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social and economic research

Fourteen Evaluation

Phase 3: Summative Evaluation (Qualitative)

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List of abbreviations

LRG	Local Reference Group
SDP	Sub-Delivery Partner
UKCF	UK Community Foundations

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Executive summary

Fourteen is a £3.5m programme funded by Spirit of 2012 that seeks to deliver long-lasting social change in Fourteen communities throughout the UK. Over a three-year period (2015 to 2018), the programme seeks to increase levels of social inclusion and enhance participation in each of the identified communities.

In August 2015, the UK Community Foundations (UKCF) and Springboard commissioned Wavehill to undertake an evaluation of Fourteen. The evaluation, over four phases (this being the third), seeks to gauge the impact of Fourteen through the ongoing analysis of quantitative and qualitative data to build a full picture of change in each community and across the programme.

Phase 3 Methodological Approach

The Phase 3 evaluation has involved:

- Programme management meetings with representatives from Springboard, UKCF and Spirt
- Depth telephone interviews with SDP representatives
- Ongoing review of monitoring data
- Telephone survey of LRG/Panel Representatives (securing a 56% response rate)
- Development of case studies for a selection of activities across the Fourteen communities
- An online grant Recipient Survey (which obtained 79 responses, equivalent to a 47% response rate)

Findings

Implementation

The fourteen communities selected for the programme were wide-ranging in scale and nature, representing 3,400 residents on Islay and Jura to 25,000 in Kingstanding and ranging from inner city to remote rural locations.

In terms of programme implementation, a degree of mixed/confused messages restricted early delivery and momentum for the programme.

Community plans and visions were used in flexible manner but typically enjoyed less prominence in the programme than anticipated.

LRG/Panels

There has been a high degree of stability amongst the LRG/Panel representatives with over half of LRG/Panel survey respondents involved since the commencement of the Programme.

Representatives on the LRG/Panels were typically involved in community development in another capacity (in addition to their role within the Fourteen programme).

The expertise and understanding of LRG members regarding their local infrastructure and the barriers they faced enabled the grant making process to run smoothly and was perceived to be more effective than other funding streams, in which funders may not be as familiar with the local context.

Despite the programme drawing to a close, over half of LRG/Panel representatives felt that the momentum of the programme had increased over the previous 12 months.

Programme Delivery

Approaches to promoting the programme were heavily influenced by local community need, however the breadth and diversity of the programme was felt to have left it difficult to define in promotional materials.

LRG representatives often referred to the importance of small 'spark' grants in community development activity whilst in several areas, dedicated support (through a Community Builder/Coordinator type role) has provided extremely useful.

Social action and volunteering activities have remained some of the most prominent areas of activity funded through the Fourteen programme whilst grass roots sport and physical activity were most commonly referred to by LRG and SDP respondents when discussing provision that is likely to be a legacy of the Fourteen Programme

Impact and Legacy

The limited timeframe for the programme severely limited the ability for the programme to secure longer term impacts that may be sustained beyond the programme.

The legacy of the programme is seen as the activity and groups supported through Fourteen and the relationships established amongst organisations and the communities as a result of the programme.

The vast majority (98 per cent) of LRG members would take part in a similar activity again, however LRG members were more hesitant when asked if the group would be sustained beyond the Fourteen programme, due to the need for a shared goal, incentive or funding to justify the continued operation.

Conclusions and Recommendations

The Fourteen Programme represents an ambitious programme for community development activity in fourteen communities across the UK. It has brought about new working relationships, collaborations and innovations in community activity, building the capacity of the community to identify what is needed, and what works and why in their communities. The programme has helped to create new and sustain and enhance existing community infrastructure to bring about an increased level of community interactivity within each of those areas.

The programme's emphasis on community development is broad in scope, as are the outcomes associated with Spirit funding. Collectively these structures place minimal constraints on the approach and model adopted for the programme thereby provide great flexibility in the activities that could be funded.

Given the scope and scale of the programme, ultimately three years is too short a timescale to truly embed the Fourteen model within communities (albeit there are many positive examples of legacy and impact evident) further constrained by the limited resources available to each community within the programme budget.

Recommendations
- Increased parameters/focus is necessary for the delivery of community development activities to retain focus/direction with limited resources.

- Programmes of this nature need to operate for at least four years (ideally five years) to maximise the opportunity to plan, implement, deliver and fulfil the project's aims.

Governance
The management and governance structure of the Fourteen Programme is complex with multi-tiered management and reporting structures, particularly in England, Scotland and Wales.

At the local level, the development of a Local Reference Group/Panel for the programme, in the vast majority of cases has been hugely successful. The structures created within the communities have, in all but one community, been entirely new, bringing representatives of communities together with varying degrees of familiarity of each other. As a legacy, the programme is ending with community infrastructures that are far more robust and adept, with strengthened relationships and significantly enhanced capacity to lead and shape community development (with a better understanding of what works and why), to access and appraise funding provision and to engage with all areas of their local community.

Whilst partnership working within communities has progressed extensively through Fourteen and there have been a variety of reporting methods applied to feedback on experiences to the Programme Management team, there has been limited cross-community networking and sharing of practice, largely limited to where multiple participant communities sit under one SDP.

Recommendation
- That programmes with similar geographical dispersion provide a mechanism for sharing practice and lessons learnt throughout programme delivery.

Implementation
The implementation of Fourteen suffered from changing leadership and mixed messages at a programme management and funding level. Communities perceive that they were faced with pressure to incur expenditure and commence delivery, curtailing community planning and visioning activity in some area, particularly where the area was not a recognised community or faced historical issues or barriers to overcome to facilitate collaborative working.

Recommendation
- Clear leadership and a consistent approach and message with clarity of guidance are key to the successful implementation of programmes of this scale and complexity,

Challenges emerged where communities within communities existed. Areas such as Ruchill and Possilpark, Bro Aberffraw, Islay and Jura and Ryhope and Hendon were faced with the challenge of ensuring that all communities were appropriately represented and to ensure that there were no areas unintentionally excluded from participating in activities. The majority of these were handled well, however, in Bro Aberffraw in particular, the rivalry undermined the level of trust and collaboration ultimately leading to the programme ending early.

Monitoring and Evaluation
Early implementation commenced without a monitoring and evaluation framework in place and led to the application of localised monitoring and evaluation approaches that brought about varying success.

A monitoring and evaluation framework was established for the programme but voluntary participation at a participant level and low rates of participation in the fieldwork combined with complex (multi-tiered) delivery chains and multiple locations has limited its effectiveness.

A lack of consistency in approach to monitoring and evaluation combined with technical glitches associated with the central database for data capture have further inhibited the usefulness of the monitoring data captured.

Recommendation
- Clarity and consistency in monitoring requirements needs to be established at an early stage within programme delivery

Programme Delivery
The flexibility of the model adopted for the Fourteen programme has led to huge diversity in the activities supported and in the experience of those activities. Consequently, defining clear patterns of success is challenging.

That said, one of the consistent ingredients for successful community development appears to be the deployment of personnel who can act as a community builder or coordinator with the role of identifying individuals and groups and linking participants/groups with each other. The approach, where deployed successfully, has played a significant role in facilitating grass roots activity and bringing people and groups to the programme who, reportedly, were otherwise unlikely to engage with the programme.

Recommendation
- The (at least partial resourcing) and employment of a Community Builder or similar role should be actively encouraged in programmes of this nature

Several areas lauded the effect of "spark" grants or small grants for their role in catalysing the creation or development of a local group. In some areas the administration of these grants by a local community body was widely seen as an effective model to adopt. The approach has encouraged a "test and learn" model and whilst, in hindsight residents may have made different decisions regarding some grants, they have gained valuable knowledge and understanding of what works and why, through the process.

Impact
The programme has clearly had an impact on community infrastructure in the participant communities, establishing relationships and partnerships not otherwise seen.

It is apparent that local communities have adopted their own approaches to monitoring and evaluation albeit with many relying upon anecdotal evidence to illustrate the impact achieved. Ultimately as evaluators we view this as a missed opportunity to really understand what provision has had an impact, what type of impact and why. The evidence could have been useful for proving the effect of community organisations and influence future funding applications.

Recommendation
- Monitoring and evaluation and particularly participant engagement needs to be tailored to ensure that participant engagement is focussed on those who have had meaningful and sustained engagement in a programme.

- It should be mandatory for participants who have had meaningful and sustained engagement to participate in an appropriate level of evaluation.

Legacy and Sustainability
The majority of LRGs are hopeful of sustaining activity in some form in the short term at least. However, they were formed with the appraisal and distribution of funding as a central facet of their operation. As a result, without a significant reshaping of role, require continued funding to retain interest and enthusiasm from the LRG members and groups.

The legacy for the programme is perhaps therefore more around the community infrastructure and relationships established, the volunteer engagement and heightened volunteering in community activity. Much of the scheme has been about grass roots delivery, enabling local individual sand groups to pilot a project and subsequently access other funding streams to sustain it, now it is perhaps to the community for the continued momentum to sustain the programme.

1   Introduction and Context

1.1 Introduction

Fourteen is a £3.5m programme that seeks to deliver long-lasting social change in Fourteen communities throughout the UK. Over a three-year period (2015 to 2018), the programme seeks to increase levels of social inclusion and enhance participation in each of the identified communities. The activities undertaken through the programme fall into the following strands:

- Social action and volunteering
- Grass roots sport and physical activity
- Cultural activity and the arts
- Youth leadership and personal development

UKCF manages the programme in Scotland, Wales and England (12 Communities and £3m of investment) and Springboard manages the programme in Northern Ireland (Two communities and £500,000 of investment).

1.1.1   Spirit of 2012

Fourteen is funded by Spirit of 2012 (hereafter Spirit), a Trust set up by the Big Lottery Fund to spread the spirit that radiated from the London 2012 Summer Olympics (particularly that associated with the voluntary efforts of the Games Makers) to everyone, everywhere. The objectives of the Trust are to:

- **Use** regional, national and international events as catalysts for social change; ensuring the country as a whole benefits from the values, opportunities and spirit of events.
- **Enhance** the volunteering infrastructure of the UK for community benefit, drawing on learning from the success of the London 2012 Games makers' programme.
- **Engage**, enable and empower young people as leaders and ambassadors, in schools, communities and nationwide.
- **Increase** understanding of the challenges disabled people face and ways in which they overcome them to help achieve a step-change in positive attitudes to disability and impairment.
- **Collect and share** expertise and information gained by Spirit and its partners to inform and support others working in similar areas across the UK. [1]

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[1] Fourteen Guidance (UKCF).

1.1.2 Spirit of Glasgow

The Fourteen programme is also a component of the Spirit of Glasgow which seeks to achieve the objectives of Spirit using the platform of the Glasgow 2014 Commonwealth Games, beginning in Glasgow and spreading across the UK.

1.1.3 Fourteen

UKCF is working with six Community Foundations to administer funds from the Fourteen Programme to twelve communities in England, Wales and Scotland. Funds are administered to two communities in Northern Ireland by Springboard. Springboard has overall responsibility for the delivery of the programme in Northern Ireland and is supported by a designated Community Partner within each community.

The Community Foundations and Community Partners are collectively referred to as Sub-Delivery Partners (or SDPs) in the remainder of this report. The Fourteen communities are illustrated in Table 1.1 below and in the map overleaf (Figure 1.1):

Table 1.1: The Fourteen communities

Community	Sub Delivery Partner
Caithness, Highlands and Islands	Foundation Scotland
Dumbiedykes, Edinburgh	Foundation Scotland
Calton, Glasgow	Foundation Scotland
Gorbals, Glasgow	Foundation Scotland
Ruchill and Possilpark, Glasgow	Foundation Scotland
Islay and Jura, Highlands and Islands	Foundation Scotland
Creggan, Derry	Old Library Trust
Monkstown / New Mossley, Newtownabbey	Monkstown Boxing Club
Ryhope and Hendon, Sunderland	Tyne and Wear, and Northumberland
Harpurhey and Moston, Manchester	Forever Manchester
Kingstanding, Birmingham	Heart of England
Southmead, Bristol	Quartet
Mid Rhondda, Rhondda	Community Foundation in Wales
Bro Aberffraw, Anglesey	Community Foundation in Wales

Figure 1.1 Geographical Distribution of Fourteen Communities
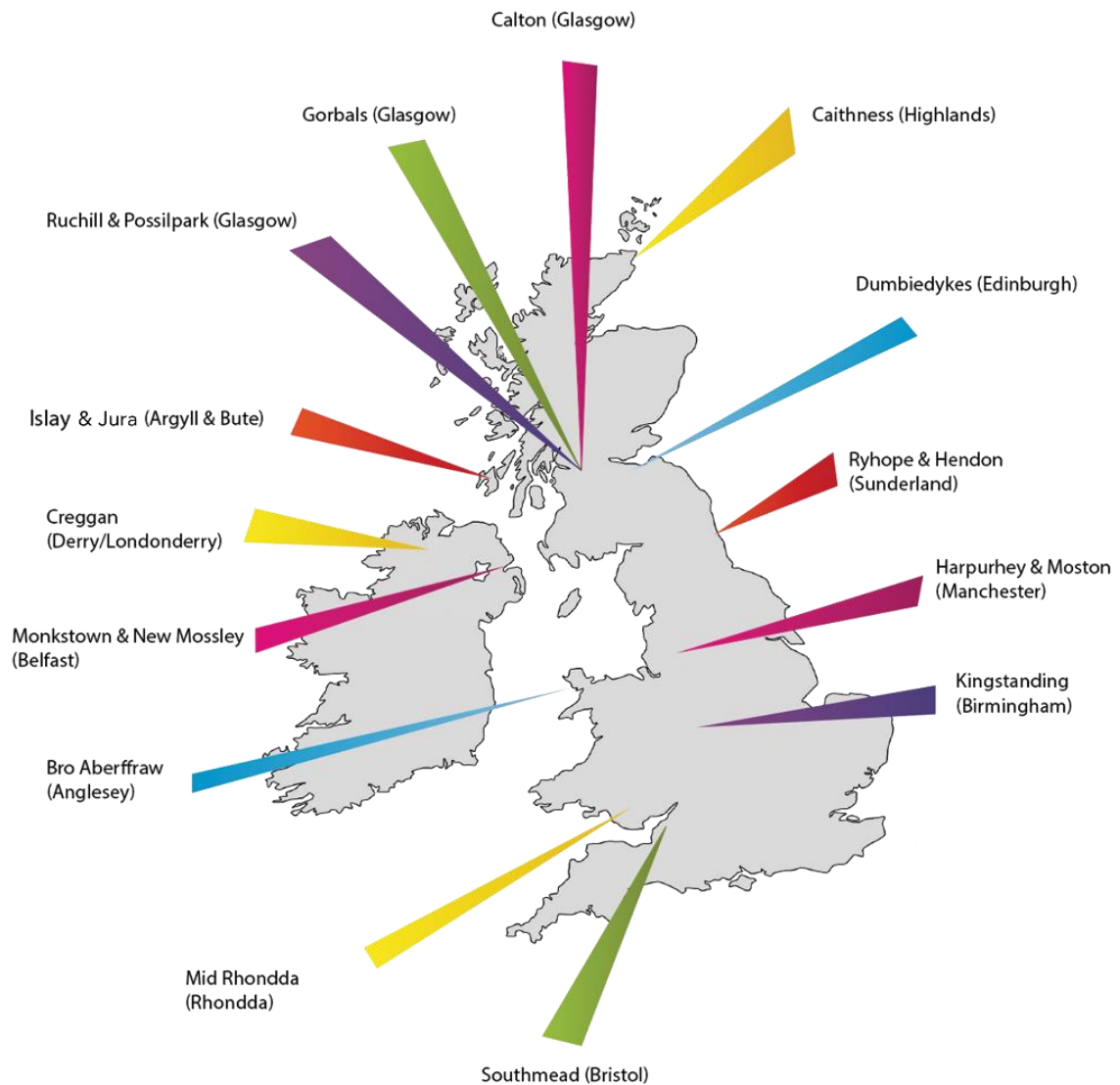
Each community was awarded £250,000 (which included an allocation for the management of the funds) to spend on increasing participation in one or more of the following activities:

• Social action and volunteering
• Grass roots sport and physical activity
• Cultural activity and the arts
• Youth leadership and personal development

The funding has been distributed via a series of grants of varying scale to facilitate this engagement. The selected communities were all tasked with convening a Local Reference Group (LRG/Panel).[2] The membership of the LRG aims to reflect the needs of the community and be representative of the diversity of that community with the role of the group being helping to target the Fourteen programme at identified local priorities.

Figure 1.2: An Overview of the Governance and Delivery Structure for the Fourteen Programme
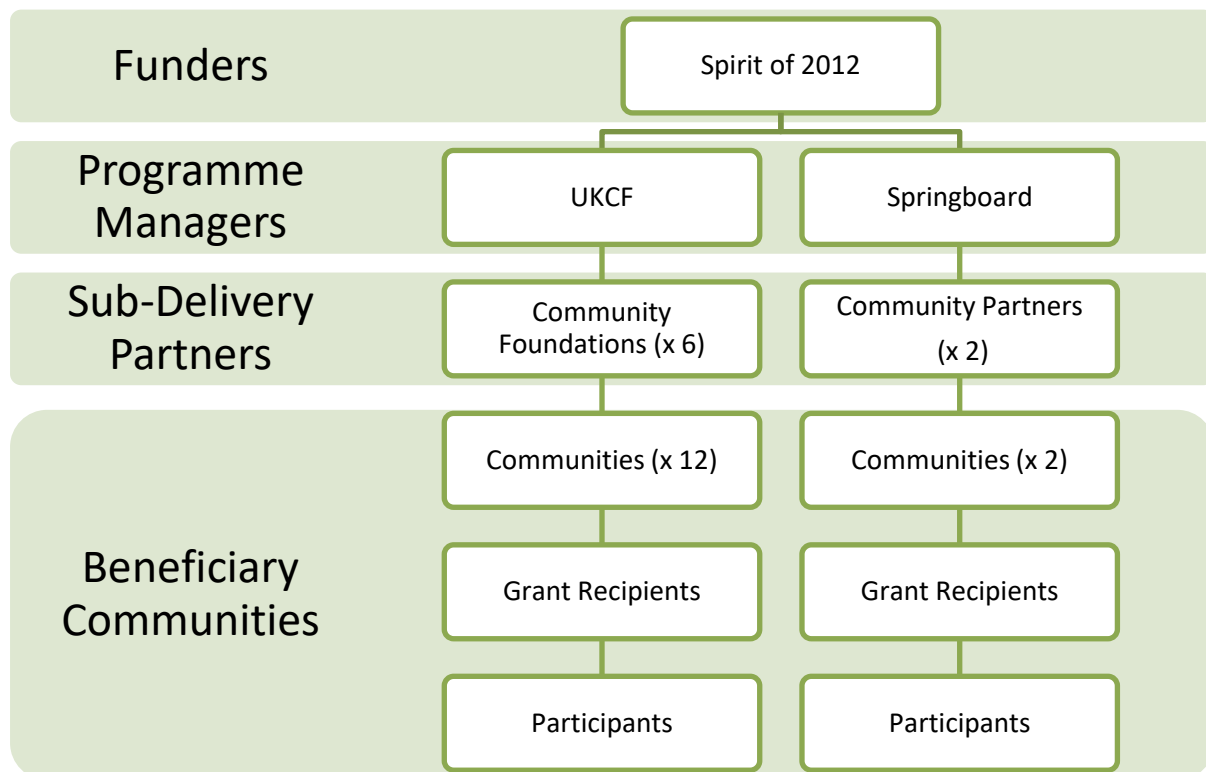
The proposed approach to the delivery of Fourteen in each community is summarised within the diagram overleaf (although some communities felt that in reality there was no preparation phase beyond identifying the communities with those points associated with preparation actually taking place as part of the engaging of the community). The diagram refers to the development of a Community Plan as part of the implementation process. The Community Plan aims to capture the communities' visions for change, ambitions for improving participation, likely approaches to fund distribution, potential investment options and ideas for sourcing match funding.

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[2] Some refer to this group as a 'Panel'.

Figure 1.3: Overview of the Formulation and Implementation of the Fourteen Community Plan[3]

1. Preparation
- Identify structures/people that can act as LRG/Panels
- Source data and information on needs and assets
- Convene/induct LRG/Panel members

2.Engaging with Community
- Facilitate development of Fourteen Community Plan
- Consider opportunities for securing match funding
- Try and ensure some level of validation for the plan beyond the LRG/Panel
- UKCF/Springboard to review and approve Community Plan

3.Implementation and Review
- Ensure implementation and administering of the plan
- Secure match funding
- Ensure an appropriate level of monitoring is embedded in the plan, in line with Fourteen Evaluation Framework
- Ensure the LRG/Panel meets on a regular basis
- Learn from and review practice, disseminating useful content and outcomes
- Ensure LRG/Panel and other stakeholders are linked to national Fourteen dialogue
- Report to UKCF/Springboard

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[3] Adapted from Fourteen Guidance (UKCF).

2 The Evaluation

Section Summary:
- Wavehill were commissioned in August 2015 to undertake an evaluation of the Fourteen Programme

- The early closure of the programme in one community has led to adaptations to the evaluation approach for the remainder of the programme

- As a result of adaptations, this report represents a summative evaluation with a qualitative emphasis whilst the phase 4 report will provide an overarching evaluation with a quantitative emphasis.

2.1 Background to the evaluation

In August 2015, the UK Community Foundations (UKCF) and Springboard commissioned Wavehill to undertake an evaluation of Fourteen. The evaluation seeks to gauge the impact of Fourteen through the ongoing analysis of quantitative and qualitative data to build a full picture of change in each community and across the programme, it sought to answer the following questions:

- What has actually changed?
- For whom?
- How significant have these changes been for different communities?
- How did these changes come about? What are the factors contributing to them?
- What, if anything, did the Fourteen programme contribute to these changes?
- How sustainable has the programme been? To what extent are the benefits of Fourteen likely to continue when the funding is withdrawn?
- What should be done differently next time?[4]

The evaluation is being conducted over five phases as illustrated in figure 2.1 below.

