

Ashfield's Fair Share Scheme

Evaluation Report

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ACKNOWLEDGEMENTS

We would like to thank all of the individuals and organisations who gave their time, ideas and enthusiasm to take part in this evaluation and support the work of the Ashfield Fair Share programme.

ABBREVIATIONS

ASB – Antisocial Behaviour

LAA – Local Area Agreement

FS – Fair Share

LSP – Local Strategic Partnership

NCF – Nottinghamshire Community Foundation

VCS – Voluntary and Community Sector

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1. BACKGROUND TO THE EVALUATION

The Ashfield Fair Share Programme began in 2003, with the aim to, "*Ensure that a larger share of total Lottery funding is received in the Fair Share areas and that a sustainable impact is made on the lives of disadvantaged people in these areas.*" Individual schemes are aimed at:

- *Building capacity and sustainability in local communities, including support for local assets and planning and involvement in local regeneration.*
- *Building social capital - offering funding for local social developments, supporting job creation, skills development, social networks and community engagement in local organisations, activities and initiatives.*
- *Improved local environment/ liveability enabling communities to make it safer, healthier greener, cleaner, better designed and more welcoming and accessible to all.*

The Ashfield programme is one of 77 schemes across the UK. Based on these common aims, each one was largely left to design its own approach, delivering in its own, individual style. As a result, a core component of this programme was to develop an appropriate implementation modality at the start of the programme. As a 10 year scheme, Fair Share was always intended to be more than a small grants fund. Rather it is a 10 year regeneration programme, allowing for the gradual development of a unique, community lead scheme, oriented and grounded in local needs, aimed at social capital and community capacity building. Staff leading the Ashfield scheme are therefore very conscious of the need to leave behind a strong legacy of continued benefit within the community.

The Ashfield Fair Share scheme was given £818,000 to spend in the three wards of Carsic, New Cross and Leamington. It is now half way through. An extensive community consultation process was carried out in 2005 and 2006 to develop priorities for the first round of funded projects, focusing on children and young people. These projects were authorised in April/ May 2008. A second round of projects, focusing on older people and debt and financial management support were developed in 2008, authorised in September/ October 2008.

In distributing funding to projects NCF used a 'solicited commissioning' approach, identifying priorities through consultation, then identifying appropriate local providers in consultation with voluntary and community sector (VCS) groups and professional workers. These providers were invited to submit tenders to deliver a commissioned service. This approach appears to be unique to the Ashfield scheme.

The Big Lottery is conducting its own evaluation of a range of Fair Share schemes across the country, however, NCF decided to conduct its own detailed evaluation of the local scheme in order to:

- 1) Identify perceptions of the processes used to date, particularly the 'solicited commissioning' approach.
- 2) Identify strengths and weakness in these processes.
- 3) Provide recommendations for the future direction of Ashfield's Fair Share programme.
- 4) Consider value for money in the use of funds.

Developing the Ashfield Fair Share scheme has been a dynamic process. During its first two years limited progress was made in service delivery and fund utilisation, NCF staff focusing on assessing options for the implementation modality, developing the priorities document,

and establishing a residents Steering Group. It is well documented that the Fair Share Scheme experienced some teething troubles during this time, and that real progress began once the Steering Group appointed a Community Champion to work directly with itself and the community at large. These earlier problems are well documented, and have been covered in detail in the Big Lottery national evaluation. This work has also considered in detail the consultation processes used to develop the priorities for the first round of funded projects and the functioning of the Steering Group itself. It was therefore agreed that the local evaluation would not duplicate this work, but rather focus on:

- i) the impact of the funded projects within the community and the opportunities this presents for future work,
- ii) the efficacy of the 'solicited commissioning' approach,
- iii) the role and impact of the work of the Community Champion,
- iv) future directions for the programme.

The evaluation falls into two main parts: i) a critical evaluation of the progress of the Fair Share Scheme to date with recommendations for its processes and procedures, and ii) a set of proposals for the future working of the programme.

2. METHODOLOGY

In order to achieve these objectives the independent evaluator:

- Attended a Steering Group meeting.
- Attended a meeting of the Community Development Workers Forum.
- Attended a VCS showcase event run by the Community Champion.
- Interviewed all nine funded projects in person in order to gauge their opinions of the processes used, the impact of their projects within the community and opportunities for future work.
- Visited activity sessions for two of the first round projects to observe the sessions and interview participants.
- Interviewed in person or by telephone 26 'external' stakeholders who have had some kind of involvement in the Fair Share Scheme, including Councillors, School Head Teachers, development workers, County and District Council staff. As with funded project staff, the purpose of these interviews was to gauge their opinions of the processes used, their observations regarding the funded projects and their suggestions for opportunities for future work.
- Interviewed by telephone a range of community organisations which have received capacity building support from the Community Champion, in order to gauge the impact this work is having on their organisations¹.

Findings and recommendations were compiled and presented to interviewees in a workshop delivered by the evaluator, in which suggestions for future working themes and individual project ideas were explored. This workshop also presented an opportunity to share

¹ Detailed questionnaires, covering a range of capacity building and sustainability aspects were designed, however, these proved to be inappropriate for the groups interviewed.

information about the funded projects and to deepen understanding of the concept of social capital, the cornerstone of the Fair Share objectives.

The results of the evaluation interviews, visits and workshop are synthesized and presented in this report. This includes proposals for how the Ashfield Fair Share scheme should move forward in the coming years.

3. FINDINGS: TECHNICAL PROCESSES

It is evident that the Ashfield Fair Share scheme has made tremendous progress, particularly in the last three years, in which an innovative approach to endowment based funding has been developed. The Fair Share staff and Steering Group members should feel proud of these achievements. In this section the findings of the evaluation, both strengths and weaknesses, are summarised. Findings are presented in a chronological sequence, beginning with comments made about the early years of the programme, moving on to the consultation processes, the commissioning process and then the impact of funded projects themselves.

3.1 Comments about the Early Years

While this was not explicitly investigated, various interviewees made a range of comments about the difficult early days of the Fair Share scheme in Ashfield. Comments made by interviewees reiterated those of the Fair Share staff, therefore there were no unexpected findings in this regard. It was suggested that, during the early years, the Steering Group had not fully appreciated the difference between the Fair Share approach and a small grants fund. Placing emphasis on funding a physical building, they had not embraced the broader principles of sustainability and social capital development. In those early days the Steering Group struggled to find a clear direction and establish clear processes. As a result, some misunderstanding seemed to occur regarding the purpose of the programme and how and when groups should apply for that funding. For example, at one point the Steering Group invited local voluntary groups to submit suggestions for potential projects. They intended this to be part of a broad consultation and needs assessment. Several groups however interpreted this as an invitation to submit specific project proposals. The rejection of these proposals left some organisations feeling disgruntled. Meanwhile the delays in release of funding lead to considerable frustration for some Steering Group members, particularly as they had been lead to believe that this was 'their money'. Once the Community Champion came into post, with the strategic support of a new programme manager within NCF, greater clarity was achieved, and processes were established. Considerable damage had been done during this time, and great effort was required from the new staff members to recoup lost ground. However, it appears that the programme has now turned a corner and is well on its way to becoming a strong programme of delivery for the community.

In hind sight, problems of this nature are not entirely unexpected. Given that Fair Share was attempting to create a wholly new kind of regeneration programme teething problems were inevitable. It is important, then, to learn the lessons from this time as the programme moves forward.

