the projects are led by Neighbourhood Coordinators. This 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 been accomplished within the area.
- 6.22 The clean up campaign, and environmental projects such as the Green Gym, have already been mainstreamed by partner agencies, thereby ensuring their sustainability

Overview

- 6.23 Telford and Wrekin already had a strong focus and systems in place to address the needs of both College and Arleston and Brookside neighbourhoods. 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'.
- 6.24 However, the very remit of the TYS bid to fill gaps between services does show that much of the TYS funding is additional. Consultees confirmed that the impact of the project would have been greatly reduced without the TYS funds: first because of huge difference between the TYS budget for each area and the Neighbourhood Coordinators' funding pot (£140,000 compared to £3,000); second, the TYS funds have been key in drawing in other match funding that would not have otherwise been accessed.
- 6.25 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: small-scale funding 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.
- 6.26 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. Council consultees also feel that the project as a whole has made them really think about how to use funding streams effectively.

Consultees

Table 6-2: Telford & Wrekin: case study consultees

Name	Position	Organisation/ Address	Email	Tel. number
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Pete Jackson	Acting Head Community and Neighbourhood	Telford and Wrekin Borough Council	01952 292238	pete.jackson@telford.gov.uk
Jas Bedesha	Neighbourhood Services Manager	Telford and Wrekin Borough Council	01952 202714	jas.bedesha@telford.gov.uk
Nadeem Raja	Neighbourhood Co-ordinator	North-West Telford		

7: Thanet

Introduction

- 7.1 In 2002 Thanet District Council was awarded a total £404,821 from the TYS Programme. 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.
- 7.2 Following these meetings, a variety of local area and community groups put forward to the LSP seven different projects. Following requests for more information they were formally appraised by the LSP. Four projects were then nominated to Thanet DC: these were the projects felt to fit best with the regeneration and neighbourhood renewal activity 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.
- 7.3 The delivery of the project has therefore remained within Thanet District Council. It is managed by the Development Services directorate. The LSP has maintained close involvement with their operation and progress.
- 7.4 The following three projects received funding:
- Dalby Square Community Project
 - The Oval, Cliftonville
 - Eastcliff Bandstand, Wellington.
- 7.5 Both the Oval and the Eastcliff bandstand projects received £131,307 of TYS money, whilst the Dalby Square project was granted £136,207. This was part of a much larger funding package which included:
- £98,870 from Living Spaces grants
 - £5,000 from Sure Start Margate
 - £21,500 from Thanet DC Recycling .
 - Total funding received amounted to £261,577.

Project activities

Dalby Square

- 7.6 Dalby Square is an area of open greenspace between two rows of large, five-storey houses which face into the space. Many of these are either bed and breakfast

accommodation or houses in multiple occupation. The greenspace is in real need of improvement as it is currently underused, overgrown and unattractive.

- 7.7 Approximately one year before the TYS funding was granted the Dalby Square Residents Association began consulting upon ways to improve this space. The resulting 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.
- 7.8 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.
- 7.9 The project also sought to work on the surrounding highway and perimeter parking and the open grassed area to the south of the site.
- 7.10 However, the cost of the proposed scheme was estimated by the Architect proved to be in the region of £381,000 - approximately £120,000 more than the available funding. The scheme was therefore 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.
- 7.11 The project has experienced a number of delays, resulting primarily from 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. Despite this, the project is now progressing well and work is expected to begin on site in January 2006.

Oval Bandstand

- 7.12 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 had however become increasingly dilapidated, and TYS money was granted to facilitate a traditional replacement scheme.
- 7.13 The cost of the initial designs for the project, approved by the local residents group, came to 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.

- 7.14 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.
- 7.15 Since approval of the TYS grant, the area in which the Oval bandstand is located has been designated as a Renewal Area. Further funding of £3.7m over three years has been made available under 'Cleaner, Safer and Secure Communities', due to commence in April 2006.