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[4] Fourteen Evaluation Specification

Figure 2.1: Stages of the Fourteen project evaluation

Set Up Phase
- Inception, set-up and scoping: August-October 2015
- Desk review: September 2015
- Scoping and introductory interviews: September-October 2015
- Survey tool development: October-November 2015

Phase 1
- Baselining: November-December 2015
- Fieldwork: November-December 2015
- Baseline report: December 2015

Phase 2
- Data collection, reporting and feedback: January-December 2016
- Site visits and process review: Spring 2016
- Emerging findings report: Summer 2016
- Fieldwork: June-December 2016
- Knowledge sharing workshop: November 2016
- Report: January 2017

Phase 3
- Data collection, reporting and feedback: January-December 2017
- Emerging findings report: Summer 2017
- Fieldwork: throughout 2017
- Report: February 2018

Phase 4
- Data collation and comparison, reporting and feedback: January-August 2018
- Fieldwork: June 2018
- Final report: August 2018

2.2 Methodological Approach

2.2.1 Adaptations to Phase 3 and Phase 4

Part way through phase 3 of the Fourteen evaluation, one community (Bro Aberffraw) ended its participation in the Fourteen programme leaving a portion of funds allocated to that community unspent. Discussions between UKCF, Spirit and the evaluators led to a portion of the funding being redistributed to the evaluation. In doing so it has enabled a series of enhancements to the evaluation, including:

- Further site visits to as many of the communities as possible, timed to align with celebration events planned towards the end of programme delivery within each of the targeted communities.

- A thorough interrogation of the grants database to identify patterns and themes amongst grants awarded and to categorise the number of participants and volunteers by the four levels of engagement set out within the Spirit Programme Monitoring requirements.

- A thorough qualitative analysis of the evidence arising from the grants database to explore patterns of delivery, methods against themes and to help understand the qualitative impact of Fourteen against Programme outcome areas through analysis of grant application and closure forms.

- To compare the make-up/structure of the LRG/Panel in each community and how this has had an effect on sustainability.

The additional resource and associated enhancements in the evaluation approach combined with ongoing challenges in gathering consistent and comprehensive data for the central grants database for the programme have led to a slight restructure in emphasis for the last two phases of the evaluation. This, **Phase 3 report** represents a summative, end of programme report for the Fourteen Programme, reflecting on the full duration of the programme with a **qualitative emphasis** drawing upon the suite of methods outlined below. The subsequent, **Phase 4 report** will be a final evaluation, summarising the findings from all phases with an additional **quantitative emphasis** that draws heavily upon the central grant database. The report will explore patterns of grant activity, analyse feedback from the grant closure reports in addition to data capture through the grant closure survey.

2.2.2 Phase 3 Approach

The following methodology has been applied as part of the phase 3 research:

Programme management meetings
Progress meetings with representatives from Springboard, UKCF and Spirit have explored programme delivery and monitoring and evaluation and have taken place throughout the evaluation.

Depth telephone interviews with SDP Representatives
The Wavehill team have undertaken detailed interviews with key representatives from each sub delivery partner to gather perspectives on progress in delivery, reflections on good practice and lessons learnt and to explore perceptions on the legacy of the Fourteen programme in each community and associated plans for sustainability.

Several visits have also taken place during this period where the opportunity arose to join a particular community event.

On-going Monitoring Review
The monitoring of activity delivered through the Fourteen programme does not require the capture of individual beneficiary details. Hundreds of grants have been awarded and tens of thousands of participants are engaged, with engagement being of varying duration, intensity and scope.

Collectively, these factors create significant challenges for the capture of information from participants of the programme within each of the communities supported, and relies heavily upon the assistance of the SDPs, LRG/Panel representatives and the grantees delivering that activity.

An ongoing review of data associated with grant award and delivery has been undertaken to inform the targeting of participants to engage in the evaluation in accordance with the evaluation framework and to enable analysis of progress to be conducted.

Quarterly learning reports are produced by each community and summarised by UKCF. Findings from primary research are triangulated with the evidence presented in these reports and other ad hoc reports typically requested by Spirit or UKCF of communities to help inform the evaluation.

Surveying LRG/Panel Representatives
Representatives of the LRG/Panels have been surveyed on an annual basis to gather perspectives on the success of the programme in their community, the progress and impact on the LRG members and the likelihood of programme activities and the LRG being sustained beyond the programme. Previous survey rounds had been distributed online (with the option of undertaking the survey by telephone should they wish to), however declining rates of response combined with a desire for more qualitative evidence led to the survey for this phase of the evaluation being undertaken mainly via telephone (although potential respondents were offered the option to complete the survey online if they preferred that mode).

Table 2.1 below summarises the rate of response by community and illustrates that 12 of the 14 participant communities participated in the LRG survey. The telephone survey ultimately secured a 56% response rate from LRG members put forward for the survey, far higher than the 27% achieved in the previous phase and the 41% response rate in the phase prior to that.

Table 2.1: LRG Survey Response Rate

Foundation/Area	Total number of contacts on database	Completed	Response Rate
Foundation Scotland, Caithness	2	2	100%
Foundation Scotland, Calton	8	5	63%
Foundation Scotland, Dumbiedykes	10	5	50%
Foundation Scotland, Gorbals	9	5	56%
Forever Manchester, Harpurhey and Moston	5	3	60%
Community Foundation Tyne & Wear and Northumberland	4	3	75%
Foundation Scotland, Islay and Jura	4	4	100%
Heart of England, Kingstanding	9	4	44%
Community Foundation in Wales, Mid Rhondda	6	5	83%
Foundation Scotland, Possilpark/ Ruchill	10	6	60%
Quartet, Southmead	4	4	100%
Creggan	10	4	40%
Community Foundation in Wales, Bro Abberfarw	0	0	n/a
Monkstown and New Mossley	0	0	n/a
Total	**91**	**51**	**56%**

Case Studies

Detailed research through consultation with grant recipients and other associated stakeholders has led to the compilation of a series of case studies for each of the Fourteen Communities. Case studies were identified in partnership with each SDP with the aim of gathering insight into good practice across the four thematic areas.

Grant Recipient Survey

In November 2017, an online grant recipient survey was circulated to recipients of grants that had closed since January 2017 or were open and were in operation prior to April 2017 (and therefore had six months of experience of delivering the grant funded activity). The survey sought to capture perspectives on motivations for applying, support received in their application and the outcomes they achieved through the delivery of activity associated with grant, supplementing feedback gathered through the grant closure form.

The survey was distributed to 167 unique grant recipients with 79 ultimately responding to the survey, equivalent to a 47% response rate.

2.2.3 Methods applied in Phase 3, for reporting in Phase 4

Surveying Participants within each of the target communities – England, Scotland and Wales
The participant survey model of baseline and follow up interviews with participants who have engaged with the programme in a meaningful capacity has continued during phase 3 of the evaluation. Participants respond to the baseline surveys either in paper form or online via a weblink.

There are two separate participant forms (see Appendix 1 for copies of these), one designed to be completed by young people (aged 8-14), either on their own or with the support of a responsible adult or parent/carer, and one for adults and young people over the age of 14 to complete.

Where consent is gained (through a participant's response to that specific question of the baseline survey) for a follow-up interview, this is conducted by telephone, six months after their initial response to ask a series of question to reflect on their experience on the programme and to measure their progress against a series of Spirit outcome indicators. The sifting process is set out in detail in previous evaluation reports and is summarised in Appendix 2.

Analysis of participant surveys will take place in phase 4 of the evaluation.

Surveying Participants within each of the target communities – Northern Ireland
In Northern Ireland, Springboard have established a process whereby participant survey completions are collated and shared with Springboard via grant applicants. Fulfilment of this process for responses to the initial interview is a requirement for the release of the second (of three) tranches of grant funding. Completion of the re-interview survey will lead to the release of the third tranche of funding. Until Summer 2016 Springboard distributed a brief survey that focussed on wellbeing outcomes, they have subsequently moved to the Wavehill participant survey presented in Appendix 1. The re-interview survey was initially designed as a telephone survey and Wavehill have adapted so that it can be used in paper form as part of Springboard's monitoring and evaluation processes (an example is presented in Appendix 1).

2.2.4 Methodological limitations

As outlined in the previous report, the scale and breadth of Fourteen, the multi-tiered management and delivery model and the limited requirements regarding specific participant monitoring information on the Fourteen programme collectively heighten the challenges in conducting an evaluation of an incredibly flexible programme. Consequently, there are a series of methodological limitations in the approach outlined above that should be noted:

- Participant engagement in the evaluation is voluntary in England, Scotland and Wales. The survey approach places significant reliance upon local partners to facilitate the delivery of the research and therefore heightens the risk of selection bias in the participants identified/encouraged to respond to the survey and the risk of lower than anticipated rates of response. Furthermore, grantees were able to access multiple grant funding on

multiple occasions, this may have led to some confusion regarding which grant activity participant responses were being sought for.

- The scope of activity eligible for support through Fourteen is vast as are the range of eligible participants and the intensity of support available. Collectively this warrants a sophisticated approach to the evaluation to understand the reasoning behind success across the various approaches to engagement and service delivery. Consequently, there is a necessary reliance on secondary information provided by grantees (e.g. grant closure forms) and by SDPs (e.g. Quarterly reports) to help triangulate findings obtained through the participant research.

- There is limited consistency in UKCF and Springboard's approach to monitoring the Fourteen programme and the way in which the monitoring data is captured. There are further differences in the way that Foundation Scotland captures activity data. This adds complexity to the approach to the evaluation and limits the ability to compare service delivery.

- Participant communities were initially able to adapt monitoring forms (grant closure forms for example) to meet their needs. Subsequently a consistent approach to data capture has been adopted across England, Wales and Scotland, and the requirements for grant closure forms have been enhanced during the Fourteen programme. This undermines the comparability of some of the earlier grant forms completed by earlier activities with the grant forms completed by activity that ended after the enhancements were established.

3 Fourteen – Programme Implementation

Section Summary
- The fourteen communities were wide-ranging in scale and nature, representing 3,400 residents on Islay and Jura to 25,000 in Kingstanding and ranging from inner city to remote rural locations.
- A degree of mixed messaging restricted early delivery and momentum for the programme
- Community plans and visions were used in flexible manner but typically enjoyed less prominence in the programme than anticipated.
- There has been a high degree of stability amongst the LRG/Panel representatives with over half of survey respondents involved since the commencement of the Programme
- The vast majority of LRG/Panel representatives were also involved in community development in another capacity
- LRG members' expertise and understanding of local infrastructure and barriers enabled the grant making process to run smoothly and was perceived to be more effective than other funding streams, in which funders may not be as familiar with the local context
- Despite the programme drawing to a close, over half of LRG/Panel representatives felt that the momentum of the programme had increased over the previous 12 months.

3.1 Introduction

This section of the report reflects on the launch and implementation of the Fourteen programme across the fourteen communities.

3.2 Programme Launch

The programme commenced in the autumn of 2014, however it is understood that staff changes at Spirit and UKCF hampered initial progress on the programme and required other SDPs to step in to assist in driving the programme forward.

In Northern Ireland, the programme has been overseen by Springboard with a slightly different implementation model adopted where Community Partners provide a single point of liaison within each community in addition to providing assistance to grantees, being active with the stakeholder groups and in delivering Fourteen activities.

3.3 Selection of Communities

A number of geographies were selected by UKCF in discussion with the Spirit team to give the Fourteen programme a UK-wide geographical spread:

- Scotland: Glasgow (because of the Commonwealth Games); Edinburgh and two other locations (with a request that these were rural and/or coastal).
- Manchester (because of the previous Commonwealth Games in 2002)

- Wales: Mid Rhondda and Bro Aberffraw
- The North East of England (Tyne and Wear)
- The South West (Bristol)
- The Midlands (Birmingham)

There was a degree of flexibility in the selection of communities although guidance stipulated that 'SDPs identify communities that are known to them, that meet the criteria but also have the infrastructure and appetite to deliver the programme well and are well positioned to secure match funding.' In doing so, the programme encouraged the selection of communities who had a stronger likelihood of fulfilling the requirements of the programme.

For the purpose of the Fourteen programme, the targeted "communities" were expected to be distinguishable communities of between 3,000 and 30,000 people.[5] The communities chosen ranged from 3,400 residents on Islay and Jura through to 25,000 in Kingstanding.

The background to each community is described below and illustrates that whilst the vast majority of communities are in urban locations (with many of these inner-city areas) there are several communities that are in remote rural locations.

Table 2.2: Outline Geography of Participant Communities

Urban – Inner City	Urban – Suburban	Rural/market towns	Remote Rural
Calton	Kingstanding	Mid Rhondda	Caithness
Gorbals	Southmead		Islay and Jura
Ruchill and Possilpark	Creggan		Bro Abberfraw
Dumbiedykes	Monkstown and New Mossley		
Harpurhey and Moston			
Ryhope and Hendon			

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[5] Fourteen Guidance

3.4 Overview of the Fourteen Communities

3.4.1 Scotland

Glasgow

Calton

Calton is an inner-city area of Glasgow, lying just to the east of the city centre. The area suffers from low levels of educational attainment and a high number of school leaves not in employment, education or training (NEET). The area is one of the most deprived in the country and suffers from a high proportion of vacant properties. Past Community consultation has highlighted anti-social behaviour as a major concern, with many disengaged young people spending time on the streets.

The area had a strong track record of partnership working prior to the Fourteen programme with a number of well-established community organisations.[6]

Gorbals

Gorbals is a neighbourhood in inner city Glasgow just to the south of the city centre. It is one of the most deprived areas in the country but its proximity to the centre has led to increasing investment in the rea. There is a mixture of social rented and owner-occupied housing within the area and reportedly, a marked divide between the residents of these two forms of tenure.

The Gorbals is one of three 'Thriving Places' in Glasgow which is a programme that involves a ten-year commitment to reducing inequality and building capacity and is led by New Gorbals Housing Association. The aim at the outset of Fourteen was for the Fourteen programme to fit into the joint planning and delivery framework set out as part of the Thriving Places programme within the community.

The community plan reported of a strong network of voluntary organisations and community groups that are keen to continue to grow and develop and run their own activities within the community.

Ruchill and Possilpark

Ruchill and Possilpark is situated in the northwest of Glasgow, once again the area is described as having a high level of deprivation with one ward included two of the top three most deprived data zones[7] in Scotland.

Within the community plan the area is described as having a strong history of community participation and coproduction with many local champions who have lived their lives in the area and are determined to improve the life chances for their communities. Like Gorbals, Ruchill and Possilpark is a "Thriving Places" area with a commitment to piloting community budgeting in partnership with Glasgow City Council.

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[6] Calton Community Plan
[7] Data zones are groups of 2001 Census output areas and have populations of between 500 and 1,000 household residents

Edinburgh

Dumbiedykes
Dumbiedykes is an inner-city community in Edinburgh located next to Holyrood and Arthur's Seat, adjacent to the city centre. The neighbourhood is dominated by high rise buildings and is poorly laid out amidst some challenging topography. This has led to the community being somewhat isolated and was reflected in the desire for events to encourage more community interaction and engagement this is despite the area benefitting from a local community space in the centre of the community, the Braidwood Centre which, whilst an excellent resource was, at the commencement of the programme underused. Once again, the area suffers from multiple deprivation as evidenced by a range of indicators with particular challenges in relation to crime and the quality of the housing stock.

Caithness
Caithness is the most northerly county in mainland Britain and covers an area of about 700 square miles. The town of Wick has a particularly young age profile with a high proportion of under 15s and an above average proportion in the 16-49 age group. The town of Thurso has close ties to the nuclear facility at Dounreay and is now an emerging hub for the renewables industry, offering economic potential as the Dounreay nuclear facility is decommissioned. Caithness is a particularly sparsely populated area with an average 6.8 persons per km^2 compared to an average of 68.2 in Scotland.

Caithness is host to a portfolio of renewable energy development with a pipeline of further developments at various planning stages. It was expected at baseline stage that opportunities for significant income for communities via community benefits funds would help to further the work of Fourteen and sustain some of the activities identified.

Islay and Jura
Islay is the southernmost of the Hebridean islands. It is the fifth largest Scottish island, approximately 25 miles north to south and 20 miles from east to west. It is two hours by ferry boat from the mainland west coast of Scotland. Jura is a few miles off Islay and is a similar size but has a population of just over 200, relying on Islay for most of its key services.

Multiple factors affect people's levels of well being on Islay & Jura at different stages and ages. These are often connected to the fragmented geography of the island and the impact this has on participation levels, access and affordability. Various community activities have been taking place on Islay and according to the community plan, Fourteen provided the opportunity to represent the interests of Islay's various communities of place and interest.

3.4.2 England

Manchester – Harpurhey and Moston

The wards of Harpurhey and Moston lie to the north of Manchester city centre. Both wards have high levels of deprivation with almost two thirds of children recorded as living in poverty (compared to 39.9% across Manchester).

The community plan identifies a range of community groups active in the local area and includes the Factory Youth Zone – the lead organisation for the North Manchester Youth Hub.

Birmingham - Kingstanding

Kingstanding is to the north of Birmingham city centre with multiple issues of deprivation including some of the highest rates of worklessness in the city, low qualifications amongst the adult population and almost one quarter of residents reporting to be suffering from a limiting long-term illness.

In its community plan, Kingstanding was described as having a vibrant third sector multi-agency group who met regularly with a strong local knowledge and local connections with people to support the delivery of the Fourteen programme.

Sunderland – Ryhope and Hendon

The two neighbouring wards of Hendon and Ryhope in Sunderland are coastal, with the Port of Sunderland being in Hendon at the mouth of the River Wear. Ryhope is a former stand-alone farming and colliery village with a traditional village green, Hendon was traditionally an area of heavy industry including ship building. It has the largest BME population in Sunderland with an established Bangladeshi community.

In the Community Plan for the area Ryhope was described as having an active Community Association under which there is a network of small voluntary run community groups. Whist Hendon was described as having a strong voluntary and community sector including an established community development organisation.

Bristol – Southmead

Southmead is on the northern fringe of Bristol and whilst housing stock is low density, approximately 36% of units are social housing. Southmead has the lowest life expectancy and poorest health outcomes of anywhere in the city with high levels of social isolation.

The development of the community plan in Southmead was a resident led process that was further supported by Southmead Development Trust – the community plan was written and launch on a website with the local neighbourhood partnership, the development trust and public health as key partners alongside the local residents.

3.4.3 Northern Ireland

Derry – Creggan

Creggan has some of the highest levels of child poverty in Derry whilst almost one third of resident suffer from a limiting long-term illness, health problem or disability. In Creggan, approximately 92% of residents identify their 'religion brought up in' as Catholic whilst 6% of residents identified it as 'Protestant and Other Christian'.

The community plan describes a number community-based assets including local schools, sport and physical activities, community youth centres and purpose built healthy living centre which all have played around in the provision of community infrastructure.

Newtownabbey – Monkstown and New Mossley

Newtownabbey lies just north of Belfast in County Antrim, Northern Ireland. Monkstown and New Mossley are urban areas that suffer from educational underperformance and a higher proportion of the resident population with a long-term health problem.

The community plan described a fundamental lack of community cohesion and partnership working in the area with local groups, organisations and agencies working in silos with limited structure communication, amongst residents there was a perception that there are too few volunteers and low levels of capacity in groups.

3.4.4 Wales

Mid Rhondda

The Mid Rhondda community is a network of villages nestled around the central town centre of Tonypandy. Unemployment in the area is high and people are disadvantaged through low income and consequently residents suffer from a lack of self-esteem and low motivation.

The area's topography and infrastructure contributes to the isolation of some communities however the heritage of the area has provided a strong sense of community. The community plan describes many positive organisation's working in the area however at the time of the baseline there was sense that he close knit sense of community was waning with new people moving to the area who hadn't necessarily engaged within the community.

Anglesey - Bro Aberffraw

The Bro Aberffraw community is situated on the South West coastal area of Anglesey in North West Wales. Bro Aberffraw is a rural Ward. The community is largely Welsh speaking and the percentage of economically active people is 10% lower than the UK average. The area offers limited employment, mostly seasonal tourism-based jobs which are low-paid and low-skilled.

The community plan reported of a strong tradition of community participation in sections of the community and that informal volunteering did exist in local community organisations. There are a number of villages within the community but sharing and engagement between communities was reportedly limited, Fourteen, and the Panel appointed as part of the Fourteen programme reportedly saw this as an opportunity to share leaning and information to help build towards some positive change.

3.5 Local Reference Group and Panel Formation

Within the Fourteen guidance it is advised that the Local Reference Group/Panel's composition must reflect the needs and concerns of the targeted community with community representation, including residents and representatives from relevant local organisations.'

In all participant communities apart from Southmead, the formation of either a Local Reference Group (LRG) or Panel (referred to as an LRG throughout the remainder of the report) comprised of people who hadn't previously worked together in the past. In **Southmead**, the wider LRG was already in place as a sub group of the Community Plan Steering group with the community plan for the area having been developed in the two years prior to the Fourteen programme.

In some communities (**Kingstanding** and **Islay & Jura** for example) a prominent third sector organisation acted as a useful gatekeeper to the rest of the community and signposted or contacted other local organisations to encourage their involvement in the programme. Others (**Harpurhey and Moston**, **Manchester** and both **Creggan** and **Monkstown / New Mossley** in Northern Ireland) applied an outreach approach, engaging with the community to forge links with community organisations and housing associations in the area with a view to these being appointed to the LRG. Identified community groups or individuals were encouraged to complete an expression of interest form if they wished to be part of the LRG.

Other communities followed a similar self-selecting process with varying degrees of influence from the respective SDPs. For example, some were keen to steer away from local authority and specifically Councillor representation, reflecting a fear that they may dominate proceedings, while others have specifically sought these to include these individuals in a bid to raise the profile of the programme.

In the **Scottish communities**, Foundation Scotland applied a self-selection approach branded "you're welcome" with open events that communities could get involved in and if interested were encouraged to submit an expression of interest to be part of the Panel or to be involved in a different guise, for example, by volunteering with organisation of events or designing communication materials.