Learning lessons

- It is clear that any future programme should be lead, from the beginning, by a community development expert with experience of designing and implementing community lead regeneration programmes.
- The process for use and distribution of funds should be clearly established before groups and organisations are invited to contribute. Participation in general consultation about priorities should be conducted in a structures workshop environment, where it is made clear that it is an exploratory exercise only. Decisions should then be made quickly, so that participants can see the outcome of their involvement.
- It is proposed that future schemes could begin the process with a small grants scheme. This would raise awareness of Fair Share and begin to mobilise the community. This could be followed up with more sophisticated consultation and commissioned work once enthusiasm and ownership were established.

3.2 The Young People's Projects Consultation

Interviewees reported that the consultation process worked well. The right kinds of activities were done, and the process reached right into the community, engaging a good range of people and organisations in diverse ways. There was general consensus that it achieved the right priorities. It was also widely agreed that the process took too long, making some of the recommendations less relevant, young people growing up during the three years from initial consultation to project implementation. This time delay was unfortunately, as it also undermined the potential impact on social capital of this consultation process. Seeing one's ideas, solicited through consultation, turned into action is a key strategy for building ownership, empowerment and social capital. The consultation process does not appear to have been designed with this in mind, rather emphasis was placed on being as comprehensive as possible.

Delays in spending the funding may also have led to underlying discontent, undermining the social benefits of consultation. Others suggested, however, that investing this much time in consultation was a necessary investment to reorient the Steering Group to the principle of needs based planning and to create a break from the earlier processes, allowing time for a new working style to develop within the group.

Recommendations

In future it is recommended that:

- A small number of 'quick wins' be put in place before any lengthy consultation processes begin, to bring the community on board, and to give the Steering Group tangible projects to work from.
- Consultation processes should be conducted intensively, lasting no longer than three months with wide publication of the results.
- Processes for implementing projects should be agreed before any community consultation takes place so that projects can be quickly designed and implemented once consultation conclusions are reached.
- Future consultation exercises should be designed as social capital building tools. Specialist training in structuring consultation processes/ questionnaires in this style may add to the strength of future processes.

3.2.1 Is more consultation required?

Overall interviewees felt that further consultation would not be required, as noted in recent discussions at the Ashfield Partnership, Children and Young People task group. The evaluator agrees that further community consultation for projects around youth activities may not be required. Rather, the groups of young people engaged in current projects could be routinely engaged in consultative planning within their projects.

However, the evaluator does believe that further community consultation would be required in new theme areas. There is reason to believe that the second round projects, for which there was no consultation process, have best flourished where there had been some form of prior, if informal, consultation. For example, the most successful of the luncheon clubs is the one operating in the Carsic area. There was a clear demand for this luncheon from members of the community and ADC workers had previously discussed the possibility of starting a luncheon club with them. The community had not, on the other hand, expressed a demand for credit union services, and this service is taking longer to take root within the community. Although these projects are very different in nature and therefore strict comparison may not be meaningful, it does suggest that pre-existing community demand is required if projects are to flourish.

3.3 The Commissioning Process

3.3.1 The principle of the approach/ implementation

There was general consensus that the 'solicited commissioning' approach has been very effective. It was felt to be a low cost process for organisations, and anchors projects into strategically identified needs. The project coordinator from Age Concern noted, "*From our point of view it's very efficient*". It seems to be an excellent way to help organisations to work in a new way and gain some experience of commissioning without the pressure of a competitive process. It was suggested that the County Council has not widely promoted the concept of commissioning to date, therefore programmes like Fair Share are making a valuable contribution to educating the voluntary sector in this important new approach.

It was noted that the process has provided a vehicle for up-skilling funded organisations and making them more market ready. For example, it requires them to use full cost recovery, they must think in terms of service user needs rather than their own interests, and new services area are developed helping them to become more sustainable. This capacity building impact seems to have been strongest where it involved grassroots groups, such as the Interski project, which has undergone considerable transformation as a result of this process. However, it should be noted that a commissioning approach may be less accessible to grassroots groups which may not be willing or able in the short term to develop services to an externally determined specification. For example, a Sure Start development worker noted that she was hoping to develop an after school club with a group of parents, however, they did not meet the criteria for the Fair Share scheme and the criteria did not reflect what the parents wanted to do.

Interviewees were largely happy with the mix of professional services and local grassroots initiatives. Some, however, were not happy about funding larger, external organisations, (i.e. Age Concern), or public sector organisations, (i.e. Sutton Community College), for a scheme which is intended for the local voluntary and community sector. One interviewee noted if the College was eligible, why wasn't the County Council run youth club? There was some differenced of opinion regarding the process of selection of service deliverers. Those who were directly involved in this process suggested that all relevant organisations were engaged and proposals were discussed with several groups, such that the selected organisations were clearly the leading or sole provider in the locality. However, one or two examples were noted where this may not have been so clear cut. Could Our Centre, for example, which runs luncheon clubs in Kirkby, have provided the luncheon clubs in Sutton, with a greater local impact than an external, county wide organisation? This example is given to reiterate the need for great care and wide consultation when using solicited commissioning to a single provider.

Upon invitation to tender, it was suggested that organisations has insufficient time to develop their plans. While there was a year between the completion of the consultation process and the beginning of the commissioning process, project leads report that they only had six weeks from their first meeting with the Community Champion, in which they were invited to submit their proposals, to design and cost their projects and submit their written proposals². Some suggested that the process still wasn't entirely clear at this point, the service delivery specifications for several projects were not available at this first meeting. Further it was noted that the service specifications in the Invitation to Deliver Services were very brief, possibly too brief for the amount of money being allocated. For example, Our Centre knew it had to provide transport for three luncheon clubs, but information on the locations, days or numbers were not provided, making costing the project difficult. The requirements for how

² For example Round One projects met with the Community Champion in mid March 2008 and had to submit their written proposals by end April 2008.

partnership working would take place were also reasonably limited in detail, despite the fact that Fair Share staff had clear expectations in this regard.

Some interviewees queried whether a solicited commissioning approach achieves the best value for money. It does appear that NCF staff applied strict scrutiny to project proposals. Some costs were reduced and service provision adjusted as a result of the assessment process. However, funding projects at around £50,000 did mean that very few projects could be funded. One wonders whether greater value added could have been achieved with a larger number of projects based on lower levels of funding. For example, the Eastside Centre projects and After School projects all employ professionally paid tutors. However, is this strictly necessary? Would the same impact on confidence and skills in beneficiaries be generated with volunteer or informally trained tutors, generating greater community ownership and being considerably more sustainable at a lower cost? Reliance upon professionally paid staff inevitably makes projects dependant upon funding, which is not entirely consistent with the aims of the scheme.

Finally, it was noted that a commissioning approach does not allow groups to be responsive to need or propose new ideas. It should be noted that one scheme cannot deliver on every agenda and there are other small funding pots to meet these needs. Fair Share may, however, wish to work alongside other small grants programmes in future, seeing its funding as just one stream to support its work.

3.3.2 The Steering Group Scrutiny Meeting

A key stage in the process was an interview with the Steering Group to scrutinise project proposals. There were some problems with this process, as certain members of the Steering Group took a highly challenging and aggressive position. Several project leads felt attacked, and that they were being required to defend the service which they had been invited to tender for. Steering Group members had received considerable training earlier in the day regarding how to engage with the session. Unfortunately, some members seemed to disregard this training. It is anticipated that this problem would not reoccur given the developments in Steering Group membership; however, it does reiterate the need for ongoing training with the Steering Group in dialogue techniques.

3.3.3 Support from Staff

By and large funded organisations were happy with the level of support they received. People felt that they could call on the Fair Share staff if they needed them. While detailed help was offered to the round one organisations only the Eastside Centre stated that they had worked with the Community Champion in any detail at this stage.