Wellington Crescent Bandstand

- 7.16 Wellington Crescent Bandstand is located 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. More recently, however, the area surrounding the harbour has seen a significant amount of redevelopment and regeneration, such as the Seafront Promenade and York Street.
- 7.17 TYS funding 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.
- 7.18 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 the council 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, including the restoration of the former outdoor dance floor (dating from 1939).
- 7.19 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

- 7.20 Through the residents' association the community has been involved with the project from the outset: consultees felt that the community had been key in driving the project forward. The residents' association has 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.

- 7.21 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 has had a direct influence upon much of the design of activities (for example, residents were specifically consulted on the type of things that should be in the play area).

Oval Bandstand

- 7.22 Through the residents' association the community has been involved with the project from the outset and submitted the initial proposal to the LSP. The community has been key in driving the project forward. The LSP has taken 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

- 7.23 The community has 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 has also been key in driving the project forward.

Outputs and Impacts

Dalby Square

- 7.24 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.
- 7.25 The residents group is keen to engage the local community directly through a number of activities relating directly to the square. These will 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.
- 7.26 However, as work has not begun on site it is too early for any of these outputs or impacts to be realised.

Oval Bandstand

- 7.27 The key impact of the project will be an improved environment for the local residents and indirectly the wider community as a whole.
- 7.28 The residents' group is keen to engage the local community in activities directly relating to the bandstand and the surrounding area. This will include increased use of the performance space, where a wide variety of events is planned including markets, festivals and concerts by local groups and artists. The residents are also actively seeking to involve and engage the youth community.

- 7.29 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

- 7.30 The key impact of the project will be an improved environment for the local residents and indirectly the wider community as a whole.
- 7.31 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.
- 7.32 However, as with the other two 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

- 7.33 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 to 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 the Council will only be a 'fallback option'. The project is seeking to train volunteers to manage and inspect the play area.
- 7.34 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.
- 7.35 All three projects are in the first phase of a larger development programme. The hope is that a private 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 the Heritage Lottery Fund.
- 7.36 As the projects are all in the very initial stages of development the potential impact can not be measured. It is not yet possible to form a view of the continuing impact following the end of the project.

Overview

- 7.37 All three of the projects are in key regeneration areas for Thanet DC, so it is likely that that at least some of the activity would have gone ahead in the absence of TYS. However, it is possible to presume that the projects would have occurred over a much longer time frame and on a much smaller scale. Dalby Square probably best exemplifies this as the Residents' Group was in place and seeking to make improvement to the square prior to TYS: however, it was the TYS funding that provided the catalyst to both move the project forward and increase its scale.

- 7.38 It is fair to say that rather than displace activity from elsewhere the TYS projects are more likely to encourage activity elsewhere. There seems to be a strong 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.
- 7.39 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 learned 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.
- 7.40 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.

Consultees

Table 7-1 Case study consultees

Name	Position	Organisation/ Address	Email	Tel. number
Grant Burton	(Dalby Square and Oval Bandstand)	Thanet District Council	grant.burton@thanet.gov.uk	01843 577 612
Nick Dermott	(Wellington Crescent Bandstand)	Thanet District Council	nick.dermott@thanet.gov.uk	01843 577 142
Paul Trumble	Independent chairman	LSP		
Nick Clarke	Business Sector Rep	LSP		
Keith Morris	Voluntary Community Sector Rep	LSP		
Sarah Cranson		Dalby Square Resident's Group		

WALES

8: Abergynolwyn Village Hall

Background

- 8.1 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.
- 8.2 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’.
- 8.3 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

- 8.4 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.
- 8.5 There is good strategic alignment with the aims and objectives of the TYS programme.

Project delivery and finances

- 8.6 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 the manager of the hall. The manager believed 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 European funding.

Community engagement

- 8.7 Given that 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 aged 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.
- 8.8 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, local residents were very positive about the plans, although they did make one major objection. The committee had 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 rejected this, on the basis that a wooden building would have a feeling of impermanence. Residents also requested that a Post Office facility be housed within the new hall – a facility which had been unavailable in the village for the last 10 years.