In **Northern Ireland**, action plans were developed by local stakeholder groups in each of the communities. These were led by the Community Partners, The Old Library Trust in Creggan and Monkstown Boxing Club in Monkstown / New Mossley, who brought those groups together and put their communities forward for initial selection for the programme. The stakeholder groups that had developed the plans were then co-opted to become the LRG, with the Community Partners providing a key link between the LRG, Springboard, and local community groups.

In all fourteen communities, reference was made to the desire for cross-representation on the Local Reference Groups, with the existing demography of the community reflecting the nature of representation required.

3.6 Community Plans and Visions

Community Plans were stipulated in programme guidance as a key requirement to help guide and direct spend. SDPs were offered the autonomy to discern the required level of consultation to inform the plan with the LRG seen as having a key advisory role in the plan. In this regard it was anticipated that whilst the Community Plans wouldn't typically be subjected to community-wide consultation, they would be a central element of discussions within the LRG.

In reality however, the extent of LRG involvement in the design of the Community Plans has fluctuated. In some communities the plan is a visible document that is well known to LRG/Panel representatives. One community described it as an opportunity to set up a long-term vision for the community, not just for the Fourteen period but over 5-10 years and indeed, in this particular instance (Southmead) they had spent the previous year door knocking to gain resident perspectives that would help shape their plan (and therefore the alignment with Fourteen's design was somewhat fortuitous).

In other communities, the plan is used more as a reference tool that is reflected on or revisited from time to time as a reminder when appraising/soliciting applications of the focus and aims of that community. In other areas the plan is less prominent again, with some avoiding its direct use entirely.

As outlined in the previous report there are several reasons for the community plan playing a less prominent role than originally anticipated, the most prominent related to:

- The tight timeframe from community selection and project launch to service delivery. There was a fear that the development of a community plan would be a lengthy process that would significantly delay service delivery and therefore, project spend.

- The programme's outcomes were only fully defined after the first draft of the plans were completed, subsequently the plans were revised but in some areas the revision was felt to be purely bureaucratic which may have led to some level of disengagement in the approach; and

- A lack of history of community development and/or a lack of prior experience of partners working together were perceived to heighten the risks of debate and disagreement about the content of the plan which again may have led to delays in programme implementation.

In summary therefore, the lack of 'readiness' for LRG/Panels to debate and refine the content of a plan combined with the short timescale and perceived pressures for incurring spend led to community plans in some eligible communities to typically operate more peripherally than originally anticipated.

With regards to spending pressures, the guidance for the programme stated that 'Spirit is supportive of making a quick start to the grant making through an event and/or a micro grants pot. Making a quick start is mandatory, but alternative approaches can be developed'[8], the emphasis of this statement is clear and is likely to have influenced the approach adopted in each community, and indeed some felt that the existing knowledge and expertise provided the basis for rapid delivery.

Throughout the remainder of the programme, whilst Community Plans were considered to be a living document, their revision has typically occurred following prompting from either Spirit or UKCF. The resource demands for delivering the programme and the tight timescales for delivery left little scope for reviewing and revising the Community Plan more frequently.

3.6.1 Visions

At the outset of the programme there was an expectation that the community plans would be underpinned by a shared vision for the Community in receipt of support. Similar to the community plans, the visions have gained varying prominence across each community.

In one community, the LRG/Panel were asked by the SDP to reflect on the importance of the proposed vision as part of the baselining activity, in others they have used their quarterly meetings to agree the refinement of their local vision. However, in the remaining communities the vision gains limited prominence. The varying prominence of the visions are illustrated by comments from LRG respondents below:

The vision has been essential the whole way through, every time we look at a grant applicant, we ask ourselves, does this fit the vision. This has also really helped with the monitoring and planning, we have a very clear framework. (LRG Respondent)

It was really only used during the quarterly report [and then in response to] *another quarterly report when we had to review the vision, not something that the panel have relied on or really used, it was our internal vision within the panel. As an exercise it was very useful – but didn't really keep going back to as we have the guideline as to what we could spend funding on so really relied on that.* (LRG respondent)

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[8] Ibid.,

3.7 LRG Governance

3.7.1 LRG/Panel Representation

Throughout the Fourteen programme the LRG/Panels have evolved with representation on the group changing where representatives were either unable to commit or add value or where those with the skills and expertise simply didn't have the capacity to meet the resource demands of a role on the Panel.

Whilst there had been some changes in representation there has been a high degree of stability amongst the majority of LRG members. In the LRG survey for example, when asked how long interviewees had been involved with the LRG panel, although hesitant or uncertain about the specific month, over half (52 per cent) stated that they had been involved 'since the beginning' in 2014. Moreover, almost 9 out of 10 (88 per cent) had been involved since at least 2015 (see Figure 3.1 below). This was consistent throughout each community area, with the majority of LRG members from each area stating they became involved in either 2014 or 2015.

Figure 3.1: For how long have you been involved with the Local Reference Group (LRG)/Panel?
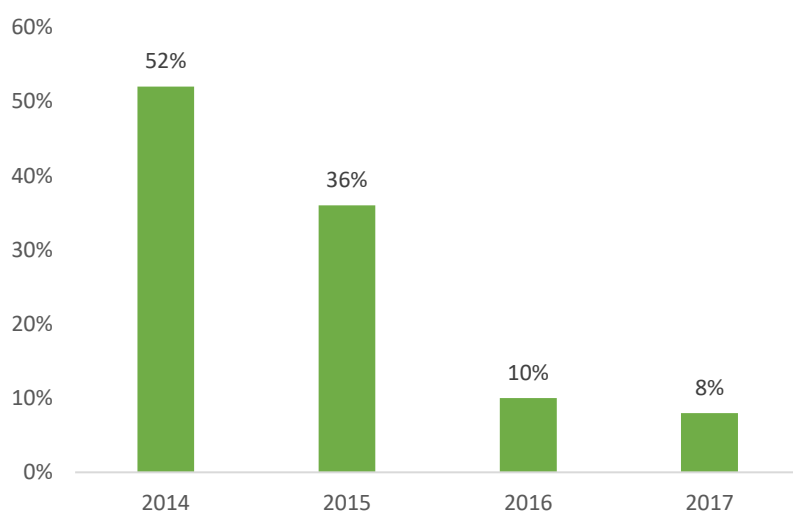
N=79

Within the survey three out of five interviewees stated that they sit on the LRG as a local resident and, of the survey sample, only two claimed that they were not involved in any other community development, illustrating the extent of experience amongst respondent LRG members. This finding was consistent between community areas, with the majority of LRG members stating that they were either a local resident or a representative of a local, not for profit organisation.

When asked what they felt to be the strength of the LRG, the interviewees most commonly referred to the local knowledge, local people and support and communication between members as key factors in their success (36 per cent, 32 per cent and 28 per cent respectively).

It is suggested that LRG members' expertise and understanding of local infrastructure and barriers enabled the grant making process to run smoothly and was perceived to be more effective than other funding streams, in which funders may not be as familiar with the local context. It was also suggested that the fact that it was local people who were involved meant that there was a level of motivation and passion which would not be found elsewhere.

> *The people that were on the panel were engaged in their local communities and had a sense of pride that we were doing something good. A lot of the funders generally are deciding from the top down from somewhere remote, usually there's no local decision making so no opportunity to get involved at grass roots level with funding that makes a difference. As a panel we were able to do that because we knew the community.* (LRG Respondent)

> *We're all local people, we all have a heart for the community and same views about supporting the community. In the type of community we're in, it's known as a deprived area, there's a lot of organisations that parachute in and don't actually understand what the needs are of the local community. We're able to voice the opinions of the local residents.* (LRG Respondent)

For the most part, LRG interviewees stated that they either somewhat or strongly agreed that the LRG had suitable representation from groups and local organisations in the area (84 per cent). It was claimed that there was 'a broad spectrum' of people, however, it was commonly identified that there could be greater representation of particular groups (and most often those typically underrepresented; young people, BME and disabled were all mentioned) within the area that were not typically involved in community organisations.

In several instances concerns regarding the representation of the LRG related to designated communities where more than one recognised settlement existed and a perception that one particular area within their community was insufficiently represented on the LRG.

> *'I think our panel is a strange one because it was split over two separate areas. Most of the representatives were from* [one]. *It would have been good for each area to have their own panel or a more evenly split panel. There was more community spirit in* [one community]*, with* [the other community] *it's all new houses so people are coming in not get getting involved and keeping themselves to themselves* (LRG Representative)

> *'I think this was the problem, they didn't really have representation from xxx, and* [the SDP] *treats it as one community which it definitely isn't.* (LRG Representative)

3.7.2 LRG Resource Demands

Many communities underestimated the level of resource required to bring groups/individuals together to work together; some areas have historical issues that have undermined working relationships in the past, these have taken a lot of effort to address and in the most part, overcome. It is in this regard that LRG members were perhaps most grateful for the support of the SDPs, to facilitate, to provide the secretariat function, even to encourage and drive momentum in the operation of the LRGs. However, there were isolated concerns amongst some LRGs that they were insufficiently briefed by their SDP or that perhaps the SDP was insufficiently informed about the details of the programme.

On a similar basis many of the SDPs underestimated the demands of the role with many retaining a significant role and function within the operation of LRGs throughout the programme. Whilst there is a high degree of diversity from one community to the next, recognised communities with a strong voluntary/community sector have typically operated with the greatest autonomy from the SDPs. Those operating across multiple communities or with a relative lack of/embryonic voluntary/community sector have typically required more active support from SDPs.

Role of SDP Representative in the LRG

When asked about their role within the LRG, SDP representatives referred to their role as being a conduit or '*an invisible hand to help guide the LRG members if and when it was needed'.* Other LRG members described the role as facilitative in nature '*the decision-making skills are good, come from accumulated knowledge, but absolutely a need for a facilitative role, whilst there are plans in place they are not always worked out, so is about putting a little bit of pressure (nudge) on them.'*

Typically, the SDP has avoided the Chair-ship of the LRG with the identified chair sought typically a known, trusted and local representative.

3.7.3 LRG Momentum

As the programme is drawing to a close the numbers actively participating on the LRGs has fallen. This reflects the fact that the primary role for most LRGs has been the approval/rejection of grants the number of which has understandably fallen as the available resource in most areas has been expended. However, in several areas the loss of members has heightened concerns regarding the diversity/representation of the panel

> *If it wasn't coming to an end it would be my priority for getting panel members as momentum has dipped, the core of the group is older members, very linked to the history of the markets and the tradition to the area and there is a tension in the area with regen with arts and young people – there used to be representation but these have moved on…this transitional situation perhaps doesn't help that perspective.* (SDP Representative)

Towards the end, some members have resigned, this was a shame. In particular a BME LRG member moved out of the area at a stage when we were very aware that we needed to be working harder to engage with more diverse groups and those that are harder to reach. (SDP Representative)

However, when LRG representatives were asked about the momentum of their programme over the last 12 months, over half of the LRG members interviewed 26/50 (52%) stated that the momentum of the programme had increased. Several reasons were given for this; projects which had previously received funding were getting more established with additional activities being commissioned that added value and volume to these, more established activities were providing tangible evidence of investment, heightening interest and engagement in the programme and, in some instances, the money left in the last year of Fourteen was used for events and bigger projects than in the previous years.

'Because of the success of other programmes, people seem to be more supportive of Fourteen …. It's all very beneficial for the community.' (LRG Respondent)

'The public event was an event we really geared up to and going towards the final stages we had a couple of big funding applications that were coming to the point of being funded and we were deciding those for large amounts of money. We've been looking to make sure we get everything done that we wanted to.' (LRG Respondent)

For those who claimed that the momentum had decreased, the key reasons echoed those of the SDP representatives

'We're coming to an end and people are dropping off, we've lost momentum...At the start nearly everyone would attend and now we're down to just 4 or 5 members a week.' (LRG Representative)

'Within the panel, there's no doubt that the momentum has decreased a bit but I wouldn't say it's led to decreased momentum in the community generally. Some people have left the panel and lost interest so because the numbers have decreased, I suppose it's led to a bit of a loss of energy. (LRG Representative)

3.8 Monitoring and Evaluation Systems

3.8.1 Grant Database

All grant applicants for a Fourteen Grant are required to do an application form which includes a consistent suite of questions in relation to the background of the applicant organisation and an overview of what the grant funding will be used for:

- start/end date,
- activity description
- perceived added value of grant activity;
- the likelihood that the activity will continue beyond the programme
- the number, and type beneficiary likely to engage with the activity
- the likely impact of the grant on beneficiaries
- the cost of the scheme

A grant closure form has also been established which asks grantees:
- about the additional value of their work
- how (and how many) beneficiaries and volunteers were engaged in the activity
- the likelihood of the activity sustaining the programme
- the nature of beneficiaries and volunteers engaged
- any learning from delivering the grant activity that could be shared.

Across England, Wales and Scotland, the application and closure form evidence is captured at community level and then automatically populates a central Salesforce CRM database held by UKCF. Unfortunately, the gathering of data has been constrained by delays and glitches within the system that has restricted the level of content that has fed through to the central system.

A further challenge for the programme is the fact that Scotland operate using a slightly different system which provides added complications for updating the central database.

Over the last 12 months in particular there have been extensive efforts to address the gaps in the evidence base within the grantee system. These efforts are ongoing but have led to a substantial increase in the rate of completion, with key areas of evidence (number of volunteers, number of beneficiaries) typically in excess of 90% complete.

Therefore, an extensive and thorough analysis of the dataset will take place in the subsequent reporting phase in the summer of 2018 to maximise the opportunity to fully complete the database and will be included in the final report.

3.8.2 Participant Information

The guidance for the programme describes the expectation that all partners would measure the impact of the programme by ensuring that projects funded by Fourteen survey a sample size of beneficiaries over the life time of the programme, with those beneficiaries (ideally the same people at each stage) completing surveys at the beginning and end of each project.

As outlined in the methodological approach and methodological limitations section of this report, the scale of the programme (650 grants and tens of thousands of participants[9]) has made gathering participant information on Fourteen a challenge. Grantees in England, Scotland and Wales were not required to gather detailed monitoring information on the participants of their activity.

The guidance for the programme provided little in the way of definition as to what constitutes a beneficiary of Fourteen. Some grants have described residents of a community in receipt of a leaflet or who would have access to a dedicated website for their community as a beneficiary (regardless of whether they engaged with that website). Guidance provided from Spirit was distributed in June 2018 on a series of tiers of participant engagement for all Spirit programmes:

- **Engagement Level 1: Inspire** – number of people reached (e.g. followers on social media)

- **Engagement Level 2: Engage** – number of people involved in one-off or mass participation elements (e.g. festival attendees)/Number of one-off volunteers

- **Engagement Level 3: Enable** – total number of beneficiaries engaged in regular and/or intensive activity. Regular means at least six sessions over three months. More intense activity over a shorter time will also be at this level/Semi regular volunteers

- **Engagement Level 4: Empower** – Option to identify an additional group who have had sustained access to a life changing opportunity as a result of this project/Number of trained volunteers (likely to involve qualifications and/or significant time commitment)

Currently, within the existing Fourteen database, beneficiary data is measured at one level with no distinction for the nature of participation. However, the aforementioned analysis of the grantee database as part of the subsequent phase of the research will include the aim of applying a level of sophistication and insight to the nature and depth of engagement of grant beneficiaries using grant application and closure forms to inform that assessment.

In addition to the required data capture there is reference to 'informal' monitoring of grant activities in some of the reporting documentation for some communities, much of this is anecdotal in nature however there also appears to be instances where grant specific monitoring and evaluation has been applied to gather evidence on grant success.

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[9] Multiple references to beneficiaries in closure forms need disentangling to identify a more reliable estimate of participant numbers – this will be undertaken as part of the phase 4 evaluation.

4 Delivering the Fourteen Programme

Section Summary:

- Approaches to promoting the programme were heavily influenced by local community need, however the breadth and diversity of the programme was felt to have left it difficult to define in promotional materials.
- LRG representatives often referred to the importance of small 'spark' grants in community development activity
- The majority of communities have surpassed the target of securing a further 50% of resources through match funding
- In several areas, dedicated support (through a Community Builder/Coordinator type role) has provided extremely useful
- Events have proved popular in some Fourteen communities and particularly so in Scotland, as has participatory budgeting
- Social action and volunteering have remained some of the most prominent areas of activity funded through the Fourteen programme
- Grass roots sport and physical activity were most commonly referred to by LRG and SDP respondents when discussing provision that is likely to be a legacy of the Fourteen Programme
- Grant recipients most commonly referred to their activity leading to an improvement in wellbeing amongst participants and improved relationships and social interactions within the community
- When asked to identify unsuccessful activities and lessons learnt, LRG respondents most commonly referred to activities that failed to engage certain groups

4.1 Introduction

This section provides insight into the experience of delivering the Fourteen Programme with a particular focus on which activities have been most successful which least successful and perspectives as to why that may be the case.

4.2 Marketing and Promotion

Communities adopted a wide range of approaches for the marketing and promotion of Fourteen including social media (dedicated websites, web pages, twitter etc.), the local press, newsletters and leaflets (with many communities benefitting from more traditional engagement methods like leaflet dropping).

The methods and approaches that were deemed most successful in communities also varied from one community to the next. It is likely that this reflected the demographic and wider community situation. Some found social media to be successful others found more traditional methods to be most effective.

As outlined in the phase 2 report, some SDPs felt there to be a high degree of awareness amongst communities whilst others feared that the communities were simply uninterested in the programme. One or two representatives felt that interest/engagement was typically aided by expenditure on tangible/recognisable activities that could be associated with the programme and were keen to expend more substantial grants which would have a greater likelihood of building community awareness.

One of the challenges mentioned by several SDP representatives was how to attempt to define a programme of this breadth and scale '*The initial sell was quite challenging it wasn't really too clear at the start – we were finding our feet as well – trying to promote it and sell – possibly relates to the breadth and flexibility of the programme'.* Others referred to a lack of resources which constrained marketing at times

> *Timing and resource was limiting at times when trying to engage with groups. We tried our best with publicity, we put out press releases and then it's just whether the press thinks its news worthy. (*SDP*)*

Respondents to the grant closure survey were asked how they first heard of the opportunity for a grant. Figure 4.1 below illustrates that the majority came from direct links with either the Community Foundation/Spirit of 2012 or the LRG. Word of mouth also accounted for almost a quarter of respondents whilst social media or a newsletter were referred to in a minority of instances.

Figure 4.1: How did you first hear about the opportunity for a grant?
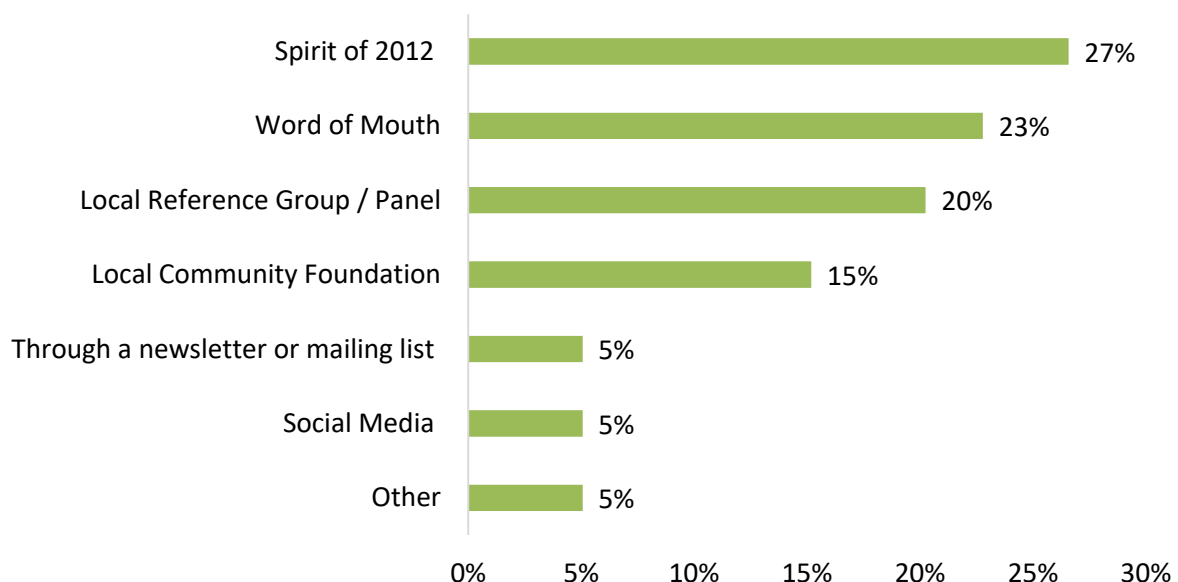

N = 79

Seventy-two per cent (36/50) of LRG respondents felt that the level of awareness of the Fourteen programme has increased over time. It was suggested by 42 per cent of interviewees that awareness had increased due to the events that had been held and 39 per cent suggested that it had just taken time for information to be disseminated to local people (see figure 4.2 below).

It's increased from the first year. More local people attend events and groups because they've heard about it through the Big Meets or just via word of mouth. We're quite a close-knit community anyway. (LRG Respondent)

Dramatically each year. In the first year we were just finding our feet but from summer of 2016, it's been dramatically improved. (LRG respondent)

Figure 4.2: Over the past 12 months, why would you say that the level of awareness of the programme in the community has increased/decreased or stayed the same?
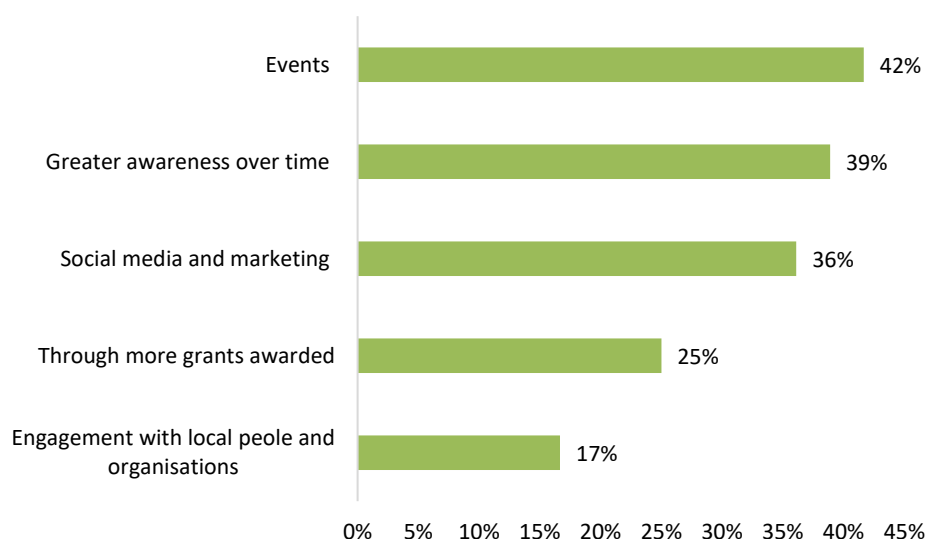
N = 79

4.3 Grant Distribution Model

Like most elements of the Fourteen Programme the approach to grant delivery has varied across communities. The most common model adopted has been a general transition as the programme has progressed in terms of grant awards, from the award of grants of a smaller scale to the award of medium and larger grants, however this is far from consistent.