Text box 1 - the Eastside Centre

This organisation has been running for some years, however, it is very much dependant upon small grant funding. The management committee have several ideas for the large scale development of the organisation, including buying an additional building to deliver a wide range of services including advice sessions, healthy eating classes and a community café. However, translating these ideas into a practical plan of action has been difficult for the organisation. The Community Champion has provided a great deal of capacity building support to help them in this direction. This has included planning their next round of courses, identifying training needs for their youth workers, developing the skills of the treasurer through full cost recovery training and providing information on funding opportunities.

Ongoing support has been given to this organisation to develop the skills of its staff and volunteers and to design strategies for future sustainability for the organisation. The remaining organisations were informed that their projects needed to be sustainable at the end of their two years of funding, however, they did not report doing any work with her on this at this time.

Recommendations

- It is suggested that future commissioning programmes adjust the allocation of time to different aspects, taking no longer than three months for consultation processes, two months for the audit of local providers, allowing three months for groups to design their services, including several planning meetings with the Community Champion.
- Where partnership working is required, this should be clearly specified in the service specifications, and organisations should be required to submit joint proposals. Preliminary planning meetings between partner organisations should be facilitated by Fair Share staff, including preparatory sessions on how to work in partnership.

3.4 The Steering Group

The residents Steering Group is a key feature of Ashfield's Fair Share scheme, enabling the process to be lead and locally owned by the community. As noted, the evaluation did not explicitly investigate the Steering Group as this has been covered in the national evaluation. However, some comments were made and recommendations suggested which are summarised below.

During the early years of the programme the Steering Group experienced some difficulties, in particular, regarding the dominance of tenants and residents associations and of particular individuals. However, efforts made by the NCF staff to diversify the membership of the group have been successful. The Steering Group is reportedly much more buoyant, with a more optimistic outlook now that funding is being spent and projects are beginning to report successes. The Steering Group now has tangible issues to deal with, reducing the scope for the hypothetical debate which marred earlier working. The increased number of statutory sector workers present at meetings also may have helped, giving greater recognition to resident members, but also bringing in specialist knowledge. Maintaining local ownership alongside professional worker interaction will be of paramount importance in the coming year. It would also be appropriate to revisit the role and function of the Steering Group to ensure clarity of the roles and responsibilities of resident members vis-à-vis professional workers.

During the interviews, a small number of the newly adopted Steering Group members from statutory bodies who have only been able to attend a few meetings, did not seem to be fully up to speed with Fair Share. As the working of the group is rapidly evolving, all members much evolve together. At this stage it is essential that these new members are assisted to become fully engaged to prevent a two tier system from developing.

It was noted that resident membership of the group continues to be largely from the older sections of the community with limited input from younger age groups. Efforts should be made to include some younger members. Alternatively a children and young people's shadow Steering Group could also be established to provide their comment and perspectives on decisions made by the Steering Group. Further, funded projects could be invited to nominate representatives from their projects to sit on the Steering Group, such that the voices of service users are included. Alternatively, nominated individuals could operate as a service users sub group to support the Steering Group. This would further broaden the range of local people involved in decision making, and increase local ownership of the funded

projects. It is also suggested that the chair of the group could rotate to give each member the opportunity to manage the meeting space.

It was interesting to note that there continues to be some difference of opinion about who the beneficiaries of projects ought to be. A small number of Steering Group members continue to express concern that projects only support the “*naughty kids*”. The evaluator does not concur with this view, as only one of the seven funded projects is targeted at young people who are offenders or are considered to be at risk of offending. On the other hand, youth workers interviewed expressed concern that it was, in their opinion, only the ‘*nice kids*’ who are accessing the funded projects, and therefore they felt that the projects will not fulfil their mandates to resolve social problems within their areas. This conflict of opinion suggests that there may be some lack of understanding within the Steering Group regarding the root causes of the social problems it wishes to address. Further training on the underlying dynamics of change may be required to help the Steering Group become more informed leaders of this process.

Recommendations

- It would be appropriate at this stage to work with the Steering Group to develop a strong, service oriented identity. This should include training around consultation and dialogue techniques alongside information about community development working practises.
- The chair of the meeting should rotate, member taking it in turns to chair each session.
- The Steering Group should consider establishing a youth/ children’s shadow Steering Group, taking volunteers from the funded children and young people’s projects.
- The Steering Group should consider establishing a service users sub group, taking volunteers from the funded projects for adults.

3.5 The Role of the Community Champion

It is well recognised that the recent transformation in the Fair Share programme is the result of the hard work of both the Programme Manager, working on strategic issues, and the Community Champion, working on operational issues. The Community Champion is pivotal to implementing the Fair Share programme, mobilising groups and engaging participation. Interviewees gave her glowing praise. It seems that she has become a hub for communication between organisations, and between statutory sector agencies and the community, a point of contact and a catalyst for this interaction. It was suggested by one interviewee that the Community Champion has become a key conduit for community empowerment, individuals from the community being willing to come to her with their ideas, whereas previously the only channel available to them was the tenants and residents associations. Statutory sector partners also noted that the level and quality of communication and co-working between themselves has increased considerably as a result of her input. There is no doubt that her personal qualities, open and friendly manner, and positive, can-do attitude have made this possible.

This relationship building work seems to have taken a considerable amount of the Community Champion’s time, and drawn her into working on a wide range of projects which all relate to the core aims of the Fair Share programme, but are disparate in nature. It seems that as much time has been spent as a general community development worker, responding to the needs of the statutory sector and helping them to engage with the community, as on specific Fair Share priorities.

The Community Champion's job description is very broad, stating that her role is to "build the community capacity" of the three estates. Tasks cover a wide range of activities and are very loosely defined. There is no explicit link to the Fair Share Priorities Document and there does not appear to be a Fair Share Action Plan. It is unsurprising then that the work of the Community Champion has become very broad. While the tasks being performed by the Community Champion are all important for the area, the evaluator wonders whether some of these tasks fall within the mandate of other officers such as the County Council or Ashfield District Council community development workers, who work in close partnership with the Community Champion at present, or whether they should be the core work of a generic VCS development officer within Ashfield Links Forum. The evaluator finds that, to date, this broad working style has been a necessary and productive investment to mobilise energies within the Fair Share area. However, NCF should consider whether narrowing the focus of the work of the Community Champion would deliver greater value added for the Fair Share programme for the coming years.

Community Champion Job Description – tasks include:

- Work within identified community issues and priorities.
- Develop new community based programmes and resources.
- Evaluate and monitor programmes and resources.
- Enlist co-operation of Government Bodies, community and voluntary organisations and sponsors.
- Mediating and negotiating with community and statutory parties.
- Raise public awareness to the Fair Share Trust.
- Act as a facilitator to promote self-help in the community.
- Liaising with interested groups and individuals.
- Encouraging participation in activities.

Recommendations

- At this stage in the development of the programme, it is recommended that the work of the Community Champion be focused on the mobilisation of the community behind the funded projects and to promote engagement with new strategic priorities for the scheme.
- The Community Champion's work, then, should become focused on a limited number of strategic priorities, through a clearly defined action plan and work plan.
- It is recommended that NCF may wish to reword the Community Champion's job description to narrow the focus to a range of strategic priority areas, or include a specific link to the action/ work plan described above.
- Support should be given to Ashfield Links Forum to identify funding for a generic community development worker post to provide support for VCS groups across Ashfield.

3.6 Capacity Building Support Work with VCS Groups

One key aspect of the work of the Community Champion is to provide capacity building support to VCS groups across the Fair Share area, beyond those commissioned to deliver Fair Share funded projects. It was only possible to interview eight projects in this regard. Some groups were very grateful for the support they had received and it seems to have generated greater enthusiasm and confidence. This support has mainly focused around

identifying funding while, in a small number of cases, more comprehensive support has been given, including developing constitutions, planning projects, training staff and so on. At the other extreme, some of the groups interviewed were not fully aware that they had been supported; they did not recognise networking opportunities provided by the Community Champion as capacity building support.