Project activities and outputs

- 8.9 The village hall was completed in June 2005 and it is expected to come in within budget. The project took over five years to develop, from initial conception to project completion in June 2005. However, the manager was phlegmatic about this, suggesting that five years was in keeping with what the committee had expected.
- 8.10 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.
- 8.11 The project outputs are largely in terms of the physical development of the building, and the project has succeeded in meeting the outputs stated in the TYS funding application. Other impacts generated included the creation of two full time jobs, one for the hall 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

- 8.12 Despite only being open for three months, the impacts of the new village hall have been immediate. They include:
- ***Provision of community services in the village*** – In keeping with local residents’ requests, 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. The manager estimates that user numbers have 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 respectively. 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, fully equipped village hall means that musical and theatre events can now be held there. The opening party for the hall, held in early October 2005, attracted over 150 visitors and raised around £1,300 for the upkeep and maintenance of the building.
- **Increased community cohesion** – While hard to measure, the manager 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 8-1 Abergynolwyn Village Hall: 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 Community open day held to open the Hall	Increased sense of social cohesion within the village Improved range of services available to village people Increased number of community groups in the village	Increased numbers of community groups using the village hall Well attended opening event for the hall 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

- 8.13 TYS funding was considered to be important, but not crucial, to the success of the project. The manager 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 BIG, it was much easier for the committee to 'sell the concept' to other funding partners.

Project sustainability

- 8.14 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

- 8.15 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

9: Dim Pen Y Daith – Craft Furniture Recycling

Background

9.1 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 a 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

9.2 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.

9.3 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 re-locate 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.

9.4 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 the organisation. 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

9.5 Since 2001 CRAFT has secured £2.4m in 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 Welsh Development Agency (£106k), New Opportunities Fund Cleanstream (£100k) and the NAW Community Facilities and Activities Programme (£100k). Transforming Your Space has contributed £100k to the project.

- 9.6 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 drawn down funding from the major partners (the ERDF and local Council) before TYS funding is claimed.

Community Engagement

- 9.7 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

- 9.8 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

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

Outcomes Summary

Table 9-1 CRAFT: 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	The new centre is expected to create new jobs in the recycling sector and to boost the	NA

	business activities.	turnover of the CRAFT project	
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 Indirect benefits include the architect who designed the building is now promoting environmental building techniques in his work	
Health	NA	NA	NA

Additionality

9.11 The £100,000 provided by 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

9.12 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, BIG came back with numerous 'small queries' which did not affect the substantive development of the project but were time-consuming to respond to. 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

9.13 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 in the core business of 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: however, it remains to be seen whether there is the latent supply and demand for second hand furniture to effect a fivefold increase in turnover.

- **Market distortion** - There are other furniture businesses in and around Aberystwyth and wider Ceredigion - some of which 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.
- 9.14 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.
- 9.15 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

- 9.16 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.
- 9.17 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

10: Parc Taff Bargoed – Volunteer Wardens Scheme

Background

- 10.1 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 £6m to the local economy. As well as the socio-economic impacts, there were significant environmental scars: disused mines and slag heaps lie idle in local communities.
- 10.2 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 £12.5m of European funding, were secured to develop the park. 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 it 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 Park's main office, and in effect run the facility.

Rationale

- 10.3 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'. Part of the rationale 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.
- 10.4 A second, and no less important, part of the 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.
- 10.5 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

10.6 The scheme was awarded a grant of £159,000 from 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

10.7 Table 10.1 below provides an overview of the volunteer warden project's costs and activities to date.

Table 10-1 Project cost elements

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 work in the park

10.8 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 Bardgoed. 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 five years and the position was his first full time job. 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

10.9 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 with the Merthyr Tydfil Council’s Countryside Access teams. From conversations with the two volunteers who had secured employment with the Groundwork Trust, it was clear that the volunteer warden placements had been important in their securing a job. Indeed, one of the volunteers described the warden experience as ‘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 slight concern that the wardens would be viewed by the public as a ‘third grade’ police service – not a problem that has in fact 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 Years 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 during the visit. In addition, the project has strong links with the Communities First group with whom 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 10-2 Parc Taff Bardgoed: Outcomes of project 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 training provided for local people	Full time employment in the environmental sector secured by 4 Parc volunteers Full time job created to manage and run the Parc	One full time FTE created in the local community Consultations with 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

- 10.10 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.