Most view the smaller (often described as 'spark' grants) positively although there is some frustration in relation to the level of detail, from a monitoring perspective, required for grants of this scale, although again this was inconsistent suggesting variance in monitoring approaches from one community to the next

Microgrants were lighter touch and there was very little monitoring. A local group administered the micro grants, people who applied for that struggled, they were not used to writing grant applications. (SDP Representative)

The majority have applied a 'spark'/micro grants approach with small grants of c.£250 to individuals or groups of individuals. Larger grants (typically of around £1,000) are made available to organisations or networks of organisations, and then much larger grants are also available with some communities stating a willingness to offer up to £50,000. This also conforms with the proposed structure for grant distribution within the programme guidance for Fourteen.

As outlined within the phase 2 report, whilst the emphasis of the evaluation from an experiential basis (of the participant) has been on those engaged in grants of a larger scale, the significance of the role of small 'spark' grants has become increasingly apparent as the evaluation has progressed.

> *"The seed funding (£250 Cash for Graft awards) empowers people to do other things. There's more optimism and they get more ideas that they're keen to action, because there's a way to make things happen. There's a real snowball effect between people and activities. You can see the benefits multiplying in the community"* [LRG/Panel representative][10]

> *We can all learn from each other. This has been evident with the £250 – small grants. That's been a real lift and opportunity and hand up to get their foot in the door to becoming a coming group, being a smaller amount can actually be the best thing.* (SDP Representative)

In some areas (for example Ryhope and Hendon) a local group have taken on the role of administering the small grants which they SDPs have viewed as a successful approach to adopt.

> *"For the small grants we had the Back on the Map programme who are very experienced working with small grants and trusted* [they have had a positive effect]…b*ecause people can see the change that can be made with a small amount of money. Through small grass root groups in Hendon and exhibitions. Participants have been able to share knowledge and other influences and its been absolutely fantastic. A small amount of money has been able to go a long way. A group of parents got a grant to hire a minibus and now there are all these educational trips which have been able to happen.* (Ryhope and Hendon SDP)

In other areas, (Southmead and Harpurhey & Moston for example) respondents referred to the importance of dedicated capacity within the community which helped generate demand for grant provision and encouraged grassroots activity.

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[10] Fourteen Share and Learn report (2016)

*The community builder, having them on the ground and able to encourage grassroots activity. All of the projects we funded, one was £2,000- a tennis organisation- led by residents. The area is very deprived so being able to support in a variety of ways has made a huge difference with wide reaching benefits. – (*Manchester SDP)

Table 4.1 and 4.2 below summarise the distribution of grants by size and local community and illustrate that across the programme, almost half the grants awarded were below £1,000 whilst in some areas, this rose to 68% (Harpurhey and Moston and likely linked to the Community Builder model adopted there). Detailed analysis of the grant activity will be undertaken in the final, phase 4 report.

Table 4.1: Analysis of the distribution of grants by size and location

Fourteen Area	Under £250	£251-£1,000	£1,001-£5,000	£5,001-£10,000	Above £10,000	Grand Total
Bro Aberffraw	0	19	7	4	2	32
Islay-Jura	6	17	25	8	4	60
Mid Rhondda	0	2	9	2	3	16
Caithness	16	44	45	6	1	112
Calton	2	5	33	9	0	49
Dumbiedykes	5	8	10	1	7	31
Ruchill/Possilpark	9	40	30	5	0	84
Gorbals	11	46	24	9	0	90
Kingstanding, Birmingham	0	17	29	0	7	53
Southmead, Bristol	1	11	22	1	3	38
Harpurhey & Moston, Manchester	22	22	16	0	4	64
Ryhope & Hendon, Sunderland[11]	0	23	35	0	8	66
Grand Total	72	254	285	45	39	695

Table 4.2: Proportional analysis of the distribution (in number) of grants by size and location

Fourteen Area	Under £250	£251- £1,000	£1,001-£5,000	£5,001-£10,000	Above £10,000
Bro Aberffraw	0%	59%	22%	13%	6%
Islay-Jura	10%	28%	42%	13%	7%
Mid Rhondda	0%	13%	56%	13%	19%
Caithness	14%	39%	40%	5%	1%
Calton	4%	10%	67%	18%	0%
Dumbiedykes	16%	26%	32%	3%	23%

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[11] The Ryhope and Hendon distribution does not match that from the database however we are aware that the database does not include the small grants distributed by Back on the Map

Fourteen Area	Under £250	£251-£1,000	£1,001-£5,000	£5,001-£10,000	Above £10,000
Ruchill/Possilpark	11%	48%	36%	6%	0%
Gorbals	12%	51%	27%	10%	0%
Kingstanding, Birmingham	0%	32%	55%	0%	13%
Southmead, Bristol	3%	29%	58%	3%	8%
Harpurhey & Moston, Manchester	34%	34%	25%	0%	6%
Ryhope & Hendon, Sunderland	0%	35%	53%	0%	12%
Grand Total	10%	37%	41%	6%	6%

Case Study: Back on the Map

Situated in Hendon, Sunderland, Back on the Map is a registered charity, first established as the New Deal for Communities (NDC) Partnership in 2001 with a remit of improving health, housing, education, community safety and the environment through community development in the Hendon area.

Back on the Map now has three key aims; build a stronger community, a better place and an influencing role for local people. One way in which Back on the Map does this is through participatory budgeting and small grants. Originally funded through the NDC programme Back on the Map operated their own in house small grants scheme called Peoples Fund. Back on the Map then ran community grants for their local Community Foundation, ensuring that small organisations were supported and did not get drowned out by larger organisations. Through the Community First grants they were able to provide small grants of between £250 to £2,500 to 48 local projects over a 4-year programme in the Hendon area. Funding decisions were made by a panel of local people, each working with volunteers to put proposals forward and Back on the Map assisted new groups to become constituted groups enabling them to apply.

When this programme ended Back on the Map applied to administer the Fourteen programme Small Grants for Hendon & Ryhope. The same aim continued with Fourteen funding, tasked with allocating the small grants, special panels were set up in Hendon and Ryhope and the funding was split equally between the two wards with a focus on social action and volunteering and cultural activity and the arts.

Back on the Map, in this capacity, particularly wanted to focus on supporting grassroots volunteers in Hendon and Ryhope. An example of this can be seen in the small grant providing to a women's swimming group who were able to rent out the pool at a local school so that Bangladeshi women could learn to swim and provided the women with a support network to reduce social isolation and loneliness. The funding has enabled the ladies to address an identified need within their community and their group is now oversubscribed and has a waiting list.

Back on the Map has also secured funding for local events and sought the change residents' perceptions of disability through gardening groups and other types of activities to engage with those who are typically hard to reach.

When beneficiaries were asked if there was anything they were particularly proud of, one stated,

'All of it really because the whole process meant that you got to see people transform. People have totally changed and now people know each other from the local community. We have one group who got a small grant, they call themselves the 'Likely Lads' and it is a group of people over 70s who get together once a week to go fishing. We got an award, it's all a massive achievement.'

Back on the Map also received the Social Enterprise of the Year 2016 at the Sunderland Echo Portfolio Awards, demonstrating the recognition they have received locally for their contribution and the Fourteen funding has played a part in this. Thanks to Fourteen funding, new groups were able to develop and get support to address local needs, volunteers were supported and the communities in Hendon and Ryhope were strengthened.

Looking forward, Back on the Map are sure that they will continue to support grassroots groups and local volunteers group in a sustainable way, continuing their good work in Hendon and Ryhope.

4.3.1   Match Funding

Each of the Fourteen Communities were tasked with securing a further 50% of resources through match funding (aside from Northern Ireland communities where communities are not required to match funds). The table below summarises the match funding secured and illustrates that in the majority of communities the target of 50% match has been surpassed but that there is also some confusion as to what can and what cannot be included in the calculation of match funding leveraged into activities part funded by the programme.

Table 4.3: Estimates of Match Funding per Community[12]

| Name of Community	Overall match raised
Caithness	£210,000
Calton	£34,000 (not including money leveraged by groups)
Dumbiedykes	£37,821 (plus over £300,000 leverage)
Gorbals	Approx £168,000 from NGHA and over £220,000 in leverage by groups.
Harpurhey and Moston (Manchester)	£150,103
Islay and Jura	£66,290

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[12] Based on latest responses from the Communities to the Fourteen Community Reporting. Responses were collected at the beginning of Quarter 13 (January 2018) and based on match funding to date from previous quarters.

Name of Community	Overall match raised
Kingstanding	Over £500,000
Mid Rhondda	£83,000
Possilpark and Ruchill	Match funding £29,468 (in addition there has been £185,070 matched by the groups for total project costs
Ryhope and Hendon	£160,000
Southmead	£266,945

4.4 Applications, Appraising, and Roles

Grantee recipients were asked through the survey for the reasons as to why they sought a grant. The majority (as evidenced through figure 4.3 below) applied for a grant to enhance an existing project or grant.
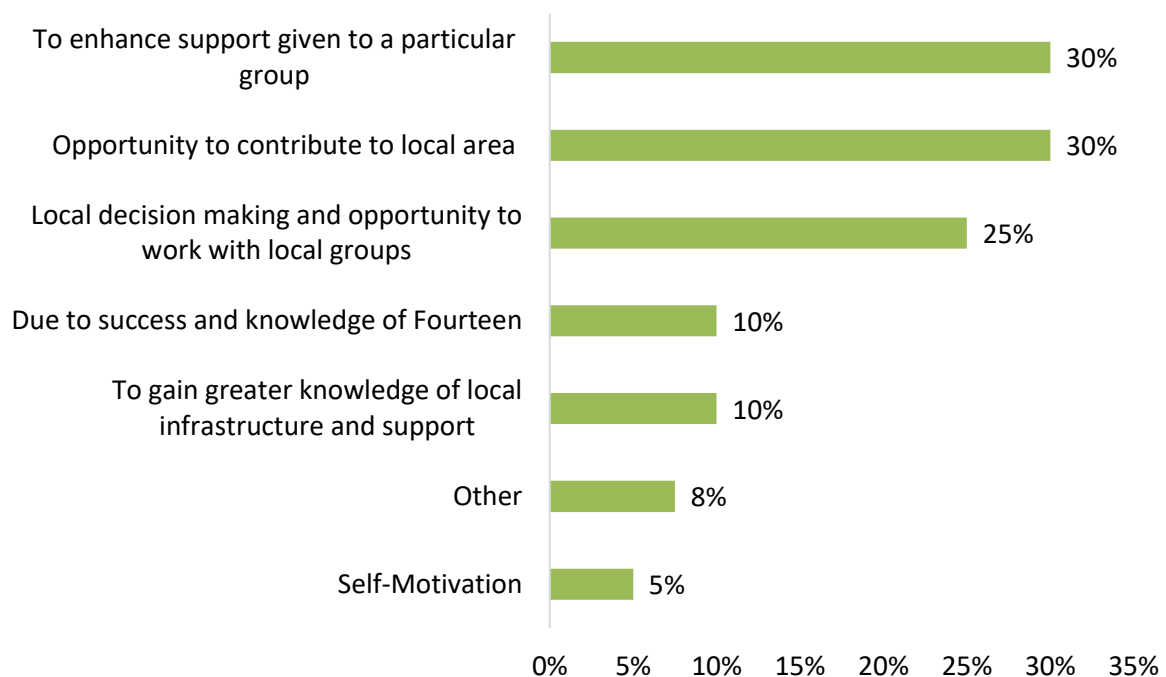
Figure 4.3: Why did you decide to apply for the grant?
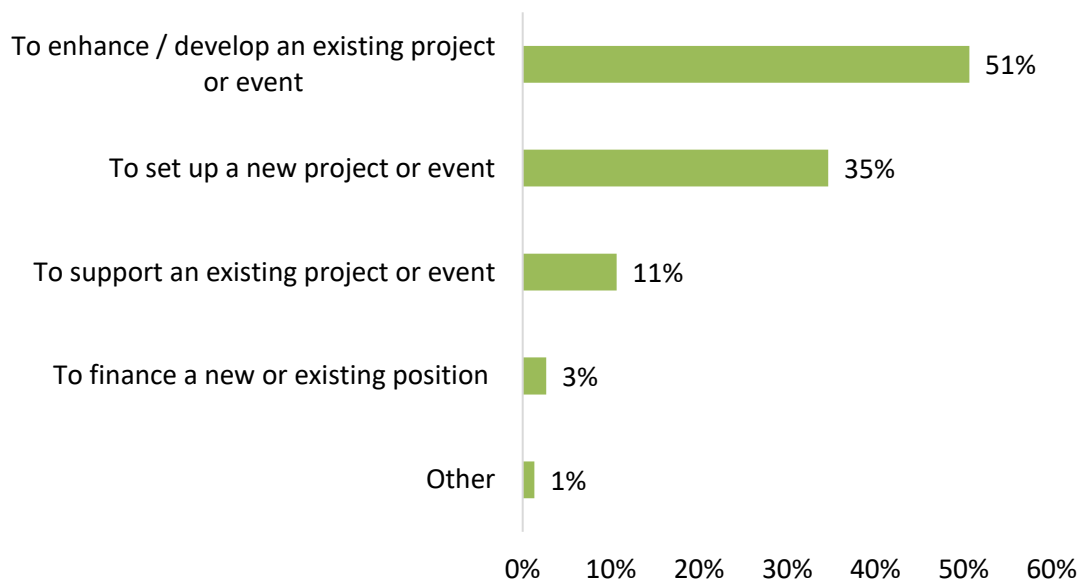
N=79

Respondents were then asked what (other than funding) had driven them to apply for a grant and figure 4.4 below illustrates the importance of the grass roots approach to the programme with over half viewing it as an opportunity to contribute to a local area or due to the opportunity to apply for funding where the decision on that application would be made locally.

Figure 4.4: Beyond funding was there anything else that drove you to apply for the grant?

To enhance support given to a particular group — 30%
Opportunity to contribute to local area — 30%
Local decision making and opportunity to work with local groups — 25%
Due to success and knowledge of Fourteen — 10%
To gain greater knowledge of local infrastructure and support — 10%
Other — 8%
Self-Motivation — 5%

N = 40

When asked whether they had any alternative options for funding almost one fifth felt they had (19%; 15/79), Big Lottery or locally specific resources (e.g. several referred to the opportunity to draw upon resources through local wind farm funding sources)

4.4.1 Advice and Guidance to potential grantees

Around half (36/70) sought support and guidance in the development of their application, primarily (61%; 22/36) this amounted to an informal discussion, whilst a quarter (25%; 9/36) had support in filling out the application form.

LRG/SDP Response

The approach to grant approval is broadly similar across communities with an initial appraisal and full assessment of application by the Community Foundation/Community Partner for the panel. The panel then review the application and the appraisal and decide whether the grant is approved, if further information/clarity is required or simply to reject the application.

Some areas have solicited activity for their community. The propensity to solicit specific activity appears somewhat dependent on the strength of the existing voluntary/community infrastructure (and capacity) within that community (with soliciting of activity less likely to happen where there is a strong existing voluntary/community infrastructure).

Of the LRG members interviewed, 92 per cent stated that, to some extent, the ability of the LRG to provide recommendations on grants improved over the duration of Fourteen. It was suggested that this was because the process has become more efficient as more knowledge and experience is obtained by the member.

> '*It was very much a learning curve for everybody but we're stronger now to debate a good funding application from where we were at the beginning.*'

The remainder felt it to be a strong approach from the outset, hence them responding that there had been no improvement in the approach.

> '*It's been fine, I've been involved in 3 rounds of applications. They take it very seriously and think carefully, it's always been good because the panel has always been led by someone from 14 so they've guided it through and let the panel think carefully about whether an application is good or not. I haven't noticed any change they've always look carefully at applications.*'
> (LRG representative)

4.4.2 Appointment/Utilisation of a Community Builder Role

In several areas, dedicated support in the form of a Community Builder/Coordinator type role has been utilised and found to be extremely useful. This model is perhaps most prominent in Harpurhey and Moston where there is a perception that the Community Builder role has facilitated the connection of residents that wouldn't otherwise been engaged in activity and has aided the connection of communities and community groups. Whilst in Southmead the volunteer coordinator (one of their 'show stopper' first year grants) has secured a further five years of funding for their role (25 hours / week) from the Big Lottery.

Also in Southmead, the combination of a Community Development Worker to support the LRG and a Community Champion Co-ordinator have been described as providing much needed resource for programme delivery, supporting the LRG and local grassroots groups in having the capacity to access Fourteen Funding under the umbrella of Southmead Development Trust.

In Ruchill Possilpark a Community Connector, funded by local government has encouraged local people to apply and engage with the process increase demand and take up for spark grants whilst in the Gorbals, the local Housing Association's Community Builder applied their skills, local knowledge and links to local partner to help build the momentum of Fourteen within the area, again boosting both demand and awareness of the Fourteen programme in the Gorbals.

<u>Case Study: Community Co-ordinator (Southmead)</u>

Before Fourteen, a community plan was drawn up in Southmead which included a door to door survey in the area carried out by volunteers. The purpose of this was to find out what residents liked about the area and what support they thought would benefit them and other residents in Southmead. During this process, it was found that there was a want and recognition to get residents more socially active.

Image: Southmead community plan illustration

With funding from Fourteen, this finding was acknowledged with the creation of the community co-ordinator role. The community co-ordinator was tasked with sustaining the motivation and enthusiasm of those who had initially been involved with the community plan research and to build on this to provide the resource to fulfil the community plan. After four months, the purpose of this role adapted, it became more focussed on community development and, embedded within the volunteer service, the community co-ordinator was directed at existing volunteer groups to ensure that groups already established were sustainable and the best they could be.

After cuts in the area, it was acknowledged that the volunteer groups already in existence needed support in a myriad of ways. In discussion of this role, it was suggested that a large proportion of these groups had not had the confidence the improve in their area, moreover were not set up adequately to recruit or receive new volunteers. In this capacity, it is understood that the volunteer groups were established in a relational and small level basis, recruiting through personal relationships within the community. The community co-ordinator therefore focussed on community building, guiding individuals on this basis. An example of this was the rugby club. The rugby club had a project to install flood lights so that they could run their schemes during the winter. The community co-ordinator guided the club through negotiations with the landlord, planning office and funder. This has made the club more sustainable for the future.

When individuals involved were asked how this role has impacted the community, it was stated that the community co-ordinator was 'passionate' and had been able to 'push agendas through' because they had understood the aims and motivations of the volunteer groups whilst articulating and assisting with the more technical elements of a project. It was also stated that this role has beneficial because it involved,

> *'Working in a way that that sustains the third-sector and grass roots groups, as well as harnessing the community in a way that resonates with them.'*

As Fourteen has progressed, this role and the nature of the work has adapted and changed to mirror the learning that has occurred in Southmead about the nature of it's volunteer groups and what they needed. The community co-ordinator, when asked about their role, stated that it had been 'personally fulfilling' as it's been,

> *'Nice to see the big community participation that has occurred, the big personalities it has included and the conversations about volunteering that have been started because of Fourteen and the community plan.'*

It is suggested that without clear funding avenues, local authority cuts and general austerity measures, the future of this role remains uncertain. However, with the clear benefits this role has created, there are clear intentions, under the umbrella of the Southmead Development Trust, to continue the community co-ordinator role.

4.4.3   Alternative Approaches to Grant Making

Alternative means to programme expenditure typically gained prominence as the programme progressed and typically reflected the growth in knowledge and understanding of the LRG. One area described it as *'initially they went for grants, but come year 3 [we] did some commissions and some participatory budgeting. If we had to do in year 1 it would only be through us forcing the issue...this change is partly learning and improving – so initially reacting to grants coming in but then when the LRG got familiar with the issues they then had the ability to recognise the issues, commissioning activity to address the issues identified'* (SDP representative). Some areas that have commissioned activities found that those commissioned to deliver activities were not as responsive or forthcoming with monitoring information and the discussion of impact arising from those activities as they would have liked.

Commissioning of Research

Commissioning of activities was particularly commonplace where communities were keen for research to assist with the programme. '*We funded a big study on disability. I think time will tell with that one. So many reports end up on the shelf, but this really tries to look at the community and the sustainability of services, people can use it in whichever way they want'*.

Events

Events have proved popular in some Fourteen communities and particularly so in Scotland. In Dumbiedykes where both the SDP representative and survey respondents on the LRG referred to the success of the fun day which provided the opportunity for residents and organisations to come together with one describing it as 'a little family vibe between organisation leads and the residents of the area'. In Ruchill Possilpark community budgeting (participatory budgeting) has gained momentum as has the Spirit Marketplace name and brand associated with this activity. Reportedly much of this was helped by the digital voting which led to over 10% of the whole community engaging with voting to select the grants (with over 1000 people voting on the proposed grant activity in one of the more recent events).

In Caithness, LRG respondents referred to various events as being successful including Thurso Midsummer Madness which generated lots of young people volunteering but particularly so for intergenerational interaction which they described as *'helping some of the most isolated and disadvantaged people in society…I don't know how else it could be done'* an event in Harpurhey and Moston has a similar intergeneration effect.