It appears that the support given to groups has been reasonable ad hoc, based on what the groups state they need, rather than based on any kind of systematic needs assessment. A questionnaire relating to training needs has recently been sent out to groups, however, the evaluator wonders whether groups will have sufficient technical knowledge to identify all the areas where they need to develop, or to recognise the opportunities that would be available to them. It seems that groups have some very specific capacity building needs, and that complex technical knowledge is required to provide this support with the maximum of efficiency. While the Community Champion plays a key role in engaging with these groups and helping them to become open to the offer of help, it might be more efficient to then bring in specialist capacity building experts to deliver training and capacity building support. For example, both Bassetlaw and the Nottingham Councils for Voluntary Service have specialist group development workers who might be available for this task. There are also a range of specialist trainers such as SEEM, Prohelp and Community Accounting Plus.

Recommendations

- The role of the Community Champion in capacity building groups should be limited to engaging with groups and bringing them to the point where they are willing to engage with capacity building support.
- A systematic needs assessment tool should be used to determine a group's developmental needs.
- Outside specialists should then be made available to groups to deliver technically specialist capacity building support and training.
- If funding is found for a VCS development post within Ashfield Links Forum, the Community Champion's role in this regard should be turned over to them.

3.7 The Role of Nottinghamshire Community Foundation

In reviewing these processes it is also useful to consider the role of the NCF as the delivering agent for this programme. The NCF is a funding body, and therefore, it is worth considering whether this organisation was best placed to deliver what is essentially a development and regeneration programme. One might suggest that a locally based organisation would have been a more suitable choice, however, at the start of the programme there was no alternative infrastructure organisation sufficiently well positioned or financially sustainable to take on the responsibility of a ten year programme.

The NCF is clear that it did not have specialist expertise in this area at the outset of the programme, hence the recruitment of a community development professional as a dedicated outreach worker. It is impressive, then, that the NCF has developed an effective and innovative regeneration approach on the basis of only one member of staff at the operational level, with strategic supported from an NCF staff member. The programme has undergone periodic teething programmes, a feature of every regeneration programme no matter where it is based. Sadly this programme did not have the opportunity to learn from the experiences of other regeneration schemes in its early days. The sharing of learning with similar schemes, of which there are a considerable number across the East Midlands, might have helped the programme to develop faster and more smoothly in the early stages. This kind of

partnership working between regeneration leaders should be considered as a necessary feature of any future programmes of this kind.

Recruiting the Community Champion has taken a considerable portion of the budget, being approximately a quarter of the funding available to the programme. However, it is evident that the programme would not have been possible without this worker, and that her primary role was as an enabler and a catalyst for community initiative. It is therefore concluded that this was an appropriate and necessary investment and sound use of the Fair Share funding.

A hidden cost for the NCF, however, was the demand on the programme manager's time. The NCF was funded to administer the fund at the equivalent rate of other small grant funds, equating to one to two days per week of the programme manager's time. However, this was never going to be a simple grant programme and therefore it was inevitable that it was going to demand far more time from this officer, in practise, taking nearly all of his working week at times. One might look at this in terms of an efficiency issue in the division of tasks between the community champion and the programme manager. However, it seems inevitable that a regeneration programme will need a considerable amount of staff input. The evaluator is not aware of another regeneration programmes which runs on one operational staff member with one day per week of strategic support. It seems that in implementing a 10 year funding programme with these goals and aims, the Big Lottery has empowered the NCF to create something unique and innovative which is likely to have a lasting impact in the community. This is a very welcome development from three year small grant programmes and should be recognised as a model of best practice. However, it did not compliment this new operational modality with sufficient resources to implement it. As a result NCF has heavily subsidised this programme. In light of this finding, the Big Lottery should carefully consider the true administrative requirements of this type of approach when funding programmes of this nature in future.

4. FINDINGS: THE FUNDED PROJECTS

4.1 Impact of the funded projects on the community at large

It is early days for the Fair Share funded projects, round one projects having been in operation for a year, round two projects three or four months. Early indications suggest that the projects are having a considerable impact on various aspects of social capital for the participants involved, including the development of skills and confidence, people engaging in the community and taking care of each other. (See annex 2 for the table of impacts on social capital identified during the evaluation workshop). To date projects do not seem to be generating a strong impact on pride in the community. Projects are helping people to have pride in themselves as individuals, but are not necessarily creating central points for collective community pride. It was also noted that relatively few of the projects are promoting neighbour interaction.

There appears to be limited impact on community wide issues such as anti-social behaviour. Data for criminal damage or all categories of ASB do not appear to have improved over the last year, although there does appear to be some improvement for the last three month period compared to the same period a year ago. It was suggested that the people causing the ASB are not those who have been involved in the projects and therefore it is understandable that limited improvement has been observed. It is likely that the football projects and CHAT motor project will have an impact on building community relationships but these projects are only just beginning. While numbers of beneficiaries in the funded projects

are limited, noticeable and widespread impact on the community as a whole is unlikely at this stage.

4.2 Awareness of the Funded Projects

The evaluator was somewhat surprised to find that very few of the interviewees were aware of all of the funded projects. This included professional workers from the area and leading voluntary sector organisations, some of whom have been working with the Community Champion on other projects. Small community groups interviewed had very little knowledge of the projects. However, they also appeared to under report activities which they had been directly involved with. This is likely to reflect, not a lack of information provision about funded projects, but insufficient 'stickiness' in the way that this information is given.

Recommendations

Some interviewees felt that a large publicity campaign should be undertaken to promote the Fair Share scheme. The evaluator concurs with this view, but only so far as its purpose is to promote the engagement of local people in Fair Share, e.g. to enable people to take part in funded activities, to attract volunteers for projects, or to advertise opportunities to contribute to decision making. It may be the case that a broader campaign, beyond the Fair Share funded activities, would be ideal, promoting awareness of all the activities available in the community. This could be a "*What can your community do for you?*" campaign, with a view to generating community engagement and mobilising community action. Creative methods could be used for this campaign, alongside radio broadcasts and adverts in the CHAD.

4.3 Impacts of the funded projects on beneficiaries

Arts and sports based activities for young people are proving very popular, with the schools projects, the Saturday Club and the Eastside Centre projects being full to capacity. Young people are developing new skills, confidence and the ability to work with one another. The evaluator was also pleased to see older children taking it upon themselves to support younger ones in these activities. While activities are largely fun based, the Community of Christ drama group put on a performance at Christmas which gave a significant boost to their self esteem. The use of professional tutors in the schools projects has also meant that children are accessing specialist training they otherwise would not. There does appear to be some turnover within the Community of Christ project, the older youth leaving the project as they didn't want to engage with the much younger children. As a result there continues to be a vacuum in activities for the 13 years plus age group in Carsic. It is also not entirely clear whether these projects are entirely targeting the "right" young people. Several of the young people interviewed at one of the schools projects are involved in numerous after schools activities already, although the participation worker for the school noted that many of the children participating do not ordinarily get involved with other activities. Opportunities exist for engaging parents and family members to a greater degree within these projects, possibly empowering some of them to become volunteers, however, targeted support would be required to achieve this. At present there is limited scope for children to direct the schools based activities, as sessions are delivered on a rota for the year³, however, there would be scope to make all of these activities more directly lead and managed by the children if project coordinators were interested in moving in this direction.

³ While children do have the opportunity to comment on which activities should be included, this is not the same as children having direct ownership of the programme. In this project the evaluator felt that the children are still service beneficiaries rather than owning and directing the programme in a more meaningful way.