Project sustainability

10.11 As with many revenue-heavy projects, the question of 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 has 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

10.12 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 circumstances of the Merthyr Valley.

Consultees

Table 10-3 Parc Taff Bargoed: case study consultees

Name	Position
Gavin Jones	Parc Taff Bargoed Manager
Lisa Llewellyn-Williams	Project Officer
Graham Watkeys	Parc Warden
Lisa Trick	Volunteer
Bethan Smith	Volunteer

NORTHERN IRELAND

11: Bridging The Gap Project, Creggan Country Park Enterprises Ltd, Derry

Introduction

- 11.1 This project is centred round a large site containing three reservoirs located next to the Creggan Estate, a large predominantly Catholic housing development was 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 at St Mary's Church on Fanad Drive and the estate is still an area of high deprivation.
- 11.2 This project is led by Creggan Country Park Estates Ltd a not for profit 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, and its the reservoirs were built in the 1840's as a famine relief scheme to provide drinking water to Derry. The reservoirs were fed by 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 it 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.
- 11.3 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 attracts 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 focuses 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. This in turn 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").
- 11.4 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, which is 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.
- 11.5 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

- 11.6 The project has already fulfilled its primary aim of creating 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.
- 11.7 The “Bridging the Gap” project has opened up the whole 100-acre site by bridging two phases of the development plan: 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.

Figure 1



Figure 2



- 11.8 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 local Taskforce remit. The 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: two such beneficiaries have become full time members of staff in recent years.
- 11.9 The project is managed by the project coordinator, whose salary is covered by the grant. She provides monthly and annual reports to BIG, which is reported to have

been helpful and supportive throughout. The TYS application process was straightforward and the guidance notes said to be clear and helpful.

- 11.10 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

- 11.11 The project has close links with other community initiatives in the area. The local '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 linking Creggan Country Park into the Foyle Valley Greenway (which is an integral feature in the Belfast to Galway Greenway).
- 11.12 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 11-1 Bridging the Gap: 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 to tell
	Basic environmental renovation work; coppicing, selective planting etc	Increased biodiversity	Too soon to tell
Health	Extended pathways for walking and cycling	More opportunities for exercise	Increased visitor numbers

11.13 The outputs achieved would not have been possible without TYS 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 11.2 below shows that in general the park is increasing in popularity year on year.

Table 11-2 Bridging the Gap: 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

11.14 In addition visitors come from a varied cultural background as illustrated by Table 11.3 below.

Table 11-3 Bridging the Gap: Breakdown of known visitors

	VISITOR NUMBERS	%
Catholic	3830	51%
Cross Community Groups	1983	26%
Protestant	310	4%

Rep Of Ireland / Intl	1156	15%
Other	280	4%

11.15 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 engaged in walking, cycling etc.

Future and Sustainability

11.16 The sustainability of the outputs of this project is not anticipated to be 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.

11.17 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

11.18 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 TYS funding.

11.19 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. It also creates permanent jobs and training, as well as the additional contracting work associated with the development of the site.

11.20 The project has enabled development of the final section of the site. This development will produce significant environmental and social benefits to the area.

11.21 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.

Consultees

Name	Role	Phone	E-mail
Gerry Quinn	Centre Director	02871363133	gerry.quinn@creggancountrypark.com
Catherine McCormack	Project Coordinator	02871363133	catherine.mccormack@creggancountrypark.com
Margaret McGlinchey	Resident and Member of Rathmore Over 50s	02871308840	

12: Devenish Integrated Environment Project, Enniskillen

Introduction

- 12.1 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.
- 12.2 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).
- 12.3 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. The Forum is currently in the process of trying to gain formal recognition of the area as a reserve.
- 12.4 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.