In addition, in Mid Rhondda, the Festival of Light was pinpointed as very successful by all LRG representatives of that community due to its role in bringing people from across Rhondda together *'…it was a real community event, people from all over mid Rhondda attended. Some activities were more specific within Rhondda but the Festival of Light was for the whole of Rhondda.'*

Case Study: Thurso Town Improvements Association

The Thurso Town Improvements Association (TTIA) was established in 2012, intended to raise money for improvements to the local gala. The gala had been a central and important event in Thurso since the 1970s. In its heyday it was a week long, had a long repertoire of events and provided local entertainment to be enjoyed by the community. This feeling of community and local entertainment is something that has been described by a Thurso Town Improvements Association representative as 'an important part of town culture.' This is particularly true, they claimed when you consider the remoteness of Thurso, 120 miles north of Inverness with no dual carriageways.

From its initial intention to raise funds for the gala, the Thurso Town Improvement Association, through its own ceilidh fundraising events and Fourteen funding, has grown to include the organisation of a yearly Christmas event and other seasonal events such as a 'Midsummer Madness' day in the summer.

With the assistance of Fourteen funding provided to the TTIA, have been able to fund the organisation of successful events such as Midsummer Madness. The flexibility this provided has also enabled the TTIA to engage with local groups as part of its events such as the Caithness Ladies FC and the Sea Cadets who have provided sea cadet volunteers to assist at events and provides them the opportunity to give something back to the community.

The role of young people, such as the sea cadet volunteers, have been a particularly important strength of the TTIA's work. Having moved away from the previously poplar gala and with it the 'gala queen' competition, the TTIA has assisted in the development of the youth ambassador programme that is aimed at young people between the ages of 11-15. This programme, the TTIA representative states,

Still celebrates young people, but in a more all-encompassing way. The programme really inspires young people and we now have really inspiring role models who have themselves been through the programme. One of our role models received the Queen's Award and is a Scottish Junior Champion surfer, she really inspires the young people.

When asked if the impact of this could be measured, it was stated that the proof of the effect of the youth ambassador programme can be seen in that six young people who were on the verge of leaving school, haven't and that is because the leadership prominent within the programme.

The funding provided by Fourteen enabled the TTIA to establish themselves and renew the community spirit once prominent through events such as the yearly gala. The legacy, therefore, is that these events and the ideas behind the events are being continuously built on. An example of this is the Midsummer Madness event. It was initially conceived as a one-off occurrence on one night, because of it's success and the disappointment when it was over, there has now been great support within the community to make it a yearly occasion, taking course over the whole weekend. When asked about the effect this had on the local community, it was stated that,

It can feel very isolated up here. If you lose your job, or something else happens, you can't run away from it. You have lots of people whose partners work away, a lot of contractors staying in the bnbs and hotels which don't contribute to the local infrastructure and a lot of the local shops have closed down. There has sometimes felt like a lack of heart to the place. We are trying to change that with these events.

Participatory Budgeting

Other communities have explored participatory budgeting with varying success *"done it once or twice but there was a big blow to confidence when the Participatory Budgeting event in July was cancelled, the timing wasn't great and there was unclear promotion".* In one area, participatory budgeting was discussed but it was felt that a level of anxiety and a lack of trust amongst the community may have led to issues around the perceived fairness of the model.

Across Glasgow communities, participatory budgeting has been viewed as a success, particularly in Ruchill/PossilPark and Gorbals and is likely linked to the fact that these areas were part of the Thriving Communities Programme. In Ruchill and Possilpark a £15,000 pot was made available and as part of the application process, each applicant had to commit to attending the Spirit Market Place event to showcase their project to the public by hosting their own stall. To encourage wider participation, an online digital voting platform was developed, in total over 1,000 votes were cast representing almost 10% of Ruchill/Possilpark's population. Some of those who completed the online feedback form after voting, stated that

the availability of the digital voting had made it possible for them to participate as they were unable to make the event or they struggled to leave the home due to mobility

Case Study: The Ruchill Possilpark Spirit Market Place

In June 2015, the Ruchill and Possilpark Fourteen panel members decided that to distribute funds, they wanted to hold an event in which individuals and groups who wanted to receive funding would have the opportunity to pitch their ideas on stage for the local community who would then be able to vote for the ones they liked most.

When discussing the first Spirit of Ruchill and Possilpark marketplace event with a representative, they stated,

'The event wasn't so much about the pitching as it was a way of showing the community what was on offer, giving them a chance to vote and feel they had a stake in what was going on in the area.'

As well as intending to bring the community together to decide what was needed in Ruchill and Possilpark, the event was intended to inspire residents to vote and interact and involve themselves in the community. As described by the representative, the local people would not be convinced by 'flannel,' the pitching itself gave local organisations the chance to reflect on how they came across and how they fit in with what local people needed and wanted. The event itself was organised in conjunction with assistance and discussion with Foundation Scotland and the Democratic society, designed so that the voting system was online.

In discussion with the representative, it is understood that the panel did not expect the event to be as successful as it was, leading to the reoccurrence of the event through the Fourteen programme's duration. In the first event, over 2,000 votes were made with individuals able to vote for one grant of up to £500 and another for grants of up to £2,000.

Although the voting element means that some of the projects at the event receive grants, the Market Place is also described as a platform on which groups can showcase their work to the community who may otherwise may not be aware.

When asked about the perceived impact of the Marketplace, the representative stated that there has been very positive feedback, with a surge of momentum from local people who now come back to the events time and time again to cast their vote and showcase a myriad of projects and initiatives they believe will support those in Ruchill and Possilpark.

In terms of legacy, through Scottish Government have stated that one per cent of all local government spending will now be spent through participatory budgeting by 2020. For Ruchill and Possilpark, this means that this format of allocating grants could very much continue moving forward and something the panel are currently looking at securing through other funding opportunities.

For Ruchill and Possilpark, the Marketplace has acted as a mechanism in which local residents can connect, showcase innovation and ways in which they want to support local people and engage ad local decision makers, for the representative, the Marketplace invokes pride as it is,

A unique opportunity to make decisions in a local environment which we on the panel are going to fight to hold on to.'

4.5 Delivering Activity – Key Successes

When LRG representatives were asked about the activities they had personally thought were successful, it is interesting to note that in most areas, at least two interviewees of the same community identified the same activity as being successful. This suggests that there is a level of consistency in what LRG members are viewing as successful.

Examples of consistency in feedback included:

- Calton- gardening project,
- Dumbiedykes- fun day events,
- Gorbals- football and giant chess,
- Islay and Jura- sports activities for young people,
- Kingstanding- young leadership project and community meals project,
- Rhondda- bookshop project with young people and festival of light,
- Rucill and Possilpark- fitness class,
- Southmead- the appointment of the volunteer co-ordinator

When describing successful activities, LRG representatives explained why they had this opinion. The activity has been coded by theme and is presented in Figure 4.5. In half of the LRG representatives' answers, successful activities were described as "bringing people together," whether this was through an event or through a project which encouraged socialising in the local area.

> *'The community fun days each summer have been excellent, they've brought people together, they're a real sense of fun and enjoyment and liveliness on the streets within the community. It wasn't hidden behind the walls of an organisation or community centre, it was in the streets, so it was very powerful and it created great memories.'*
> (LRG Representative)

It was also highlighted by 23 LRG representatives (46 per cent) that certain activities were successful in their area because they effectively provided targeted support, in a myriad of ways, to local people who needed them.

Figure 4.5: Which activities, in your opinion have proved particularly successful in your area? Coded by activity type
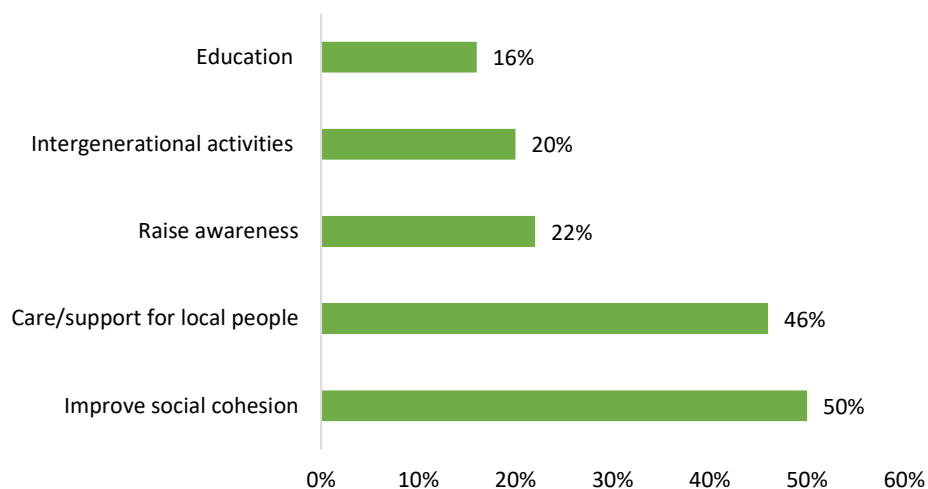
N=50

Interviewees also typically identified activities established with groups of individuals who are typically underrepresented were of the most merit. Examples of this include women only swimming groups, mental health support groups and groups targeted specially at the elderly.

> *'The community gardening project seems to be making real waves and continuing to have impact. This will give us presence outdoors, rather than just indoor events. People are having chats in the gardens, neighbours coming down and gathering together. It's great for engagement and bringing the community together. It's engaging with people who wouldn't go to the usual things like bingo or line dancing or don't have kids in clubs. It's mainly a core group of volunteers, targeted slightly at older people who can't manage their own gardens but hopefully it will benefit everyone; that other organisations will be able to work on it and people can make use of the space.'* (LRG Representative)

4.5.1 Social Action and Volunteering

Respondents were asked about activities aligned to the social action and volunteering theme which were most commonly perceived to have elicited a high degree of success. In general, as outlined earlier within this section, social action and volunteering was one of the most prominent thematic areas for activity across the programme (detailed analysis of the extent of its prominence will be considered in the Phase 4 evaluation) with example responses from several of the communities outlined below.

> *Our focus on social action has really been remarkable, there are so many people engaged now in a way that there never were previously. The Christmas community meals are a really good example of that. The local GP surgery is even funding it now so that we do a monthly community meal and people bring old clothes and come and help out. It's really had such a positive effect on the area.* (Kingstanding Representative)

Social action and volunteering has been our key – being able to include so many people- they've been able to support each other and come together. (Manchester Representative)

Befriending Caithness – the panel here felt that the age parameters of 60 + (which is the typical befriending model) should be widened – came back with a proposal and costings and its been the biggest success, some quotes are available, its been huge and a huge impact on their lives, hugely improved their wellbeing – examples of people being stuck in for 6 years in…and getting them on the verge of going outside. (Caithness Representative)

Case Study: Befriending Caithness

The aim of the Befriending Caithness Voluntary group is to reduce loneliness and social isolation, providing each individual referred to them with a volunteer befriender, with which they meet once a week to participate in an activity together. In the first instance, the Befriending Caithness Volunteer Group ran a befriending service for Caithness residents over the age of 60.

Whilst running an aged 60 and above befriending group in Caithness with Big Lottery funding, the Befriending Caithness voluntary group began receiving self-referrals from individuals between the ages of 40 to 60 looking to receive support. A representative from Befriending Caithness stated,

'We were shocked when the referrals came in. I'm not sure if people had tried to go to other agencies but I think they came to us because we are open minded about what we can do. We see human beings, some of which are dealing with dreadful loneliness, complex needs and some of them are only in their 40s. We draw people out, we support them with their social lives, goals and other things they might want to talk through. '

With the assistance of Fourteen funding, Befriending Caithness were able to set up an aged 40 to 60 group, enabling those who had previously been unable to access support. When asked what the impact of this has been, Befriending Caithness representatives explained that they were filling a gap which, till this point, had remained largely hidden within the community. The aged 40 to 60 group, after seven months has already hit its target and has a waiting list.

Currently Befriending Caithness has 70 regular volunteers. This is the result of changing the local community's perspectives on volunteering through their volunteer drives and continued dissemination through word of mouth. In some cases, individuals who initially came to Befriending Caithness as befriendees are now in positions in which they want to give back and have become befrienders.

Looking forward, Befriending Caithness have received funding with which they can continue to support individuals for the next two years. Representatives hope that from this, participants will also create their own support networks, instigated through lunches and events that Befriending Caithness have set up. Overall, when asked which elements they were particularly proud of, it was put forward that friending Caithness is important in the area because 'people will remember, and people will remember the self-worth they have gained.'

In Calton, two of the four interviewees who responded to the LRG survey identified the Gardening project as being particularly successful as it included clean up days and allowed young families and the elderly to utilise their outdoor space more, thereby suggesting inter-generational benefits arising from the activity.

> *The gardening project means that these streets are being cleaned up and these are our streets so making them look nicer means that we feel better too, it affects the wellbeing of a lot of people.*

Volunteering

When LRG representatives were asked how they had promoted social action and volunteering, 44 (88 per cent) described how Fourteen provided them with a chance to publicise and or resource volunteering opportunities in the local area through a range of projects, events and organisations. This, 25 representatives claimed, encouraged and enabled more people to volunteer locally. Fourteen has been described in this instance, as a '*catalyst*' for volunteering, as it empowered and assisted local groups to provide and promote opportunities.

The importance of volunteering within Fourteen was also highlighted by the majority of LRG members as something that they would be able to utilise in the future. In Southmead for example, whilst interviewees identified different activities and projects as the most successful, they all articulated that it was the positive impact with volunteers that had made each of these activities successful, heavily influenced by the appointment of a Volunteer Coordinator in the early stages of programme delivery. Elsewhere, in many cases, it was suggested that through projects and events, individuals who would typically not volunteer became enthused and were now regularly volunteering.

We encouraged more volunteering with a twist. We offered training alongside and managed to increase the skill set with many who participated. it helped maintain the participation, it was a way of upskilling people and ensuring active participation within a wider curriculum of programmes…. We've built a volunteer base to attract additional funding and have improved exponentially. (LRG Respondent)

I think it [volunteering] acted as a catalyst in getting the local residents association up and running. Since the Spirit panel has been going the association has become a pretty strong aspect within the programme, lots of exciting things going on like talking about parking problems here and general maintenance and general community wellbeing. It's volunteer run. (LRG Respondent)

Case Study: Libertus Services (Dumbiedykes)

Libertus Services is a charity established in 1999 and based in Edinburgh focused on supporting people to live independently. The charity provides a range of services that are responsive and reflective of local need. When asked about the aims and motivations of the charity, a representative stated that Positive Futures, the programme awarded funding through Fourteen, was about creating opportunities for individuals over the age of 50 to get involved in activities such as crafts, gardening and walking in order to get people out and about and involved in the local community whilst also sharing knowledge and skills. The representative stated,

'The core of it is to stop people from lying dormant to reduce social isolation.'

In the initial instance, Libertus Services was set up as art of a day care centre in Gracemount as way of alleviating care responsibilities. The charity then received a Big Lottery grant in order to provide support for individuals who were more independent, to utilise community assets such as local community centres and to encourage engagement within local communities, ultimately leading to the alleviation of isolation. Fourteen has enabled Libertus Service to provide this same service, but on a wider scale, concentrating in this instance on Dumbiedykes.

The grass roots and community-led nature of this process, the representative stated, is their *'guiding principle.'* The process begins with the community manager forging relationships in the local area with individuals form the local area through local services by asking them what they would like to have access to in the area. From this, specific groups are formed, of people with similar interests and they can move forward with particular activities. The representative stated,

'if you just put activities on then people won't come, but if you go out and get buy in, you get people more interested in what you are doing. What we tend to notice is, if people are around for a significant amount of time, they make connections within the group; it becomes a community within a community. It is a much more profound way of working.'

Indeed, the initial engagement with individuals is here perceived at a crucial element to this service. It is suggested by the representative that after initial discussions, individuals will become engaged with a particula or multiple groups, and even in some instances start running a group themselves. One instance is described where the community manager met someone in the street, described what they were doing with Libertus Services and that person has ended up running a particular group for eight years. In this instance, the representative states, Libertus gave that individual a platform from which they could share skills and continue with an activity they enjoyed.

The effective grass roots work carried out by Libertus, the representative states can be understood as a conduit, connecting individuals with similar interests within a community. This helps of those over 50 and also links up individuals from similar cultures to alleviate social isolation.

Looking forward, it is understood that innovation for Libertus is keep the services they have and to carry on expanding the areas in which their good work affects, establishing partnerships with NHS community link workers and providing more services within sheltered housing.

Case Study: New Heights Warren Farm Community Project (Kingstanding)

New Heights is a charity based in Kingstanding, Birmingham that was established in 2007. New Heights have received a number of grants through the Fourteen programme, to establish and continue the positive and inclusive work they carry out in the area. Two particularly successful grant were the Community meals project and the funding of a volunteer co-ordinator role at the organisation.

In the first year of Fourteen, a large grant was awarded to New Heights to employ a volunteer co-ordinator for 15 hours a week. As part of this role, the co-ordinator was responsible for revising and compiling a handbook, with links to all partners and outlining all services available as well as identifying and recruiting volunteers. When the representative was asked about this, they stated,

'The recruitment drive was amazing. Before we had a volunteer co-ordinator the volunteer group had been static, whereas now, we have just had a volunteer celebration event and had over 200 certificates to print out. [Volunteer co-ordinator] brought this together, establishing links between people and partners.'

Since then, the volunteer co-ordinator role has received further funding to continue their positive and effective work for the next three years on a 25 hour a week contract. Through this work, other projects under the umbrella have managed to thrive, such as the tai chi group, a domestic abuse counselling service and a community café.

Another effective and positive project funded through Fourteen and under the umbrella of New Heights is the community meals project. This project is understood as a wide-reaching success, the idea initially conceived by a group of volunteers as a Christmas meal for individuals in need in Kingstanding. In the initial instance, volunteers attempted to fund the event themselves, a representative stated,

'Their energy was spent shaking tins and holding raffles, but then after we received the £400 grant from Fourteen, their energies could be spent on planning and organising the event. They made connections with the local fire service, found two guitarists so there could be live music and they got in touch with local charities who donated presents.'

At this first community meal, 75 individuals were provided with a Christmas meal. The meal was described as bringing people together, with residents bringing other residents who were typically housebound or hard to reach.

After the first event, the team of volunteers, the New Heights representative described, were so impressed with the positive effect the meal had that they decided to continue their work, organising a community meal for every third Sunday, with special dinners on festive occasions such as Easter and Christmas.

The Community meals project has been widely heralded as an impressive and sustainable model of social prescribing that has occurred through Fourteen. Since the first meal, the funding of the meals has been continued through the local GP Surgery as they could see how the meals would contribute to the area and relieve social isolation and loneliness. There is now a team of 18 volunteers who organise the meals.

4.5.2 Grass roots sport and physical activity

With regards to grass roots sport and physical activity SDP and LRG respondents most commonly (31 respondents, 62 per cent) referred to these activities when discussing provision that is a legacy of Fourteen, most likely of lasting beyond the Fourteen programme.

Sports activity has been prominent amongst the younger groups with examples of surf clubs and boxing clubs referenced as key successes from the programme. In Islay and Jura for example, all interviewees identified that sports groups targeting young people on the islands were particularly successful.

Sports is very important and most of the panel took that view especially for the youth of the island, we have to encourage them to get involved in sport and we didn't have these opportunities before to the same extent. There was the youth club we funded which provides musical activities which was very important for the youth to develop their skills and improve social interaction. (LRG Respondent)

In the Gorbals, the sports and chess projects were highlighted as likely successes in supporting disadvantaged young people in the area. It was also suggested that these projects benefited from the participatory budgeting approach that has been used by Scottish community areas, referred to her by one interviewee as 'Dragon's Den' in nature.

In other communities, there has been a similar emphasis

There's two strong partners that we've funded a couple of times. One is a youth organisation and another is a basketball organisation and they've been very successful with the amount of people participating. For instance, the play ranger scheme run by Canon Gate Youth which operates in the local park on Friday afternoon offers free play, structured play with play rangers. The feedback that we've heard is that parents said many of the kids would not have been allowed out to play without that scheme so that's really encouraging and has broken down barriers between neighbours because they're all together in the park on a Friday afternoon. This area is diverse ethnically so it's also breaking down barriers in that respect and has built relationships across cultural differences which has been excellent. (LRG Respondent)

Grass roots sport has also proven to be particularly effective for groups for whom these activities would not typically be accessible due to cost or other barriers such as location or audience.

'We've funded the fishing club, football club and cricket club to help train volunteers to be coaches. It's allowing people to access these services when they potentially didn't have any spare income to spend on sport or leisure activities before, it provides physical activity for them at a low cost.' (LRG Respondent)

'We identified a target group to be Bangladeshi women as they were not able to engage in other activities. A group of Asian women were able to hire a pool to go swimming and learn to swim. It was great, they needed to hire the whole swimming people, and other people really understood why it was necessary to go to that length. The group actually became oversubscribed.' (LRG Respondent)

Case Study: Cambrian Lakeside Strive and Thrive Project

The Cambrian Village Trust's project Strive and Thrive received Fourteen funding to establish their new and innovative healthy living and sports programme for residents in Mid Rhondda, Wales. The programme sought to offer an inclusive programme for residents that would not previously have accessed mainstream sports provision whilst also signposting participants to existing sports programmes and encouraging self help and group activities.

Image: Strive and Thrive football club

When asked about the initial rationale for the project, a representative stated that the lake on which they reside is beautiful, however, it is very remote. They stated,

'The residents need support up here. The initial bid was based on the fact that people here need some motivation to engage locally to reduce social isolation.'

The Strive and Thrive project has three stages of intervention, which encompasses getting people out of their comfort zone, disseminating knowledge on healthy eating and lifestyles and enabling groups to be self-sufficient once the since week programme is over. This has enabled groups to continue participating in sporting activities after their participation in Strive and Thrive. A clear example of this being the over 50s men's cycling group 'pedal power' who have continued to complete a fundraised bike ride on world mental health day after they completed the programme.