The pilot Interski football sessions in Leamington have taken off rapidly, with 50 to 80 young people attending each weekly session irrespective of the weather. This activity is also proving successful in mobilising youth volunteers and in engaging parents, who come to support their children. There is considerable potential to develop this aspect further. There were numerous anecdotal reports of young people gaining confidence, becoming fitter and healthier, and starting to engage in a wider range of activities in the community, as a result of the football club.

The CHAT motor project is only just beginning although it has great potential to build skills and promote community understanding. It is also hoped that this will be developed into a social enterprise by the end of the Fair Share funding. CHAT's advice, information and guidance project has not developed as anticipated, the sessions at the Community of Christ being turned into community outreach sessions. These sessions are having some impact however, and individuals are being identified for broader support from CHAT services. One young person, for example, came to the project with anger management issues. He had been in trouble with the Police, and refused to access any support services. As a result of the support from CHAT staff he is now working on level two numeracy, has found a Saturday job which will give him a job to go on to when he leaves school, and he has also learned how to control his temper and walk away from conflict situations. Another young person who came to the project was worried about their father who is a terminal alcoholic. CHAT staff have supported not only the child but the father as well, who is now working as a volunteer on CHAT's allotments.

Early indications suggest that the luncheon clubs are having some success. The group in Carsic is going very well; there is strong community ownership of the club and members are independently arranging additional activities for the afternoons. Friendships between members have developed and people are supporting one another outside of the club. The other clubs have proven less successful with poorer attendance at the fitness activity in New Cross, partly as a result of problems associated with the tutor at the start of the sessions⁴. The Leamington group, which is a continuation of an existing club, is also not going entirely to plan but it is hoped that these problems will be overcome in time. It is important to note that there was clear demand for the Carsic club prior to launch which explains to some extent the success of this group. The transport provision to support the luncheon clubs has not proved fruitful, with limited take up of this service. Our Centre is in discussions with Fair Share staff to see how this facility might be better used.

After some considerable delays due to staff recruitment issues, the Citizen's Advice Bureau outreach sessions seem to be going well. Sessions are running in all three locations and are reportedly fully utilised, two or three people access support with each session, which is the maximum number possible. One woman stated to the support worker, "*I have to tell you that's the best hour I've spent in my life!*" The Cashfields collection points are slower to establish, two locations have been identified along with volunteers to run them. However, this may be par for the course for this project which is developing a whole new community infrastructure, rather than simply delivering a service.

Opportunities for development

- Promoting local ownership of these projects is key to their sustainability and also as a way to maximise the impact on social capital.
- Projects should look at ways of broadening the participation levels in existing projects, especially by bringing in volunteers from families of participants.

⁴ Over several weeks at the start of the programme the fitness tutor was either late or did not attend due to transport problems which discouraged participants.

- Projects should aim to empower children and young people to contribute to the direction and management of activity based projects, setting up their own steering groups or participating in decision making meetings. Putting young people into a position of responsibility around these projects will be key to building skills, but also promoting the concept of volunteering and individual responsibility for community action.
- Projects could be used as a resource pool for engaging with the community around wider issues and new projects, using them as a conduit into the community.

4.4 Impact of the Projects on the Funded Organisations

A key aspect to the programme was the impact funding projects would have on the funded organisations themselves. A wide range of impacts have been noted. All the organisations report some kind of raised profile or diversification of services. In some cases it has also lead to the organisation accessing additional work, having become noticed within the community and by other organisations, for example Our Centre. Some are developing strong relationships within the community, and several are starting to generate good number of volunteers or potential volunteers. Age Concern for example has gained three new formal volunteers and three informal ones; two of the latter have disabilities. For these people this opportunity has given them a sense of identity and purpose which they are thrilled with. At the Citizens Advice Bureau and Our Centre volunteers have been given jobs through the funded projects. This builds morale and skill for individuals concerned but also impacts upon the sense of wellbeing across organisations.

For some this process has empowered organisations to reconsider how they work, for example CHAT reported that it has encouraged them to consider the direction of development of the organisation. CHAT, Our Centre and the Eastside Centre are all hoping to develop their organisation, or an aspect of their service, into a social enterprise. Sutton Community College noted that the programme has encouraged them to think about how they market their services to the community.

Text box 2 - Our Centre

This project has not been as successful as hoped, with limited take up of the minibus service to luncheon clubs. However, the project has had a marked knock-on effect for the organisations. Firstly, running this programme has raised their profile in the community, with individual residents requesting their services for transport for social events. On a larger scale, local recognition lead to residents lobbying their County Council for a local shopper service, which Our Centre has been contracted to provide. This kind of development is very much in keeping with their goal of becoming a social enterprise. The partnership with Age Concern has also been fruitful. They have supported Age Concern with information regarding their own vehicles and in turn, Age Concern has contracted them to provide transport for their Mansfield lunch club. The funding from this project has also helped them to fund the purchase of a new eight seater bus which is more suitable for smaller projects. This will enable them to offer a different type of service which will be more affordable and environmentally friendly to run.

The question remains, however, whether the funding of a single programme in this manner generates sufficient impact on the sustainability of a medium sized voluntary organisation like CHAT or the Eastside Centre. Funding in this way buys them some time, but they will need to find future funding. Clarifying and upgrading their vision, systems and structures through

systematic and tailored capacity building support will be key to their professional development and future success. Only the Eastside Centre reported receiving detailed support from the Community Champion to develop their capacity, but there is scope for all of the projects to receive more support in planning ahead for the sustainability of their projects. The key is finding the right level of involvement for the Community Champion in this regard. She currently sits on the Board of the Eastside Centre however the evaluator does not consider this appropriate, as it prevents her maintaining an independent role and encourages the organisation to give away some responsibility for the future of the organisation.

For grassroots organisations, however, like Interski, this process has been transformational, helping an individual translate his ideas into strategically planned schemes of work, developing volunteer skills and qualifications⁵, building a wide range of partners for the development of bigger scale future projects. For example, linking up with the local schools, Interski is applying for large scale funding to build an indoor football pitch for the use of schools and clubs. Much of the success of this group is down to the entrepreneurial spirit and dedication of the individuals who run this project, but the support of the Community Champion has been a catalyst to foster this latent potential. Continued support to develop additional skills, such as project monitoring and project financial management will also be required as the project develops.

4.5 Partnership Working

Partnership working between organisations has certainly grown. The Eastside Centre for example is now making referrals to the Citizen's Advice Bureau, having come into closer contact with this organisation through the Fair Share scheme. CHAT is working more closely with the County Council youth workers in the Carsic area through outreach sessions. The Community of Christ Church is steadily become a hub in the community with several of these projects basing their activities in the centre. Several cases were noted where project leads are now helping other projects or organisations to develop as a result of their experience and expertise.

There has been a lesser degree of success with the round two projects, where organisations have been 'buddied' from the start. Age Concern and Our Centre have experienced minor teething problems in coordinating the service, largely as a result of the division of services which are highly interconnected between two separate organisations. The Cashfield – Citizens Advice Bureau partnership has suffered from some misunderstandings and miscommunication around the nature of that partnership working, and assumptions made about the services delivered and the appropriateness of the match. The organisations were left to develop this partnership working on their own, an approach which is only readily successful where organisations have some kind of historical interaction and an equal power balance in the relationship. As noted above, partnership working needs to be nurtured and fostered and cannot be assumed. Any future partnerships could be coordinated and enabled with input from the Community Champion or other capacity building support.