Figure 1



Figure 2



- 12.5 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.
- 12.6 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 12.1 below gives a breakdown of expenditure.
- 12.7 There has been some reallocations of funding . For example, there had been 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 12-1 DIEP: budget (£000's)

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
		Stationery	1.5

Total	50.5	127.5
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Project activities

- 12.8 A major focus of the project at present is the effort by the environmental sub-committee 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.
- 12.9 The project also assists many long term unemployed through the New Deal initiative. Participants range in age from youngsters up to age 50 and above, and at any one time the project 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).
- 12.10 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.
- 12.11 There is still around £7k left from the capital budget which will be spent on path/bridge construction.
- 12.12 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. The project manager has to submit a monthly report to the Devenish Forum Committee which is normally also forwarded to BIG.
- 12.13 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”.
- 12.14 Another problem is that much of the project equipment is located near to Mullycovet Mill which is a 25 mile round trip often undertaken by tractor.

Community Engagement

- 12.15 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.

- 12.16 There is also direct involvement through the New Deal Scheme which trains local volunteers.
- 12.17 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.
- 12.18 It has been estimated that 900-1,000 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. Numbers are obviously weather and season dependent.

Outputs and Impacts

- 12.19 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 12-2 DIEP: 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

- 12.20 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 additional funding will be required to maintain current staffing levels.
- 12.21 The project manager and Board are currently reviewing the funding available but have not yet made any applications to secure the project's 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.

12.22 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 European funding to help clean up a stretch of the Kesh River which runs into Lough Erne.

Overview

12.23 Little of this activity, if any, would have occurred in the absence of TYS 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.

12.24 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.

Consultees

Name	Role	Phone	E-mail
Jimmy McVeigh	Project Manager	07731806676	jimmymcveigh@gmail.com
Johnny Churnock	Assistant Warden	07731806676	
Andy Halliwell	Proposal writer		
Finton Murphy	Holy Trinity Primary School,	02866322959;	
Alistar McFarland	Model Primary School	02866324865	
Martin Lawson	Green Gym	0286668628184	
Charlie Maclintock,	CVNI	07851045846	

13: Inverary Community Centre Project, Inverary Environmental Group, Central Belfast

Introduction

- 13.1 This project is led 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.
- 13.2 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.
- 13.3 Priorities had already been developed by the Group (which was formed in 2001) through widespread consultation with the local community - in particular, with 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 to create a pleasant central area to 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.
- 13.4 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, which has also provided some assistance with planting, etc.

Project activities

- 13.5 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.
- 13.6 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



13.7 In addition to the Lisvannon Garden some funds were also earmarked for improvements to other green areas on the estate, including 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



13.8 The project has been managed by the Inverary Environmental Group. The Project Manager is based at the Centre and works 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 the Arts and Craft Group, Residents Group, Concerned Parents Group, the Police (PSNI), Harbour Ladies and many concerned individuals including City Councillors.

13.9 Generally the TYS application procedure was considered to be clear and fairly straightforward, although Groundwork took the lead in this along with the

Environmental Group Chairman. Monitoring procedures are “overly complicated” but the interviewees stress that staff at BIG are extremely approachable and helpful.

- 13.10 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 lead 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.
- 13.11 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.
- 13.12 The main beneficiaries of the scheme are the local residents of the Inverary Estate, in particular the young and elderly.
- 13.13 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 further projects in the future. As part of the consultation exercise for this project a questionnaire was circulated to 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

- 13.14 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. 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.
- 13.15 The bonfire season this year was marked by much less trouble than usual, as the site for the main bonfire was moved to the outskirts of the estate rather than being at its centre.

Outputs and Impacts

Table 13-1 DIEP: 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
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

13.16 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”.

13.17 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

13.18 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, for example in tree planting.

13.19 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

13.20 The renovations described in the previous section would not have taken place in the absence of TYS funding. Interviewees felt that at most the main area concerned would have received a “tidying up”.

13.21 The main benefits from the project apart from the physical improvements made to the area are:

- the whole process gave the community groups valuable experience in working together on a large project and has contributed to an ongoing partnership now focused 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.