Image: Strive and Thrive kayaking club

Strive and Thrive seeks to engage with a wide range of groups such as men over 50s and young women between the ages of 18-24 and encourages them to engage with a wide range of sporting activities such as canoeing, football, Nordic walking and accessible cycling. This has positively affected participants well-being. When asked if the programme had helped them to feel less socially isolated improve their wellbeing, participants stated,

'Yes it's made me feel 150% better. I've made new friends, something to get up for"

'This project is the best thing I've ever done, it gets me out of the house and has given me the confidence to go out by myself, as well as to try things I'm not confident in. I loved the Nordic walking really didn't think I would, I enjoyed the walking rugby and Athletics and the cycling was awesome'

'I didn't know what I was letting myself in for, I thought about getting up and leaving, at times I had tears in my eyes because I didn't want to be there. I am so glad I stayed they're stuck with me know. I loved the ice bike on the pedal power sponsored bike ride'

Without Fourteen, it is thought that this project would have either not gone ahead, or looked very different in its outcomes as the funding enabled a fulltime role to oversee the project. This suggests that the support provided would not have been so specialised and the building, in which the project resides would have been demolished.

In terms of legacy, it is suggested by the Strive and Thrive representative that this particular project is beneficial because it provides individuals with the tools to help themselves and others around them. This, in itself provides the legacy of sustainable wellbeing for participants. In a more structural capacity, the Strive and Thrive project hopes to extend beyond Mid Rhondda so that others can participate and benefit.

4.5.3 Cultural activity and the arts

The aim of promoting cultural activity and arts was widely interpreted by LRG members, providing an extensive range of activities, groups and events which included performances such as Southmead's Meadows to Meaders, remembrance sessions using art and music in Creggan, the commissioning of an operatic society in Harpurhey and Moston and a commissioned sculpture in Dumbiedykes. When describing the promotion of cultural activity and arts, 35 of the 44 LRG representatives to respond to this question (80 per cent) described said activities as a medium for social cohesion and greater community engagement. This suggests that cultural activity and the arts, whilst important in their own right, can also successfully bring communities together.

> *'With the memory groups, we do a lot of art work and reminiscence work…*
> *The groups include musical therapies, so we'd have someone come in to*
> *play music, a lot of reminiscence and arts and crafts as well.'* (LRG
> Representative)

'There is an art project; a sculpture has been commissioned for the community, within the fun days there has always been diverse culture and music bands. The group have been good at translating posters into Arabic to attract diverse cultures, there have been arts projects for children and we have run a project to provide free music lessons in schools.' (LRG Representative)

'That's been a real success, Meadows to Meaders with Bristol Old Vic in particular. People across a range of ages worked together to put on this event which is continuing and has brought a real sense of fun and is talked about a lot. There have been some other projects, particularly with Bristol Old Vic who are really interested in running more projects in Southmead in the future.' (LRG Representative)

It is also interesting to note that in many cases, cultural activity and the arts projects have incorporated the rejuvenation or development of a particular part of the community or a particular building. This suggests that in some cases, the legacy of Fourteen has been articulated through breathing life into previously derelict areas of the community.

In a part of Calton there's a very derelict area called The Barrers, markets were held there 20 years ago which were fantastic but they're not so great now and that needed an injection of money. One of the comity members was part of this art group in the Barrers so he got funding for projects within this artist community. (LRG Respondent)

Case Study Bro Aberffraw Art Trail

In 2015, the Bro Aberffraw Art Trail was envisaged by a local resident who had noticed that there were a considerable number of artists in the area and a need for greater social cohesiveness between the different villages. From the beginning, it was acknowledged that this was a difficult task, with each village being different, the volunteers have had to carefully plan how the art trail would work and how best to engage with a wide range of people.

So far, 500 canvasses have been created in Bro Aberffraw. The canvases have been created by local children and residents through local artists and tutors engaging with local schools and clubs through 14 workshops. This approach, the art trail co-ordinators hope, will encourage local people to become more active in local events. A representative stated,

'We hope it will get people away from their televisions and encourage their creativity. We have made attending the art making workshops as accessible as possible; workshops have been available in the morning, in the afternoon or in the evening.'

Once complete, the art is to be mounted on notice boards in each of the villages in the Bro Aberffraw area. The process has included applying for planning permission and acting as an agent for the community council to enable a 50 per cent discount. This has provided the co-ordinators knowledge which they hope to use with following projects in the future.

The art trail itself goes beyond the art work, completed by local children. When finished, it is thought it will include ordinance survey sketch maps, local history and footpath trails and be published as a booklet to help local tourism.

Whilst the boards are not currently complete, those that have been completed are said to have impressed and made an impact on the local community, with many people offering help maintain the boards in the future. When asked about the impact of Fourteen funding on this project, it was stated that the art trail would have been 'impossible without it,' and has enabled villages in Bro Aberffraw to work together to create art, enhance local tourism to the area and produce a legacy in the form of the boards.

4.5.4 Youth Leadership and Personal Development

Encouraging Youth leadership and involvement in the Fourteen programme has brought some success, albeit not without challenges with the pursuit of a youth panel in some locations proving to be limited it their ability to engage sufficient numbers of young people over a sustained period. In addition, when LRG members were asked about this thematic area, most commonly, activities were tied in to other outcome areas illustrating the extent of interactivity between one outcome and another.

Case Study: The Factory Youth Zone (Harpurhey and Moston)

The Factory Youth Zone Learn to Lead programme aims to have six cohorts of ten young people, participating in four weeks of leadership training alongside the social campaign Uprising, which is then followed by six weeks volunteer training at The Factory Youth Zone. The aim, with this project, is to promote social action and disability awareness. This project succeeds a previous programme at The Factory Youth Zone called Young Leaders, which was a seven week scheme in leadership. Learn to Learn, has built upon the successes of Young Leaders by incorporating work experience placements at organisations such as North Manchester FM; writing blogs and conducting surveys to enhance understanding of local issues and perceptions of disability.

As part of its process, the Learn to Lead Programme follows an evaluation wheel, aiming to improve young people's independence, social skills, physical and emotional well-being and to learn specific skills.

The programme has benefitted the local community by providing a rewarding opportunity for young people to experience leadership, for example by working as volunteers in the Youth Zone. This has helped to embed ownership of the Youth Zone by the Young Leaders and widened their scope to experience new situations and learn skills such as effective communication and problem solving through the tasks they have undertaken. It has also provided a different way for some young people to access the provision, who may have outgrown the sessions but still want to be part of the offer.

A key example how the Learn to Lead programme has had an impact on the local community is through is through a disability social action campaign in conjunction with the national football museum. There a wide variety of events the youth leaders have been involved in. They have delivered workshops on refugees, conducted a smart futures (work related learning) project, volunteered to learn sign language to sign language events, completed bespoke specialist autism training, volunteered at the rebuilding bikes community festival, helped out at the international women's day event and a wide range if fundraising activities important for the local community.

Looking forward, The Factory Youth Zone's Learn to Lead Programme has secured funding until April 2018. Due to its obvious impact on the young people, the opportunities it has provided and the impact it has had on others in the local community, the Youth Factory has agreed to continue it's funding so that it's legacy can continue and it can provide other young people with the same opportunities.

We had volunteers primarily made up of young people to help organise and run events. They all had introductions to the events and health and safety training which was all funded by Fourteen. They now take on a leadership role within our youth club, they've formed their own community and organise their own activities and events. (LRG Representative)

The Youth Enquiry provided the opportunity to then shape a new Fourteen supported Youth Worker post within the Third Sector Interface (TSI). This single event led to a systemic change around support infrastructure in the community for young people (Islay and Jura SDP).

400 young people have engaged in the Youth Project. This has included open access, street-based sessions, sport and leisure activities and attending the Neighbourhood Forum meetings. Strong relationships have been built with all 3 main Secondary Schools for the area. Three years further funding (£45,000) has been secured to continue the work and Creative Youth Network has been funded to work in Southmead for Four Years due to the efforts of the Youth Project (Southmead SDP)

Case Study: Blue Watch

Blue Watch Youth Centre is a registered charity based in Ryhope Sunderland. The centre is a space in which young people are offered opportunities to take part in a wide range of activities and clubs, catering and supporting for all young people, regardless of ability and need requirement.

The recession has hit the youth centre and the area as a whole, with reductions in funding for young people. This has meant that the centre has increasingly relied on volunteers and a small team of dedicated sessional youth workers employed at Blue Watch to support local young people.

When asked about the Fourteen funding a Blue Watch representative said that before they received the funding,

We had been receiving smaller amounts of funding, so the worries always played on my mind if we would be able to keep the centre open. There are some affluent areas, but we have serious pockets of poverty, it's just the case that some people have opportunities and others don't. We just want to do the best we can by our young people.

The Fourteen funding allowed Blue Watch to pilot a scheme to support young people with autism and dyslexia which has been a huge success. Through projects such as this and Blue Watch's prominence in the community, there has been an increase in volunteering at the centre. The success of Blue Watch and similar projects is what Blue Watch describe as a 'shared sense of responsibility and achievement' as local organisations, counsellors and the Community Foundation all work together.

This ethos of working together extends from the work Blue Watch do to the young people they support. Blue Watch support young people to become peer mentors, providing opportunities for volunteering, which in turn, impacts positively on the local community. An example of this is the community fun days held at the Youth Centre where grandparents, parents and children and young people on free school meals enjoy a free day out supported by funding from local ward councillors.

Blue Watch is described by its representative as having positive relationships in the community. They said,

'We have great relationships with the police, the local officers come along when the youth clubs and our targeted services are on to chat to the young people. The young people get an opportunity to tell them what they are concerned about and how they think the area can be improved. The officers are really interested in what they have to say. It's in this way you can see that our community does genuinely work together.'

When asked about the Fourteen Funding's legacy for the Blue Watch Youth Centre, it was highlighted that this funding has enabled Blue Watch to maintain their current capacity and 'keep them going'. The key concern the youth centre has, it was said, is to continue after this round of Fourteen funding.

'We have the right people in the right jobs, I am confident that if continued funding was not an issue, we could carry on doing tremendous work.'

It was highlighted by Blue Watch that it was the flexibility of Fourteen funding which was so important for them. It was described that other funding avenues have made them 'try to re-invent the wheel' but Fourteen funding has reiterated to them that 'Blue Watch principles work' and that support and acceptance has been invaluable.

Case Study: Youth Enquire (Islay and Jura)

In the initial stages of the Fourteen programme, the local reference group distributing funds in Islay and Jura agreed that they would like to engage young people in the local decision-making process, so that they could feel more social connected with the area whilst developing skills and gaining experience. The outcome of this was the Islay and Jura Youth Enquiry Panel. The panel consisted of 95 young people from the local school, 2 local youth workers and, to lead the enquiry, a group of fifteen young people were recruited.

The youth enquiry ran for three days in 2015 and, with the assistance of Space Unltd, provided a space in which thoughtful conversations about the area and youth service infrastructure occurred. In these conversations, it was identified that young people thought there was a lack of mentoring available for them and that there were very few activities accessible for them outside of school. From this, a part-time youth worker, hosted by the Third Sector Interface, was funded within the school and a follow up enquiry was arranged for 2016 to ensure greater support and guidance was provided.

When a representative was asked about this process, it was stated that the enquiry 'was a valuable learning experience for adults and young people, it was about generating ideas but more importantly it became about getting them engaged in their local community.' The enquiry was described as unique as it instigated the young people having to think emotionally and empathetically about a wide range of issues, in particular disability and encouraged them to actively participate with other services in the community. One example this six young people who took an idea they had voiced in the enquiry to learn sign language and have now started volunteering with a local support service, utilising this skill.

This Fourteen funded project has enabled young people in Islay and Jura to gain a greater understanding of who makes up the community, and continue to be involved in social entrepreneurial type schemes, conceptualised and signposted within the youth enquiry, for example   the Build your Bike scheme, which was enabled through further Fourteen funding, in which over three day, young people were taught how to build their own bikes which has also provided them with transport on the island.

4.5.5 Addressing Perceptions of Disability

Whilst in some areas, such as Ryhope and Hendon, Islay and Jura and Southmead, LRG members were able to identify key projects in which disability and perceptions of disability were a central focus, other communities suggested that this element was one that they had particularly struggled to focus on. In some instances, it was suggested that they did not have many applications come in which focussed on disability whereas others stated that this just hadn't been a strict focus of theirs.

> *We funded Sunderland's Peoples First and the reason we did was because we wanted to really promote the awareness of issues affecting disabled people. It was a very targeted and specific project and we needed a project like that. They gave us an overview of the amount of people engaging in it, where they engaged and a couple of disabled people also helped deliver the presentation which was really powerful because it wasn't coming from able bodied people so it showed us the real impact it was having.* (LRG Respondent)

> *Jura is very rugged with little disabled access so we have secured some funding to build a wheelchair accessible path around the coastline.* (LRG Respondent)

However elsewhere the following response typified the experience in each the communities, *up until now we haven't really had an application for this section, we've not done much along these lines but we're currently organising a series of workshops and culminating it in a presentation show type thing which will involve people with disabilities, the actors involved will be disabled people.* (LRG Representative)

4.6 Impact

4.6.1 Perceived Impact on the LRG and its Representatives

Consistent with previous phases of the evaluation, LRG respondents were very positive of the impact of the Fourteen programme on the LRG groups. The vast majority agreed either strongly or to an extent (43 per cent and 32 per cent respectively) that the ability of the LRG improved over the duration of the Fourteen programme. It was suggested that this was because going through the motions of awarding a grant and receiving feedback helped them to consolidate knowledge on how best to oversee this process.

> *'Absolutely, for example, my organisation was a grant recipient. We developed a community development programme and made people think about communities. I can't think of one grant who applied for something they were already doing, there were so many new approaches.'*

Of the 50 interviewees, 49 felt that working relationships amongst those involved in the LRG had strengthened during the programme (see Figure 4.6 below). It was suggested that as individuals became better acquainted, communication and information sharing was better, resulting in better working relationships.

> *'In the beginning, not everybody's voices were heard but we got better at listening to each other, especially if people were raising concerns. The discussions got much better.'* (LRG Representative)

> *'We have a great working relationship and it's really welcoming. We always seemed to come to a very similar conclusion and we didn't really disagree because of the wealth of knowledge in the group and the fact that we had a good understanding of the groups who were asking for the funding and what they were delivering.'* (LRG Representative)

Figure 4.6: To what extent do you agree that the working relationships amongst those involved in the LRG/Panel strengthened over the duration of the programme?
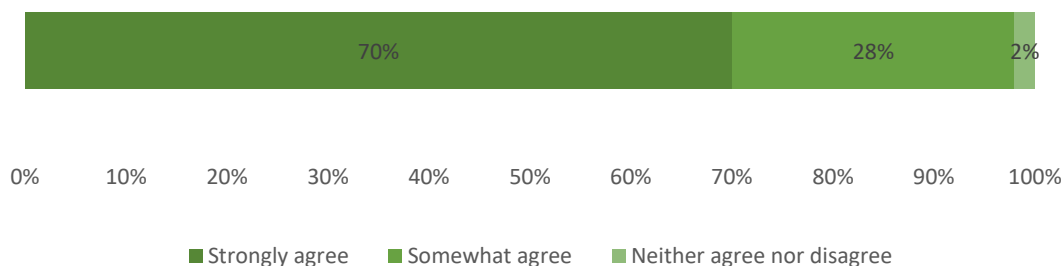
4.6.2 Grantee Perceptions of Impact

Grantee perceptions on impact were gathered through the online grant recipient survey (further information on the approach adopted is described in Section 2). Grantees were equally positive about the success and impact of their activities. Where grantees were seeking to overcome a particular challenge with the support of the Fourteen grant only 5% (3/58) of respondents felt they may have achieved this without the provision of Fourteen Grant. Furthermore, when asked to rate the extent of service delivery enhancement arising from their activity out of five, 84% of respondents strongly agreed (either four or five out of five) that their grant activity enhanced services within their community whilst 78% strongly agreed that the grant aid had enhanced their own organisation's ability to deliver services.

Figure 4.7: To what extent do you agree or disagree (with 1 being strongly disagree and 5 being strongly agree) that the Fourteen grant enhanced service delivery…

■ …in my community ■ …within my organisation
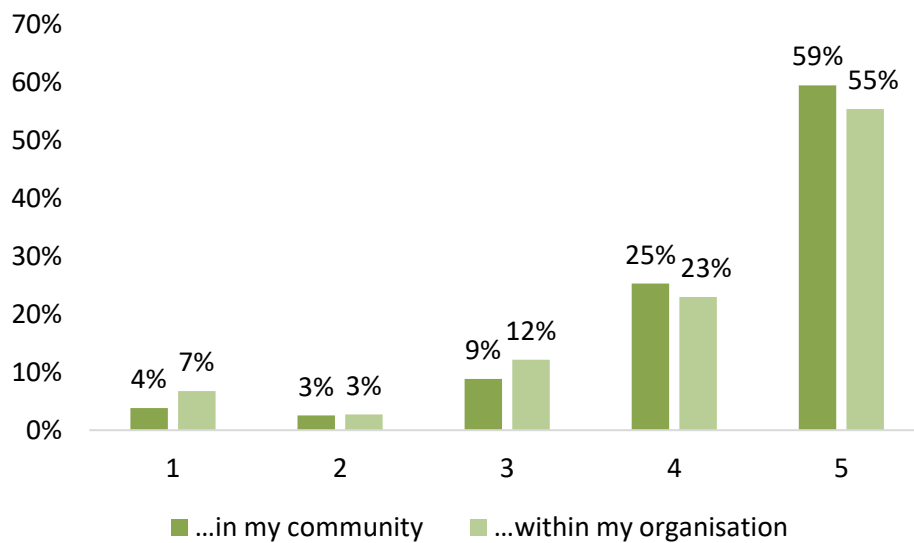
When asked to specify the nature of impact arising from their grant activity, in relation to the outcome areas of Spirit and the Fourteen programme, grant recipients most commonly referred to 'improving the wellbeing of participants' (typically referring to a self-reported increase in feelings of well-being amongst their participants); or 'improved relationships and social interactions within the community' (typically through their observations of improved relationships amongst local people as a result of their activity). Amongst those who responded to the survey, less than one fifth felt that their activity had given rise to an increase in the number of youth leaders whilst less than a quarter felt the grant activity had led to 'increased participation in arts and culture'.

Figure 4.8: In your opinion has your project….?
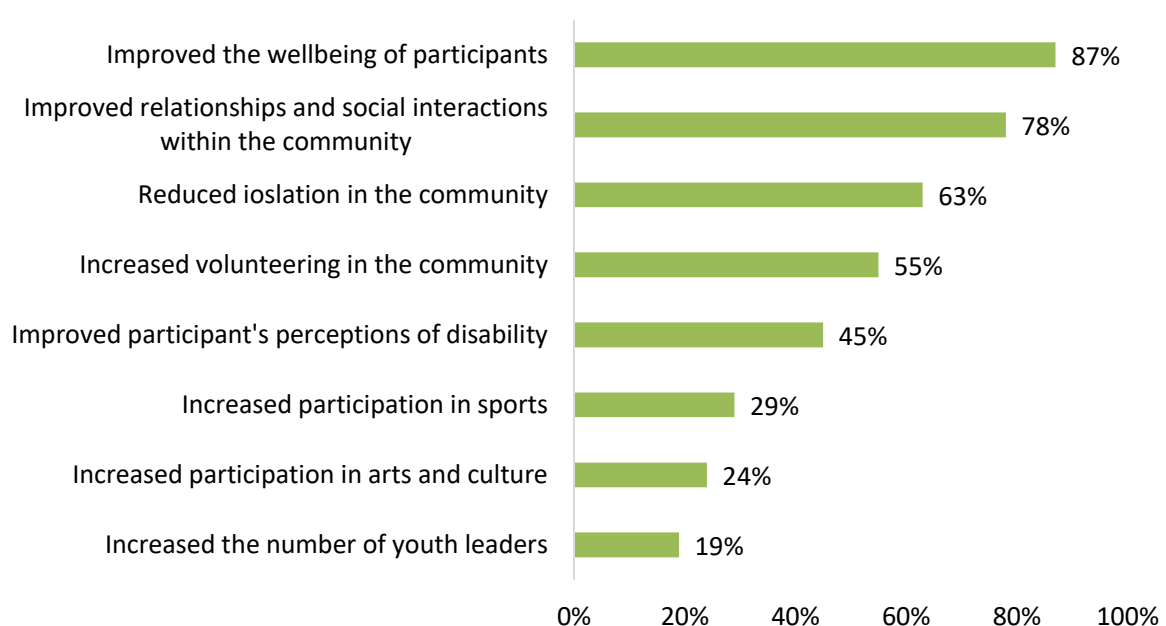
LRG members described improvements to well-being as so prominent within the activities funded it could almost be described as a cross cutting theme or golden thread through the programme

> '*Yes, one of the big well being aspects we deal with in xxx is mental health. We deal with a lot of undiagnosed and untreated mental health problems. Its a struggle to cope mentally. All the new groups and opportunities are there to get people out of the house and build networks. It builds resilience. It's really one of the biggest problems to try and get people out of the house to talk somebody. These Fourteen small grant groups have been people creating things for people, not just themselves.*'(LRG Respondent)

When asked how, if at all, Fourteen improved relationships and social interactions within their communities LRG respondents most commonly cited the events that had taken place, causing groups of people to mix together and for local people as a whole to become more active within their community. Through these events, local people were provided with greater access to activities and new opportunities, through which they made friends and shared information.

> '*I think the multi cultural event helped to improve relationships because we saw a mix of people attend.* (LRG Respondent)

> '*Yes, through the fun days and the groups we hold in the centre. More people are meeting and making new friends because they're well attended. There's usually between 200 and 400 people at each fun day and we've done three so far. The first year was probably the best because it was over the summer holiday season, so kids were off school then.*' (LRG Respondent)

> *There's been two or three one off events organised by us which have brought people and groups together from the wider community.*' (LRG Respondent)

4.6.3 Evidencing Success

Almost two thirds (63%; 49/78) of the grantees felt that their project had changed people's perception of their community and when asked what evidence they had of this, most commonly they referred to anecdotal evidence, whilst a minority referred to specific surveys/measuring of outcomes.