4.6 Sustainability

From the beginning, there was a clear expectation and requirement that the funded projects be sustainable at the end of their two years of NCF funding. This was discussed with organisations in the assessment phase and was stated in the service specifications. It was expected that sustainability could come from a number of sources, including mainstreaming

⁵ The project coordinator completed his level three coaching qualification in order to deliver this project.

of projects, income generation from the activities, new grant funding as a result of raised profile and expertise, or through volunteers. For the round two projects is it too early to know whether they will be sustainable, however, there are some indications already evident. The evaluator's assessment of the present sustainability of each project is summarised below.

It is disappointing to find that few of the projects are highly sustainable, (being the schools projects and Interski). It is also concern worthy that several of the project coordinators have no clear plan for the sustainability of their services, fully expecting them to cease at the end of the Fair Share funding. This is wholly contrary to the service specification of the project. However, it may reflect the fact that some of the funded projects are inevitably difficult to sustain, such as the Citizen's Advice Bureau outreach sessions, and the CHAT Advice, Information and Guidance sessions. These are professional services and are costly to deliver. The question remains, should Fair Share fund activities in the first place, no matter how essential they are to the community, if they are not readily sustainable? Alternatively, should Fair Share accept that some services are not sustainable, but worth funding for a short time because of the lasting impact they will have within the community?

The evaluator believes that there are opportunities for each of the projects to become more sustainable, however, in several cases this requires the move to a less "professional" or specialist service, run by volunteers. In the evaluation workshop this principle was discussed regarding the Community of Christ drama and music workshops. While the project coordinators understandably resisted the idea that specialist tutors should not be funded, noting that this would change the very nature of the current activities, the evaluator maintains that this may be necessary for any kind of youth activity to be sustained. Is it not better to have an informally run youth club, than no youth club at all? Fair Share may need to reconsider each of these projects against their initial aims. If the purpose is to engage young people and build confidence, for example, this may be achieved at much lower cost without the provision of specialist tutors through a volunteer run activity, supported by resource books and activity packs to deliver simple but engaging activities. Fund raising to buy in occasional session workers could supplement these activities and could in fact provide a positive opportunity for the youth participants to take a greater degree of ownership of the project, giving them a goal to work towards. The end of funding for this and other projects could in fact present an opportunity to achieve even greater impact on social capital within the community. Assistance will be required from the Community Champion and other specialist support services to help groups make this transition.

Recommendations

- All projects should be reviewed against their initial aims and objectives to assess whether and how they are fulfilling their core mandate.
- Assistance should then be given to help organisations develop detailed strategies for the sustainability of the funded activities.

Table 1: Evaluator’s Assessment of the present sustainability of funded projects

Project	Sustainability	Comments	Opportunity for Improvement
Interski	High	<p>Plans are in place for the continuation of the project. There is very active participation from the membership and the project runs at very low cost based on volunteer time. It is likely that this project will flourish and expand.</p> <p>However, the lead coordinator is effectively working part/full time on this project. If he were to return to full time employment this project could suffer.</p>	<p>Provide support to the project coordinators to further develop technical skills e.g. financial management. Obtaining funding to employ the project coordinator, as a sports development worker would help to sustain the project and further build the skills of current volunteers.</p>
Sutton Community College – school projects	High	<p>Participants are regularly paying subs for this project. A small increase in subs would fully cover the cost of tutors. The coordination aspect through the College staff is likely to be mainstreamed into their routine work.</p>	<p>Expanding ownership into the schools and the community at large would increase the impact of this project within the community. This would require considerable support from the Community Champion and college staff would not have time to support this.</p>
Sutton Community College – Saturday Club	High	<p>The activity is oversubscribed and individuals are block paying in advance. As with the schools projects, it is anticipated that subs paid will cover the operational costs of this project.</p>	<p>Expanding ownership into the community would make this activity more sustainable. Use of volunteers would reduce the need for professionally paid specialist tutors which could make the activity cheaper and therefore more accessible to a broader range of young people.</p>
Eastside Centre – arts workshops	Low	<p>While the centre has a great many ideas for future projects, there do not appear to be any plans for the continuity of this project except through repeat funding. Funding of this magnitude is unlikely, small grant funding is more available but would be insufficient to sustain professionally paid tutors.</p>	<p>Develop this programme on the basis of volunteers, raising small scale funding to buy in specialist tutors as occasional sessional workers.</p>
Eastside Centre – workshops at the Community of Christ	Moderate	<p>As above, although this project benefits from volunteer input from the Church, therefore some kind of informal activity could continue without the professionally paid specialist tutors.</p>	<p>Develop this programme on the basis of volunteers, raising small scale funding to buy in specialist tutors as occasional sessional workers.</p>

Project	Sustainability	Comments	Opportunity for Improvement
CHAT – Motor project	(Moderate)	There are plans to turn this activity into a social enterprise. (Fair Share funding for this activity is only just beginning therefore it is too early for assessment of this project.)	
CHAT – Advice, Information and Guidance	Low	There does not appear to be a strategy for the continuation of this service at present.	Work with the organisation to develop a forward strategy for this project.
Age Concern	Moderate	Age Concern is experienced at developing luncheon clubs with paid staff and the handing them over to volunteers to run, with back support from paid staff. There are already plans to sustain at least one of the luncheon clubs in this manner.	Further work with the members and local community to increase the number of volunteers. Further work with the organisation to learn the lessons from other luncheon clubs across Ashfield which have closed in the recent years.
Our Centre	Low	While the organisation has plans for its broader development there are no plans at present to sustain the transport for the luncheon clubs. The expectation is for additional funding. Repeat funding of this magnitude is highly unlikely.	Consider options for developing business arm of this company as a social enterprise such that subsidised services could be made available to support community initiatives.
Citizens Advice Bureau	Low	It is unlikely that this service could be sustained on volunteers, and this would still incur considerable costs. The CAB struggles to find suitable funding despite the evident need for these services. Similar outreach sessions were closed at the end of last year due to lack of funds. This service is likely to close at the end of the project funding.	Work with the CAB to increase its volunteer base and find funding to sustain volunteers. Also lobby the County Council for mainstream funding for this kind of essential service.
Cashfields	(Moderate)	This project is inherently self sustaining at the collection point level, (excluding the costs of the coordinator), if it becomes established. It is too early in the development of this project to assess its sustainability).	Work with the coordinator to mobilise community support and volunteers.

4.7 Legacy

Interviewees were asked what they thought the Legacy of Fair Share would be. A wide range of aspects, all stemming from the current funded projects, were noted. These are listed in the text box below. Some of these aspects of legacy are tangible factors such as continued services and social activities, sports teams and better used community facilities. Others are attitudinal or behavioural changes within the participants. This includes direct impacts such as increased confidence and skills, but also more subtle impacts such as the prevention of stress and raised awareness of how to take responsibility for one's own health and wellbeing.

While achieving this kind of impact for even a single individual may be worth the cost and effort, the aim of the Fair Share programme is to have a lasting impact upon the whole of the community in New Cross, Leamington and Carsic. Each of the aspects noted above are very powerful and could have a marked impact on the community. In fact any one of these factors could be the key to its transformation. To achieve this, however, that aspect must cross a threshold of impact, reach a critical mass. This relates to both the depth and coverage of impact, i.e. a sufficient number of people need to be effected such that the community at large becomes aware of it, and the impact on those individuals must be deep enough to have a lasting effect upon their lives and the lives of their friends and family.

Have, or will, the current Fair Share project achieve this critical mass? At present, with limited numbers of beneficiaries in each project, the evaluator does not believe that the funded projects in their current state will reach the required critical mass to have leave a noticeable legacy in the community. The exception to this may be the Interski project which is engaging large numbers of people, generating a deep and lasting commitment from those engaged and creating a big enough 'splash' in the community to be highly visible. However, the programme is only half way through. Each of these projects presents numerous opportunities for expansion or extension, which could in fact generate a lasting, noticeable impact within the community.