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

Consultees

Name	Role	Phone	E-mail
June Brown	Project Manager	02890471456	inverarycc@belfastcity.gov.uk
Jean Armour	Group Member	02890471456	inverarycc@belfastcity.gov.uk
Mel Waddell	Groundwork	02890947474	
Richard Williamson/ Alice Mills	Housing Executive	0289324558	

SCOTLAND

14: Burdiehouse Burn Valley Park

Introduction

- 14.1 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.
- 14.2 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.
- 14.3 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.
- 14.4 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.
- 14.5 TYS funding was approved in September 2004 and the project started in January 2005.
- 14.6 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.

Table 14-1 BBVP: Aims and objectives

Aim	Objectives
1) improve the biodiversity and attractiveness of the Burdiehouse Burn Valley Park	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

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

Project activities

14.7 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.

- 14.8 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.
- 14.9 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.
- 14.10 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.

- 14.11 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

- 14.12 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.

- 14.13 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.

- 14.14 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

Table 14-2 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)
	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

14.15 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.

14.16 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

14.17 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.

- 14.18 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.
- 14.19 Information is ongoing – regular articles are placed in community newspaper. Consultation on specific issues such as construction of skatepark is ongoing.
- 14.20 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.
- 14.21 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

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

15: Tain Wildlife Pond – Tain Initiatives Group

Introduction

- 15.1 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 downside in recent years.
- 15.2 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’.
- 15.3 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).
- 15.4 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.
- 15.5 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.
- 15.6 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.

- 15.7 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.
- 15.8 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.
- 15.9 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.
- 15.10 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).
- 15.11 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

- 15.12 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.
- 15.13 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.
- 15.14 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.
- 15.15 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.
- 15.16 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.
- 15.17 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.
- 15.18 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.

15.19 Finally, interpretation boards and stone seats have also been constructed.

15.20 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

15.21 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.

15.22 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.

15.23 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.

15.24 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

15.25 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.

15.26 The main outcomes are highlighted in Table 15.1, below.

Table 15-1 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.

15.27 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

- 15.28 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.
- 15.29 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).
- 15.30 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.
- 15.31 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.
- 15.32 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

- 15.33 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.
- 15.34 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.
- 15.35 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.
- 15.36 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

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16: Green Gym (Dumfries) – British Trust For Conservation Volunteers

Introduction

- 16.1 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).
- 16.2 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.
- 16.3 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.
- 16.4 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’.
- 16.5 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.
- 16.6 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

- 16.7 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.

- 16.8 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.
- 16.9 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.
- 16.10 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.
- 16.11 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.
- 16.12 When establishing new groups, BTCV aims to make them self-sustaining in the longer term. (This is explored further below.)
- 16.13 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.
- 16.14 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.
- 16.15 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

- 16.16 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.
- 16.17 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.
- 16.18 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

- 16.19 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.

Table 16-1 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 and hedge planting, community gardening, fencing, and a range of other environmental improvements	Direct and immediate benefits to local greenspace and the environment. A range of benefits, depending on location, relating to biodiversity, access, conservation and greenspace enhancement. Subsequent indirect benefits to local people who use and visit the green spaces in question.	All results are recorded and monitored by BTCV, and reports collated.
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.

16.20 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

16.21 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.

16.22 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.

16.23 BTCV recommends that new groups have all the ‘ingredients’ of the health check in place after eighteen months.

16.24 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

16.25 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.

16.26 BTCV has identified various ‘positives’ and ‘negatives’ about the project – although the latter are outweighed by the former.

16.27 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.

- 16.28 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.
- 16.29 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.
- 16.30 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.
- 16.31 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).
- 16.32 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.
- 16.33 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

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17: Newburgh Waterfront – Newburgh Waterfront Regeneration Group

Introduction

- 17.1 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.
- 17.2 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.
- 17.3 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.
- 17.4 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

- 17.5 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

- 17.6 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.
- 17.7 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.
- 17.8 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.
- 17.9 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

- 17.10 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

- 17.11 Table 17.1, below, summarises the main outcomes and impacts to date.
- 17.12 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.

Table 17-1 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

17.13 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

- 17.14 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.)
- 17.15 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

- 17.16 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

- 17.17 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)

17.18 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)

17.19 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

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