Figure 4.9: Where grantees felt their project had changed people's perceptions of their local area – what evidence do you have of this?
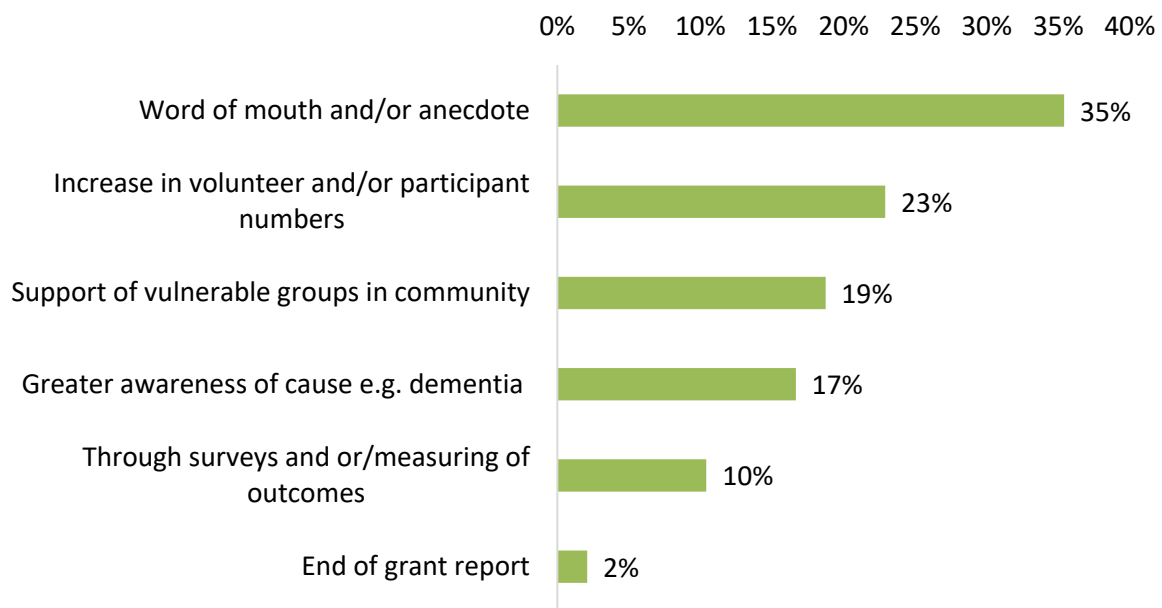
When LRG respondents were asked as to how they could evidence success, they typically spoke of personal testimonies that they had received to this effect. It was suggested that, in an ad hoc fashion, participants were openly suggesting their confidence had increased due to their participation in such activities. It was also suggested that group wellbeing was being positively affected as evidenced by a growing membership of participants in group activity.

> *It has [affected wellbeing] and we know from all of the reports we've had back from funding groups. One of the key questions asked on the report is about demonstrating this and feedback has been heart-warming, it can bring a tear to your eye because you're getting testimonies from groups and participants. The way we went about the programme meant that nobody knew who the Panel members were so we could turn up to activities and see what they were doing anonymously and observe. It wasn't part of a programme it was just to go along and see the effect and happy faces and people chatting about events for days after.* (LRG Respondent)

4.6.4 Diversification of Activities

Amongst LRG respondents, the vast majority interviewed (88%; 44/50) stated that the programme has, either completely or to an extent, led to a diversification and enhancement in community development activities in their area. It was articulated that this is because of the wide range of activities which has been able to receive funding through Fourteen

> *People are much more ready to take part in activities that they wouldn't have even looked at before. If someone's made a group of friends at one project, they will inspire and give each other confidence to go to another project. The textile project we're running for example involves felt making and most people have never done it before, having done it once they realise*

they can do it and if one person has tried it and spreads the work about being able to do it, the projects are much more likely to get increased involvement. (LRG Respondent)

We wouldn't have had a clue about what to do without the programme, we've managed to develop a wide range of activities across the area because of it. (LRG Respondent)

There's a much bigger variety of things to do now and they wouldn't have happened without Fourteen. (LRG Respondent)

4.7 Lessons Learnt / Least Successful Activities

Of the 50 LRG representatives, 33 (66 per cent) described unsuccessful activities. Where LRG members have identified unsuccessful activities, regardless of area, this has either been through a failure for those award grants to ultimately deliver on their planned activities (21 respondents, 64 per cent) or an inability to engage certain groups (13 respondents, 26 per cent), perhaps being overly ambitious in what could be achieved and then through engagement, having a sense of realisation on the challenges associated with community development activity.

*We tried to get a youth panel together to see what they wanted to spend the money on but it all fell through because the younger ones weren't really interested. I think they really just lost interest or they moved onto other things. (*LRG Respondent)

We've had money returned to us a couple of times because of difficulties in organisations or them recognising that they're not going to be able to do it. (LRG Respondent)

Thinking about why activities were unsuccessful, 27 LRG representatives were able to describe why a particular activity had not progressed as planned, citing the above reasons. The six other representatives stated that they did not know why an activity was successful because they had either not received or were awaiting feedback from that activity. Analysis of grant closure reports in phase 4 will assist in the identification of reason behind any lack of success.

5   Legacy and forward strategy

Section Summary:
- The limited timeframe for the programme severely limited the ability for the programme to secure longer term impacts that may be sustained beyond the programme.
- The legacy of the programme is seen as the activity and groups supported through Fourteen and the relationships established amongst organisations and the communities as a result of the programme.
- The vast majority (98 per cent) of LRG members would take part in a similar activity again
- LRG members were more hesitant when asked if the group would be sustained beyond the Fourteen programme, due to the need for a shared goal, incentive or funding to justify the continued operation.

5.1 Introduction

This section explores the long-term impact and legacy that interviewees perceive arising from the programme. It also explores the forward strategy in each community and the likelihood of activities associated with the LRG continuing beyond the programme.

5.2 Long term impact

When asked about long-term impact for the programme, the universal response from LRG and SDP representatives was that the limited timeframe for the programme severely limited the ability for the programme to secure longer term impacts that may be sustained after three years.

> *3 years is a very short time, had this programme running for longer the effect would have been exponential. It's a very short space of time.*

> *With the New Deal for Communities programme, there was 10 years funding and 50 million pounds, this shifted a few things on, but it's about the length of time working consistently with community- during that you can make change.*

> *For us, its been time scale. Because it's a lot of individuals and a lot of groups, you are leaving just as everyone is getting used to you and the process. We need a little bit longer. Getting the word out is a challenge in a large area like this.*

> *I think it just needs more time. The infrastructure is now in place but legacy doesn't happen in three years. It's not an overnight process.*

5.3 Legacy

The legacy of the programme is seen as being the activity and groups supported through Fourteen and the relationships that have been established and cemented as a result of the programme.

> *Everything that I've said about the partnership project shows legacy. Individuals have learnt to lead and we as an organisation are there to support existing groups. Relationships will continue and new people have got involved. I am really proud of this legacy.* (SDP Representative)

UKCF have attempted to quantify the extent of organisational relationships by asking SDP representatives to estimate the number of organisations that have been connected to each other through the Fourteen programme. table 5.1 below illustrates that in Harpurhey and Moston for example, an estimated 65 organisations are now connected to each other who were not previously whilst in most areas at least 10 organisations are now connected that wouldn't otherwise illustrating the role of the programme in strengthening the organisational infrastructure within their communities.

Table 5.1: Estimated Number of Organisations Connected by Fourteen Community

Name of Community	Number of organisations that have been connected to each other through the Fourteen programme
Harpurhey and Moston	65
Southmead	16
Islay and Jura	10
Kingstanding	35 approx
Ryhope and Hendon	45
Caithness	7
Calton	10
Possilpark and Ruchill	This is very difficult to estimate. I would estimate between 10 – 15
Community Foundation in Wales	30
Dumbiedykes	6
Gorbals	hard to estimate, likely between 5-15

Other areas have spoke of the change in ethos that the programme has brought about, developing a 'can do', collaborative, mutually supportive community as well as creating a true sense of community within the areas.

> *Again, the volunteering and social action has been remarkable. It's created more of an ethos that Kingstanding helps Kingstanding, regardless of cuts and the political situation. People are now more aware that there are groups and people they can rely on.* (SDP Representative)

I've seen a shift in attitude in terms of what they are doing, there's a real sense of achievement and fulfilment within the community, there has also been an education around the whole process, helping smaller organisations that wouldn't be too au fait with the application process etc…people are seeing that organisations are actually delivering – working together and sharing ideas. **(**SDP Representative**)**

5.3.1   Sustaining activities

In terms of sustaining on the ground activities, many community groups established or saved through the Fourteen Programme are expected to continue

There is a number of examples where a group exists now that didn't exist 2-3 yrs ago – e.g. north stoneworks festival, one guy with an idea , he got a sparks award to do some work on the idea, then applied for get set and it was a real success and now its going to be an annual event! Also a surfing club set up that hadn't been there before also a boxing club now and also a yachting club was on the verge of folding as the requirements had changed and they were no longer appropriately qualified so this funding enabled them to get those qualifications to fulfil the revised requirements (SDP Representative)

Where activities required funding to sustain them, in several areas discussions are ongoing with local authorities and other local funders where the activity aligns with key aims to facilitate the ongoing resourcing of this provision.

*Some programmes and service delivery – e.g. the Gaelic football club and quite a few others that others have bought into it perhaps not on the same scale, we have also had a couple of bids to local funders but they have been unsuccessful e.g. Comic relief and Children in Need and now pursuing Big Lottery People and Communities Programme (*SDP Representative*)*

5.3.2   Sustaining the LRG

Amongst LRG members, whilst the vast majority (98 per cent) said they would take part in this or a similar activity again, there was greater hesitancy when LRG members were asked if they could see the group being sustained after funding, primarily due to the need for a shared goal, incentive or funding to keep them going. This perhaps reflects the fact that the central role of the LRG became one of appraising and approving grant applications but also illustrates the need for a central role and purpose and a clear aversion to forming 'another talking shop'.

'We are looking to sustain ourselves, we have some Inspiring Communities money but we'll have to transition from Spirit. I'm hoping people don't think after 3 years this is the end, that we can identify what's needed going forward. Might take a couple of months using knowledge to move forwards. We know we have to get ourselves developed into a post Spirit

*group and learn quicker because we know the questions to ask which we didn't before.' (*LRG Representative)

*'I know we would like it to continue but it's difficult to say because funds aren't there now. I know people are keen to but I just don't know what's going to happen exactly.'(*LRG Representative*)*

'We sit on the panel specifically to award grants. We already know each other so that's not going to go away but we would need a purpose to continue the panel. At the moment, we award funding but when there's no funding to award, it would be difficult to find a reason to continue meeting.' (LRG Representative)

Discussed at great length within the panel because it works so well, with community resource but without money there is no reason to have the meeting. So have agreed that the panel would stay together in spirit, so if funding was sourced, we would immediately come back around the table again…but without funding they'll not come together (SDP Representative)

There is also recognition of the secretariat function and for an organisation to shoulder the administrative burden for a group's continuation

'there needs to be a more knowledgeable intermediary, you can't just engage its about being able to keep the paper work off the back of local residents. We absorbed the paperwork, financial management, reporting and monitoring. The problem is that the day the programme ends, intermediaries disappear' (SDP Representative).

Amongst SDP respondents, eight of the 12 communities confirmed in a recent report that their LRGs would be staying on in some capacity with the patterns and reasoning for their sustained activity reflecting feedback obtained through the LRG survey.

5.3.3 Legacy Models

Some communities however have either secured, or plan to develop, legacy models to sustain the LRG approach within their community.

In **Southmead**, Team Southmead has been established with the support of Southmead Development Trust as a legacy of the LRG (with a large proportion of the LRG representatives transferring on to that group). Their task is to continue to deliver the community plan in Southmead, pursuing volunteer projects in the short term and looking for funding to support them in the long term.

In **Ruchill Possilpark** a Development Trust is being set up which the Fourteen Programme is said to have been instrumental in, as without the programme they wouldn't know how or if they could work collaborative. The Trust itself will also have representatives on the Panel.

We are hoping to stay as a group, but in a different forum, through new projects that will come forward. We are currently asking Big Lottery and the Scottish office. We are asking them for grants to get a community hall for the people which will hopefully happen in the future. If something else comes up, its important that the community gets a say. (LRG Respondent)

In the **Gorbals**, New Gorbals Housing Association have secured Aspiring Communities funding which has included funding for a full-time post for a Community Budgeting Worker who is working with the LRG to test new ways of participatory budgeting. Everything will be directed through the panel, with Foundation Scotland still administering the grants but not having the same facilitative role. The LRG's role will also be to leverage in funds and work with other partners.

It's certainly running next year. The local housing association has put aside £20,000 for local projects so the panel are still going to be involved at some level depending on how the money will be spent. The housing association might have the casting vote but for at least another year and maybe a couple of seasons after that we'll still be here. We might constitute ourselves as a group and find extra funding but that takes time. (LRG Respondent)

In **Kingstanding**, Kingstanding Regeneration Trust is being used as vehicle through which small groups can be assisted with funding and are currently exploring options to retain the LRG in some format through Big Lottery funding. In **Dumbiedykes**, the Residents Association is reportedly seen as a key vehicle for future activity with the accumulated knowledge and partnership feeding into the association. The Association plans to take forward the Community Fun Days that have become a legacy from Fourteen and they are exploring opportunities to become a Development Trust. Whilst in **Creggan** the Old Library Trust is in the midst of submitting bids for future funding with the steering group planning to continue albeit with more of an emphasis on collaborative funding bids for the time being whilst resource is secured.

*There has been a natural paring of organisations and I'm sure we will continue in some form. There is nothing we would need but just a strong desire amongst the group and a shared goal. I don't know if there's a need for the panel to continue but we've all seen the benefit of cohesive working and will continue to do so. (*LRG Respondent)

In a recent report, SDP representatives were asked what they consider to be the legacy of Fourteen in their respective communities. Once again there is an emphasis on the relationships established amongst organisations and the community and a resilient, empowered community with the ability and confidence to make decisions locally. Whilst several of them referred to the key activities being sustained beyond the programme as tangible legacies of Fourteen within their areas.

6 Conclusions and Recommendations

6.1 Introduction

The Fourteen Programme represents an ambitious programme for community development activity in fourteen communities across the UK. It has brought about new working relationships, collaborations and innovations in community activity, building the capacity of the community to identify what is needed, and what works and why in their communities. The programme has helped to create new and sustain and enhance existing community infrastructure to bring about an increased level of community interactivity within each of those areas.

6.2 Programme Design

The Fourteen Programme is ambitious in its design, targeting Fourteen Communities of varying nature throughout the UK with community development activities that would connect people and communities and increased well-being amongst participants.

The programme's emphasis on community development is broad in scope, as are the outcomes associated with Spirit funding. Collectively these structures place minimal constraints on the approach and model adopted for the programme thereby provide great flexibility in the activities that could be funded. Coupled with the flexibility is the high degree of autonomy for communities to support a wealth of activities deemed necessary and appropriate for their communities and as a result, the programme's design encourages and supports grass roots community activity as a central element of the programme.

Parameters in the design and emphasis were sought through the requirement of a Community Plan and associated Vision from each community. However, the emphasis and approach to these elements varied across communities, in part reflecting the capacity and maturity of LRGs combined with a perception of a necessity to commence delivery and incur spend.

Given the scope and scale of the programme, ultimately three years is too short a timescale to truly embed the Fourteen model within communities (albeit there are many positive examples of legacy and impact evident) further constrained by the limited resources available to each community within the programme budget. Furthermore, the programme has operated within an extremely challenging period where the wider withdrawal of local community development and renewal funding from communities arising from public sector austerity has been extensive.

There is no doubt that community led approaches have far more power and meaning to a community and are more likely to sustain participation if the initiative comes from within that community. However, communities have been socialised into thinking and believing that initiatives and projects come from organisations, few understand that they have the right and ability to do things themselves, and so this approach takes time and significant investment in resource. (SDP Representative)

Recommendations
- Increased parameters/focus is necessary for the delivery of community development activities to retain focus/direction with limited resources.

- Programmes of this nature need to operate for at least four years (ideally five years) to maximise the opportunity to plan, implement, deliver and fulfil the project's aims.

6.2.1 Governance

The management and governance structure of the Fourteen Programme is complex with multi-tiered management and reporting structures, particularly in England, Scotland and Wales. The programme has suffered from several staff changes at UKCF throughout the life of the programme. this is likely to have affected both the continuity and momentum of the programme in the areas overseen by UKCF.

At the local level, the development of a Local Reference Group/Panel for the programme, in the vast majority of cases has been hugely successful. The structures created within the communities have, in all but one community, been entirely new, bringing representatives of communities together with varying degrees of familiarity of each other. As a legacy, the programme is ending with community infrastructures that are far more robust and adept, with strengthened relationships and significantly enhanced capacity to lead and shape community development (with a better understanding of what works and why), to access and appraise funding provision and to engage with all areas of their local community.

That said, almost half of the communities have reflected on their desire, in hindsight for greater representation from different groups. Those on the LRGs were typically involved in community development in some capacity beforehand which does call into question the extent of representation from the community. However, there is a necessary balance required in relation to recruiting individuals best placed to enhance engagement within the area and those most adept and providing an objective judgement in appraising and shaping community development activity within their area.

It is really important that these opportunities don't simply embellish the power of individuals within a community who may already hold significant power and/or positions of influence (SDP Representative)

Several LRGs also reflected on the importance of a local, trusted leader on the LRG, where this is existed, it reportedly generated significant momentum for the programme, helped to navigate risks and helped avoid (or avoid potential for conflict or rivalry), however not all communities had a recognised representative of this nature at the commencement of the programme.

Whilst partnership working within communities has progressed extensively through Fourteen and there have been a variety of reporting methods applied to feedback on experiences to the Programme Management team, there has been limited cross-community networking and sharing of practice, largely limited to where multiple participant communities sit under one SDP. A learning event was held in Glasgow although this took place just before the final year of the programme. The event was reportedly highly valued by communities and in hindsight annual events of this nature may have been useful, however the tight budget under which the programme operated acted as a significant barrier to the regular adoption of these.

> *It wasn't until towards the final year of the programme that we actually went to Glasgow and we met up with all the community partners and talked about what we were doing; ideas and sharing and learning. Once the communities were awarded the programme all of us should have been pulled together at the start to brainstorm ideas. (SDP Representative)*

One option mooted in the early stages of the programme was the development of a central website to share information and learning, ultimately this didn't come to fruition. Of course it is impossible to know if this would have offered a successful platform for sharing practice and for informal communication between communities but it would have at least offered the mechanism to do so in a relatively resource efficient manner.

Recommendation
- That programmes with similar geographical dispersion provide a mechanism for sharing practice and lessons learnt throughout programme delivery.

6.3 Programme Implementation

The implementation of Fourteen suffered from changing leadership and mixed messages at a programme management and funding level. Communities perceive that they were faced with pressure to incur expenditure and commence delivery, curtailing community planning and visioning activity in some areas. In others, the areas being brought together were sometimes not recognisable as one community or faced historical issues or barriers that would need to be overcome to facilitate collaborative working. In these instances, detailed community planning would likely have been long winded and could have lost momentum and interest in the programme before it truly started, in this regard, incurring spend to generate tangible evidence of activity and commitment was an important ingredient for early success. However, in those areas with established community infrastructures (specifically Southmead and Kingstanding) the visioning process was a more central element in the programme's operation, regularly revisited through LRG meetings.

6.3.1 Community Selection

The approach to selecting communities represented one of several instances of mixed messaging around programme implementation which held back the programme, to a degree, in certain areas. In Glasgow for instance the encouragement of a bidding process for the selection of communities led to confusion as to the role of the successful tenderers. In others, the promotion of the programme's value to the community came under question and scrutiny when it emerged that £50,000 had been allocated for programme management, administration and this evaluation.

> **Recommendation**
> * Clear leadership and a consistent approach and message with clarity of guidance are key to the successful implementation of programmes of this scale and complexity,

The flexibility of the programme brought with it a host of opportunities but also challenges. Community selection, as alluded to earlier within this section sometimes led to issues arising in delivering the programme, this was particularly apparent where communities within communities existed. Areas such as Ruchill and Possilpark, Bro Aberffraw, Islay and Jura and Ryhope and Hendon were faced with the challenge of ensuring that all communities were appropriately represented and to ensure that there were no areas unintentionally excluded from participating in activities.

In the majority of cases the challenges were handled well and several LRG members alluded to the success of the programme bringing smaller "communities within communities" to the table and increasing collaboration and partnership working across recognised neighbourhoods/villages and wards. However, in Bro Aberffraw in particular, the rivalry undermined the level of trust and collaboration ultimately leading to the programme ending early. This illustrates that when two (or several) communities are brought together to collaborate in community development activity there are greater consequences involved with heightened risk for failure alongside the possibility of greater, more widespread, collaborative success.

> *In their application, the area was posed as one community but it has later transpired that's not the case at all. They've kept to themselves and discussed ideas for the programme within their own groups, rather than with other LRG partners for the whole community. They're 'territorial' and are unwilling to engage with people from outside the area as well as other communities within the area.* (SDP Representative)

> *It's a very positive experience and seeing the difference it has made in the communities shows how successful it has been in building community capital and social capital. The LRG brought them together across different areas, people who would normally be competitors in other funding streams. There has been a willingness to work together. The cross-boundary work will certainly be a legacy in the future.* (SDP Representative*)*

6.3.2 Programme Monitoring and Evaluation

Early implementation commenced without a monitoring and evaluation framework in place and led to the application of localised monitoring and evaluation approaches that brought about varying success. The informal monitoring and evaluation commenced on the programme with the commencement of delivery and raised concerns about the nature of questions being asked of participants. A monitoring and evaluation framework was established for the programme but voluntary participation at a participant level and low rates of participation in the fieldwork combined with complex (multi-tiered) delivery chains and multiple locations has limited its effectiveness.

Enhancements to the grantee application and closure forms, active engagement with LRG representatives combined with a case study approach have collectively provided a useful mechanism for gathering of qualitative evidence from the programme. Regular provision of learning documents and quarterly reports have furthered that evidence base, collectively providing a very useful body of research on the experience of delivering activities of this nature within the various communities.