Text box 3: Examples of Types of Legacy from the Fair Share Scheme

- Sustained services and additional local activities.
- Some VCS organisations adopting more sustainable practises.
- Better networking between organisations, with increased sharing of information and resources. Partnership working between funded organisations and with other groups.
- Greater use of some community facilities.
- People gaining skills
- Young people given a greater sense of identity, improved self esteem and confidence.
- People feeling listened to from the initial consultation processes and within projects
- People empowered to manage their lives successfully, e.g. through CAB advice and Cashfields credit union participation.
- Prevention of stress and resulting health problems, (through CHAT and CAB advice)
- Raising awareness that people can promote their own health and wellbeing (Age Concern)
- Empowering people to pay for services through subs (After school projects, Interski)
- Better relationships between older and younger people (CHAT)
- Some limited reduction in scepticism about religious groups.
- Greater engagement of residents with statutory sector services and in strategic processes.

5. MOVING FORWARD

Considering the potential generated to date how should the programme move forward? It is crucial that Fair Share builds on its strengths if it wishes to generate a lasting legacy. In light of the evaluation findings the evaluator concludes that Fair Share must narrow its attention to a small number of priorities, putting focused and strategic attention into structured and systematic work plans which will ensure that the maximum impact can be achieved in those priority areas. If the programme is clear regarding which aspects of legacy, i.e. which aspects of social capital, it wishes to generate, then targeted work plans can be developed to ensure this end.

But what should those priorities be? Interviewees were asked which issues Fair Share should focus on in the coming years, and a wide range of options were proposed. These were assessed during the evaluation workshop and the resulting scores and comments are summarised in annex 3. This included building on existing themes e.g. promoting community ownership of the existing projects, increasing community involvement in local decision making, promoting volunteering (particularly of young people), and creating new projects using participants from the existing ones such as intergenerational activities. New theme areas were also proposed such as setting up family days, working on domestic violence, promoting community pride and promoting social enterprise. It should be noted that the Fair Share programme is not working from a blank sheet of paper, rather, it has a range of priorities set out in the current priorities document. These were considered in assessing the themes.

5.1 A proposed framework for Fair Share

It is proposed that the Fair Share scheme continues its work by building up the foundations which it has already laid. Upon this base, it is proposed that Fair Share focuses on generating four key aspects of social capital, which would become its core legacy. These aspects are: Voice, Action, Enterprise and Pride. In the following sections each of these stages of work are described. A high profile, flagship project is associated with each stage. These provide high visibility projects, in some cases quick wins, relating to this aspect of social capital. These flagship projects are then supported by broader underlying work which is equally important but having a more subtle, widespread impact.

Building the Foundations

The work of Fair Share would begin with strengthening the existing funded projects, helping them to become sustainable, and where possible to multiply their activities and broaden their scope. The Community Champion would conduct a systematic needs assessment with each of the projects in order to identify strengths and weaknesses and to develop a systematic strategy for sustainability. Bespoke specialised support could then be procured to build the capacity of each organisation. Where projects have complex development needs these specialists could also be responsible for the development of the projects' strategic plans for sustainability.

A creative and high profile publicity campaign relating to the Fair Share programme would be required. The purpose of this campaign would be to advertise the services available and publicise opportunities for involvement. This could be linked to a fun day incorporating a showcase of the sports, dance, music and drama groups funded by Fair Share. This would be led by the Community Champion but it is assumed that it would be adopted as a collective responsibility by the Community Development Workers group. The event could be

linked to a high profile event such as the Ashfield Show or the Health Partnership's 'Change One Thing' event, or it could be a stand alone activity.

I) Voice

The Aim: This is the active participation of residents in Sutton in decision making activities. Residents are aware of the channels to make their opinions known. These channels actively seek out resident involvement. Once engaged residents views are listened to. These views have a clear impact on decisions made and residents can easily identify this impact.

Underlying Projects:

- i) **The development of the Neighbourhood Plans** - including broad consultative processes which engage the local community in a meaningful way. While the primary responsibility of County Council staff, the Community Champion could assist with this process.
- ii) **Participant voice within funded projects increased** - this should be achieved through active and systematic consultation with participants within each project, which could include participant steering groups. Considering how to engage participants in decision making around projects should be part of the needs assessment and sustainability planning processes.

Flagship Project: Participatory Budgeting Pilot

It is proposed that a participatory budgeting pilot be established in the Sutton Area, based on the pooling of County Councillor and District Council funds. (This pool of resources could be match funded by Fair Share, however, this would not be necessary, basing the programme on Councillor funding gives the project sustainability and grounds it within longer term processes). Groups of residents would be invited to submit small project ideas to improve the local area. Ideally this would be tied to the priority themes identified in pending, ward based 'Neighbourhood Plans'. Local residents would have the opportunity to vote for their favourite projects at a special event, held within the local area. The role of Fair Share would be the rallying of local communities to take part in the project, support groups to put together project ideas and publicise of the funded projects. Lessons would need to be learned from other areas, however, the process should be lead by a group of local residents. The Fair Share Steering Group could take on this role. The approach should be piloted, but become a regular, annual activity.

II) Action

The Aim: This is the active participation of Sutton residents in community activities. People feel responsible for their families, their neighbours and the community at large. People acknowledge that sense of responsibility openly and are confident to take individual action, in small but tangible ways, to improve the quality of life of people in their community.

Underlying Projects

- i) **Increased engagement in the funded projects** - greater numbers of volunteers would be sought to support each project. Support and guidance would be given to project coordinators to attract, manage and bring out the best in volunteers. In some cases this could entail the transfer of 'ownership' of projects to community members. Broader volunteering promotion would be directed by Ashfield Volunteering, supported by the Community Champion in relation to specific projects. This could include volunteer promotion events, which residents would be invited to help organise, promoting

volunteering from the start. Sustainability plans for projects would include consideration of volunteer needs and opportunities.

- ii) **Promotion of Youth Volunteering** - individual young people engaged through the funded projects could be supported to give something back to their community. Coordinated by the Community Champion, schools engagement workers and youth workers would be invited to work with groups of young people from individual projects to empower young people to take action. The Friends of Sutton Youth group could also be invited to lead on this work.

Flagship Project: Big Lunch/ Neighbourhood Cares

This area of work would fall under the wing of the Safer Community Group within the LSP. Lead by the Community Champion, groups of residents on individual streets would be invited to hold a Big Lunch street party as part of the national Eden Project scheme. Support, advice and guidance would be available to help residents plan and run their Big Lunch projects. If these activities prove successful, those residents would be invited to continue to work together as a street collective to form a Neighbourhood Cares group. The purpose of these groups would be to promote mutual awareness and support between neighbours on streets, lead by a volunteer coordinator from the street. The coordinator would have links into a range of support services, which could be called on to support individuals in need, e.g. community health workers or support services for the elderly. They could also be invited to participate in the Safer Neighbourhood Committees. In this manner community wellbeing would be increased, isolation reduced and individuals would become more actively involved in their local community. The programme could start with a small number of groups as a pilot. A resource pack could also be produced for coordinators to support their role. A small sum could be made available from Fair Share to individual groups to pay for a 'symbol' of the fact that on their street, neighbours care, such as window boxes, front door stickers, or tree planting.

III) Enterprise

The Aim: This is a new area for Fair Share and entails the active promotion of social enterprise in Sutton with the development of a fledgling social enterprise business community in the town. A small number of organisations would be developed into successful social enterprises and a range of individuals would be identified, motivated and supported to develop their own social enterprise activities.