Across England, Wales and Scotland, the provision of a central database for the capture of grant activity that is completed at the community level was an appropriate model to adopt, however glitches in the system left the database uncomplete up until the final months of the programme. Furthermore, Scotland has continued using a slightly different model of data capture which has resulted the useful of slightly different terminology and structure which adds to the administrative burden. Resultantly, there have been a number of changes to quarterly monitoring throughout the programme which has ultimately been met with some frustration from the participant communities.

Recommendation
- Clarity and consistency in monitoring requirements needs to be established at an early stage within programme delivery

6.4 Programme Delivery

6.4.1 Marketing and Promotion

A host of approaches have been adopted in the marketing and promotion of Fourteen in communities, however several areas have referred to more traditional, resource intensive methods as the most successful for engaging those in the community who are typically more social isolated, including the use of leaflets and in several instances, door knocking to promote activity.

Several areas also highlighted the importance of tangible activity and intervention as key to generating interest in areas, particularly in communities that have a long history of short term initiatives and interventions which have led in some instances to a degree of scepticism.

<u>Events</u>

Events have been a useful and effective approach to promotion and for widening participant engagement and for enhanced partnership activity. In several areas their success has led to commitments to repeat the process within the programme timeframe and beyond, illustrating key legacy of the programme.

6.4.2   Patterns of Success

The flexibility of the model adopted for the Fourteen programme has led to huge diversity in the activities supported and in the experience of those activities. Consequently, defining clear patterns of success is challenging.

That said, one of the consistent ingredients for successful community development appears to be the deployment of personnel who can act as a community builder or coordinator with the role of identifying individuals and groups and linking participants/groups with each other. The approach, where deployed successfully, has played a significant role in facilitating grass roots activity and bringing people and groups to the programme who, reportedly, were otherwise unlikely to engage with the programme.

In many instances, the role has been part funded (or wholly funded) by partner agencies and conversely, some locations were unable to benefit from the role due to a lack of match funding provision.

Recommendation
- The (at least partial resourcing) and employment of a Community Builder or similar role should be actively encouraged in programmes of this nature

Several areas lauded the effect of "spark" grants or small grants for their role in catalysing the creation or development of a local group. In some areas the administration of these grants by a local community body was widely seen as an effective model to adopt. The approach has encouraged a "test and learn" model and whilst, in hindsight residents may have made different decisions regarding some grants, they have gained valuable knowledge and understanding of what works and why, through the process. In several areas the local community body also acted as a mechanism through which groups were guided on how they applied for the grant, how they could get constituted etc.

As the programme has progressed, participatory budgeting has becoming increasingly popular, particularly within the Scottish communities (coinciding with the Scottish Government's pledge to distribute 1% of local government funding in this way by 2020) with increasingly innovative ways to encourage this. The model has widened community engagement in the programme extending grass roots involvement in determining investment in local areas.

6.5   Impact

The programme has clearly had an impact on community infrastructure in the participant communities, establishing relationships and partnerships not otherwise seen.

At a participant level the subsequent phase of the evaluation will explore the impact of participating in the programme at the individual level, however this has been constrained by the fact that participant engagement in the evaluation has been voluntary (in England, Scotland and Wales) resulting in respondent numbers far lower than hoped.

It is apparent that local communities have adopted their own approaches to monitoring and evaluation albeit with many relying upon anecdotal evidence to illustrate the impact achieved. Ultimately as evaluators we view this as a missed opportunity to really understand what provision has had an impact, what type of impact and why. The evidence could have been useful for proving the effect of community organisations and influence future funding applications.

Recommendation
- Monitoring and evaluation and particularly participant engagement needs to be tailored to ensure that participant engagement is focussed on those who have had meaningful and sustained engagement in a programme.

- It should be mandatory for participants who have had meaningful and sustained engagement to participate in an appropriate level of evaluation.

Ensure that the overriding objective about encouraging/enabling and enhancing participation opportunities is articulated clearly and consistently from the outset. At times some groups were applying for funds on what felt more to be a 'business as usual' basis rather than fundamentally getting to grips with how they can better increase opportunities for xxx citizens to participate in the community based activity (SDP Representative)

6.6 Legacy and Sustainability

The majority of LRGs are hopeful of sustaining activity in some form in the short term at least. However, they were formed with the appraisal and distribution of funding as a central facet of their operation. As a result, without a significant reshaping of role, require continued funding to retain interest and enthusiasm from the LRG members and groups.

The legacy for the programme is perhaps therefore more around the community infrastructure and relationships established, the volunteer engagement and heightened volunteering in community activity. Much of the scheme has been about grass roots delivery, enabling local individual sand groups to pilot a project and subsequently access other funding streams to sustain it, now it is perhaps to the community for the continued momentum to sustain the programme.

The Fourteen project has been a joy to work on. It has been concentrated in one area and delivered over three years. There has been a huge amount of flexibility giving the luxury of supporting a community in an intense way delivering in the way the community itself sees fit. There has been an opportunity to work in partnership and explore different approaches. The sense of working with other groups and not competing against them has been liberating and people have shared ideas, time, support etc. (SDP Respondent)

Appendix 1: Research Tools

<<Name of Project>> Participant Questionnaire

Participant Survey 8-14 years

Hello! Our name is Wavehill and we're a small research company. Our job is to work with people like you to try and find out if they enjoy taking part in activities and how these activities might have helped them. We'd like to ask you some questions about the *Fourteen* programme. Now you may not have heard about *Fourteen,* and don't worry if you haven't, but we hope you'll remember taking part in this project **{NAME OF PROJECT}.** Remember now? Great!

It won't be hard and it won't take too much of your time. We also won't show what you have to say to anyone, it's only for us to see. What you have to say is very important to us and could help make sure that other people can do similar things in the future. So thank you! If you find any question difficult, please ask an adult to help you.

Some things about you:

Name:

1. **Are you …**
   (Tick one only)
   A young person aged 8 – 14 years? ☐   An adult answering for a young person aged 8-14 years? ☐

2. **Are you taking part in the session or are you helping out?**
   I'm taking part ☐   I'm helping out ☐

3. **Have you done something like this before?**
   Yes ☐   No ☐

4. **Why did you want to take part in the <<Name of Project>> project?** *(Tick as many as you want!)*

   ☐ To feel more healthy   ☐ My friends / family have taken part too
   ☐ To make me feel better   ☐ To meet new people and to make friends where I live

   ☐ To do more things where I live   ☐ To make me feel more confident
   ☐ To learn new skills   ☐ To help me to get a job in the future
   ☐ To use what I already know   ☐ To learn new things/get certificates
   ☐ Because it was important to my friends / family   ☐ Other please write it in the box below:

5. **How did you find out about <<Name of Project>>?**

6. **If this project didn't exist would you have been able to take part in something similar?**   Yes ☐   No ☐   Not Sure ☐

7. **Do any of the things in the list below stop you from doing things that you'd like to do after school or in your free time?**

	All of the time	A lot of the time	Sometimes	Not at all	Don't know / Can't say
No places to go near where I live	☐	☐	☐	☐	☐
I have no money	☐	☐	☐	☐	☐
How I feel, my age, or because I have a disability	☐	☐	☐	☐	☐
I look after someone so find it hard	☐	☐	☐	☐	☐
No time	☐	☐	☐	☐	☐

8. **How much do you agree or don't agree with the things listed below:**

	Agree a lot	Agree	Not sure	Don't agree	Really don't agree
I take part in a lot of things in the area where I live	☐	☐	☐	☐	☐
I can make a difference to the area where I live	☐	☐	☐	☐	☐
In the area where I live you see good role models	☐	☐	☐	☐	☐
Other people from the area where I live are important to me	☐	☐	☐	☐	☐
In the area where I live, I can help make decisions	☐	☐	☐	☐	☐

9. **How happy are you with the area where you live?**

Very happy ☐   Quite happy ☐   Not happy but not unhappy ☐   Unhappy ☐   Very unhappy ☐   Don't know ☐

10. **How much do you agree that where you live is a place where people get on well together?**

Agree a lot ☐   Agree a little ☐   Don't really agree ☐   Don't agree at all ☐   Not sure/ don't know ☐

We are interested to know how you feel at the moment. There are no right or wrong answers, so please answer with whatever comes to mind.

11. Overall, how happy did you feel yesterday? *Please select a number*

0	1	2	3	4	5	6	7	8	9	10
Not happy at all										Completely happy

12. Thinking about disabled people in general, how much of the time do you think they can lead as full a life as non-disabled people?

All of the time ☐   Most of the time ☐   Some of the time ☐   Rarely ☐   Never ☐

We may want to talk to you on the phone in around 6 month's time about the activities you have done. Because of your age we would need permission from your parent / guardian. If you are happy to talk to us, please tell us the name of your parent / guardian and your home telephone number so we can ask them.

Yes, happy to talk to you ☐

Parent / Guardian Name: Phone number of your parent or guardian:

THANK YOU FOR TAKING THE TIME TO HELP US

==Name of Project== Participant Questionnaire

Participant Survey 15+ and Adults

We'd like to ask you some questions about the ==Name of Project== project. Your views are very important in helping us to understand how the project has helped you and other people in your local area. The questionnaire should take just 5 – 10 minutes of your time.

All answers are entirely confidential – they will not be shared with anyone. Anonymous results from the survey will be presented to the organisations that have funded this project. Please take this opportunity to tell us about your experience!

Your details

Name:

Telephone number: Email address:

1.   Are you a volunteer?

Yes ☐   No ☐

2.   Have you been involved in a project of this kind before?

Yes, as a volunteer ☐   Yes, I've taken part ☐   No, never ☐

3.   How did you find out about ==Name of Project==?

4.   For what reasons did you decide to become involved in the ==Name of Project== project? *(Tick all that apply)*

☐ To improve my physical health

☐ To improve my mental well-being

☐ To become more active in the local community

☐ To develop new skills

☐ To use my existing skills

☐ It was connected with the needs of my family / friends

☐ My friends / family are involved

☐ To meet new people and make friends in the local area

☐ To improve my confidence

☐ To improve my employment prospects

☐ To gain training / qualifications

☐ Other please specify below:

5. **Have you been to any events in your community <u>in the last 12 months</u>? If so, please describe the event/s you have been to in the space below and write in the name if you know it.**

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6. **Please rate how much you agree/disagree with the following statement:**

	Strongly agree	Agree	Disagree	Strongly disagree
"Role models have influenced me to get involved in the project/activity/event"	☐	☐	☐	☐

7. **Would you say that you would have access to this type of provision or activity if this particular project was not being provided?** Yes ☐ No ☐ Not sure ☐

8. **To what extent do any of the following conditions prevent you from doing the free time activities that you would like to do?**

	Very much	To a large extent	To some extent	Not at all	Don't know / Can't say
Lack of facilities nearby	☐	☐	☐	☐	☐
Lack of money	☐	☐	☐	☐	☐
Health, age or disability	☐	☐	☐	☐	☐
Need to take care of someone (elderly, children…)	☐	☐	☐	☐	☐
Lack of time	☐	☐	☐	☐	☐

9. **To what extent would you agree or disagree with the following statements?**

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I consider myself involved in the community	☐	☐	☐	☐	☐
I value the contributions that community groups make to the community	☐	☐	☐	☐	☐
I can make a positive difference to the community around me	☐	☐	☐	☐	☐
Community role models are visible in the local area	☐	☐	☐	☐	☐
Other members of my community are important to me	☐	☐	☐	☐	☐
I can influence decisions that affect the local area	☐	☐	☐	☐	☐

10. **Overall, how satisfied or dissatisfied are you with your local area as a place to live?** *[By local area we mean within 15-20 minutes walking distance.]*

Very satisfied ☐   Fairly satisfied ☐   Neither satisfied nor dissatisfied ☐   Fairly dissatisfied ☐   Very dissatisfied ☐   Don't know ☐

11. **To what extent do you agree or disagree that this local area is a place where people get on well together?**

Strongly agree ☐   Slightly agree ☐   Slightly disagree ☐   Strongly disagree ☐   Not sure / don't know ☐

12. **Please rate how engaged you feel with your local community. [Engagement refers to a feeling that you are meaningfully connected to other people in your community, and/or the community as a whole.]**

Completely disengaged ☐   Disengaged ☐   Engaged ☐   Very Engaged ☐

13. **Please rate how proud you feel of your contribution to your local community.**

Not at all proud ☐   Occasionally proud ☐   Mostly proud ☐   Very proud ☐

14. **In general, would you say your health is …**

Excellent ☐   Very good ☐   Good ☐   Fair ☐   Poor ☐   Not sure / don't know ☐

We are interested to know how you feel at the moment. There are no right or wrong answers, so please answer with whatever comes to mind.

15. **Overall, how satisfied are you with your life nowadays?** *Please circle a number*

0   1   2   3   4   5   6   7   8   9   10
Not at all   Completely

16. **Overall, to what extent do you feel the things you do in your life are worthwhile?** *Please circle a number*

0   1   2   3   4   5   6   7   8   9   10
Not at all   Completely

17. **Overall, how happy did you feel yesterday?** *Please circle a number*

0   1   2   3   4   5   6   7   8   9   10
Not at all   Completely

18. **Overall, how anxious did you feel yesterday?** *Please circle a number*

0   1   2   3   4   5   6   7   8   9   10
Not at all   Completely

19. **Thinking about disabled people in general, how much of the time do you think they can lead as full a life as non-disabled people?**

All of the time ☐ Most of the time ☐ Some of the time ☐ Rarely ☐ Never ☐

As part of the evaluation, you may be invited to participate in a short telephone interview in six months time, are you happy for us to contact you?

☐ Yes, I am happy to be contacted

Are you 16 years old or over?

☐ Yes, I am 16 or over

☐ No I am under 16 years of age. [*Because of your age we need permission from your parent or guardian to talk to you. Please tell us the name of your parent / guardian and your home telephone number so we can ask them.*]

Parent / guardian name: _____

Phone number of your parent / guardian: _____

THANK YOU FOR TAKING THE TIME TO COMPLETE THIS QUESTIONNAIRE.

Participant Re-interview Surveys

> # Evaluation of Fourteen
> Telephone re-interview questionnaire survey with:
> (a) Young people aged 8 - 14

Introduction

Hello – I'm calling from a research company called Wavehill. I understand that you are the parent/guardian of xxx and you/they provided consent along with your contact details for a follow up telephone call to discuss their experience and impact of their participation in xxx activity, hence why we are calling. Are you still happy to talk to us regarding your/their experience of the activity? It will take 10 minutes at most.

Note – preamble to be refined by the nature of consent gained through baseline survey (e.g parent or guardian referred to in consent forms)

Questions for discussion

1. Are you:

    a. A young person aged 8-14 years?

    b. An adult answering for a young person aged 8-14 years?

2. Can I confirm that you are/the young person is XXX and that you participated in the XXX project? Great.

3. Are you still participating in XXX activity?

    a. Yes (go to Q4)

    b. No (go to Q3)

4. If no, for what reasons did you stop participating in that activity?

[Interviewer to code
   a. The activity has ended

   b. I did not enjoy the activity

   c. [Other] (further categories may emerge as the survey responses increase)

5. Thinking back, for what reason did you decide to get involved in the activity?

6. Did any specific individual/role model influence your engagement in that activity?

7. [If participant identified as 'volunteer' previously] I have it here that you volunteered as part of your involvement with the project. Is that correct? Yes/no

   a. (If yes) What benefits do you feel you gained from volunteering on that activity?

8. If you were offered the chance, would you take part in this or a similar activity again?

9. To what extent would you agree or disagree with the following statements?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I take part in a lot of things in the area where I live	☐	☐	☐	☐	☐
I can make a difference to the area where I live	☐	☐	☐	☐	☐
In the area where I live you see good role models	☐	☐	☐	☐	☐
Other people from the area where I live are important to me	☐	☐	☐	☐	☐
In the area where I live, I can help make decisions	☐	☐	☐	☐	☐

10. How happy are you with the area where you live?

Very happy	
Quite happy	
Not happy but not unhappy	
Unhappy	
Very unhappy	
Don't know	

11. How much do you agree that where you live is a place where people get on well together?

Agree a lot	
Agree a little	
Don't really agree	
Don't agree at all	
No sure/Don't know	

12. Overall, how happy did you feel yesterday?

0 Not at all	1	2	3	4	5	6	7	8	9	10 Completely

13. [ONLY ASK IN DISABILITY VERSION OF QUESTIONNAIRE] Thinking about disabled people in general, how much of the time do you think they can lead as full a life as non-disabled people?

All of the time	
Most of the time	
Some of the time	
Rarely	
Never	

14. I am interested in hearing more about your experience and anything you feel you might have gained from being involved in that activity.

    a. What did you like best about your time on the activity?

    b. Have you gained any new skills or improved existing ones? If so, which?

15. Is there anything else you would like to add about your time with the activity or since leaving the activity?

Thank you for sparing the time to complete this survey.

Evaluation of Fourteen
Telephone re-interview questionnaire survey with:
(a) Adults (aged 15+)

Introduction

Hello – I'm calling from a research company called Wavehill. We understand that you were involved with the XXX activity/project. We're working on a study of the impacts of activities, such as the one you participated in.

You may recall that you previously filled in a questionnaire as part of the project around six months ago, and provided your contact details to phone you for a follow-up interview, hence why we are calling. Are you still happy to talk to us regarding your experience of the activity? It will take 10-15 minutes at most.

Questions for discussion

1. Can I confirm that you are XXX and that you participated in the XXX activity? Great.

2. Are you still participating in XXX activity?

    a. Yes (go to Q4)

    b. No (go to Q3)

3. If no, for what reasons did you stop participating in that activity?

    [Interviewer to code
    a. The activity has ended

    b. I did not enjoy the activity

    c. [Other] (further categories may emerge as the survey responses increase)

4. Thinking back, for what reason did you decide to get involved in the activity?

5. Did any specific individual/role model influence your engagement in that activity?

6. [If participant identified as 'volunteer' previously] I have it here that you volunteered as part of your involvement with the activity. Is that correct? Yes/no

a. (If yes) What benefits do you feel you gained from volunteering on that activity?

7. If you were offered the chance, would you take part in this or a similar activity again?

    a. Why? Why/not?

8. Since you became involved with this activity, have you taken part in or helped out at any other event or activity in your local community?

    a. Yes (go to 8)

    b. No (go to 9)

9. I am interested in hearing a bit more about any related activities you may have been involved with since.

    Please could you provide a bit more information on what that was/those were? (Open answer)

10. To what extent would you agree or disagree with the following statements?

	Strongly agree	Agree	Neutral	Disagree	Strongly disagree
I consider myself involved in the community	☐	☐	☐	☐	☐
I value the contributions that community groups make to the community	☐	☐	☐	☐	☐
I can make a positive difference to the community around me	☐	☐	☐	☐	☐
Community role models are visible in the local area	☐	☐	☐	☐	☐
Other members of my community are important to me	☐	☐	☐	☐	☐
I can influence decisions that affect the local area	☐	☐	☐	☐	☐

11. Overall, how satisfied or dissatisfied are you with your local area as a place to live?

Very satisfied	
Fairly satisfied	
Neither satisfied nor dissatisfied	
Fairly dissatisfied	
Very dissatisfied	
Don't know	

12. To what extent do you agree or disagree that this local area is a place where people get on well together?

Strongly agree	
Slightly agree	
Slightly disagree	
Strongly disagree	
Very dissatisfied	
Don't know	

13. Please rate how engaged you feel with your local community:

Completely disengaged	
Disengaged	
Engaged	
Very engaged	

14. Please rate how proud you feel of your contribution to your local community:

Not at all proud	
Occasionally proud	
Mostly proud	
Very proud	

15. In general, would you say your health is…

Excellent	
Very good	
Good	
Fair	
Poor	

We are interested to know how you feel at the moment. There are no right or wrong answers, so please answer with whatever comes to mind. Each question is on a scale of nought to ten, with 0 being 'not at all' and 10 'completely'.

16. Overall, how satisfied are you with your life nowadays?

0 Not at all	1	2	3	4	5	6	7	8	9	10 Completely

17. Overall, to what extent do you feel the things you do in your life are worthwhile?

0 Not at all	1	2	3	4	5	6	7	8	9	10 Completely

18. Overall, how happy did you feel yesterday?

0 Not at all	1	2	3	4	5	6	7	8	9	10 Completely

19. Overall, how anxious did you feel yesterday?

0 Not at all	1	2	3	4	5	6	7	8	9	10 Completely

20. [ONLY ASK IN DISABILITY VERSION OF QUESTIONNAIRE] Thinking about disabled people in general, how much of the time do you think they can lead as full a life as non-disabled people?

All of the time	
Most of the time	
Some of the time	
Rarely	
Never	

21. I am interested in hearing more about your experience and anything you feel you might have gained through your time with the activity.

    a. What did you like best about your time on the activity?

    b. Have you gained any new skills or improved existing ones? If so, which?

    c. Has how you feel in yourself changed as a result of the activity?

        i. Yes

        ii. No

Please explain your answer.

22. Is there anything else you would like to add about your time with the activity or since?

Thank you for sparing the time to complete this survey.

Appendix 2: Sifting Process

Selecting eligible participants for the survey – England, Scotland and Wales
A selection process has been applied to identify eligible activities for engaging participants in the survey. As the core items in the questionnaire relate to changes in individual well-being over time, inclusion in the survey is informed by the intensity of the support received. This typically involves the exclusion of participants of the following activities:

- **Events** –many of these are no more than one day in length and typically offer a low level of investment when calculated on a resource per attendee basis.
- **Venue Enhancements** – these have no clearly defined participant group neither is there a clear intervention.
- **Website development and communication projects** – again it is difficult to identify the specific participant group when funding activities of this nature.

Further sifting is then undertaken through the application of additional parameters:

- **Duration** – the evaluation activity will focus on those activities that last for longer than 60 days.
- **Scale of grant** – the survey with participants will focus on those participating in activities that have benefitted from grants from the Fourteen programme of more than £1,000.
- **Intensity of spend** – the evaluation activity focuses on those funded activities where the anticipated grant equates to more than £10 per anticipated participant.