Underlying Projects

- i) **Identifying individuals** - some underlying work would be required to try and seek out individuals with entrepreneurial ideas. This would be lead by the Community Champion, in conjunction with County Council Social Enterprise workers and other specialists such as SEEM and Biz Fiz.
- ii) **Supporting organisations** – a small number of VCS organisations would also be identified and provided with bespoke support to develop into sustainable social enterprises through the support of Biz Fiz advisors/ mentors.

Flagship: Dragon's Den and Support to Local Entrepreneurs

A Dragon's Den style project would be developed to draw out and motivate potential social entrepreneurs. The reward for successful ideas would be placement on a bespoke EMSEE course with business mentor support, with a view to developing these ideas into viable social

enterprises. Fair Share funding could pay for the training course and provide individual small grants to help get the businesses off the ground.

IV) Pride

The Aim: Sutton is a town with a proud history. Sutton residents will feel proud once more of their community, as shown by clear 'signal' activities and events which demonstrate the unity and the resilience of the people of Sutton. These activities will be thought up by and lead by the people of Sutton.

Underlying Projects

- i) **Research** – this process would require baseline research with community residents regarding what has made them proud of their community in the past and would make them proud again. This could be through on street questionnaires at stalls on market days or at the Ashfield Show. A write-in competition via the newspaper or radio could also be used to gather ideas. Existing groups, such as the Sutton Living Memories Group, may be interested in championing this process and could be invited to take a leading role, supported by the Community Champion. Groups of volunteers could be invited to run consultation events, thereby promoting volunteering and community ownership as part and parcel of this strand of work. Members of the Fair Share Steering Group would also need to visit other communities which undertaken projects to promote community pride, to learn from their experiences. One example to learn from could be the community run fire station in Blidworth. Ravenshead has been twinned with a town in the Gambia, which has had a considerable impact on the sense of community and wellbeing of its members.
- ii) **Develop pride generating projects** – on the basis of the research, a single or multiple projects would be developed to mobilise the community and generate pride in Sutton.

Flagship: Proud of Sutton Celebration Event

A celebratory showcase event could be planned to give all of the teams and clubs which have been developed through Fair Share funded projects an opportunity to perform for the community. The event could also invite other VCS organisations to demonstrate their projects. This could begin as a small event based around existing local projects. However, annual events could be planned. To boost the popularity of the event it could be combined with a Cultural Olympiad theme, promoting sports and arts activities, with possible external funding from the Arts Council or Igniting Ambition⁶. This activity could be coupled with the publicity events, consultation events or volunteering promotion events listed above.

The diagram below depicts these activities, which are outlined in greater detail with timeframes and lead partners in a draft action plan in annex 4 and a summary time line in 5 below.

V) Overriding Considerations

It should be noted throughout this plan that Fair Share is targeted at the three estate of Carsic, New Cross and Lemington. A number of these initiatives are cross are, aimed at engaging the whole of Sutton. The reason behind this is that the well being of residents in the three estates is, in reality, closely interwoven with the well being of residents across Sutton, and to only run projects in the target estates would be divisive and an inefficient way

⁶ See www.ignitingambition.co.uk for more information on this project and funding opportunities.

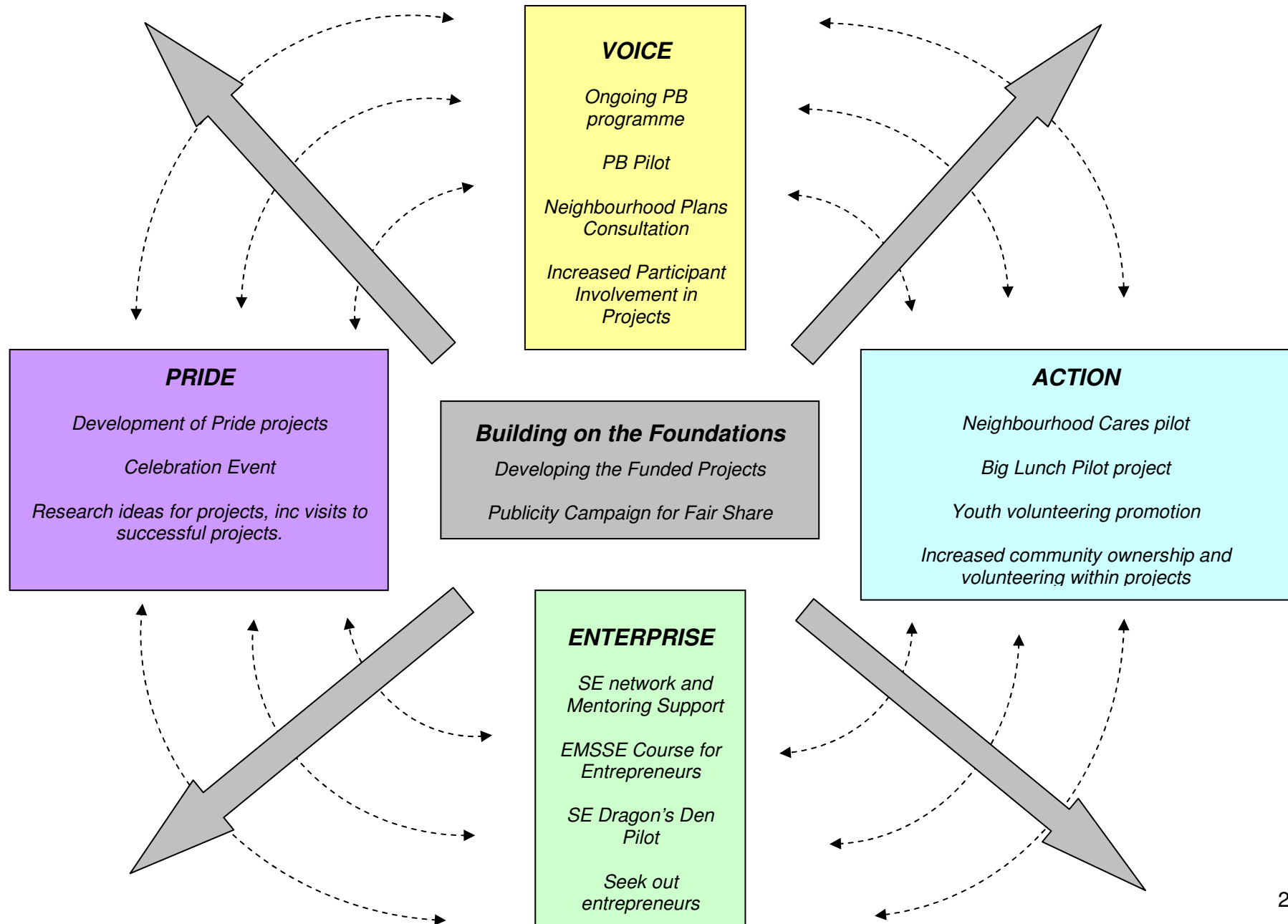
to support residents. In light of this, projects would be aimed at the whole community, with particular emphasis and outreach into the target estates, to empower and enable the participation of residents from these areas in the projects.

This approach does not contain an explicit strand for learning and skills. However, it is clear that each of the strands, directly or indirectly, impact upon learning and skills, through the promotion on volunteering, the capacity building of organisations, the development of new community projects, and through social enterprise training.

As far as possible, the work programme for Fair Share should be streamlined with mainstream service providers to ensure sustainability of the programme and to maximise opportunities. The action plan, for example, could be integrated into the work plans for each of the LSP task groups and could also be approved and adopted by the Community Development Workers group.

One of the key underlying reasons that Sutton was given Fair Share resources was that its voluntary sector was underdeveloped, with limited applications to grant funders such as the Big Lottery. One of the indicators of success, then, would be an increase in the level of applications from Sutton groups to small and medium sized funders, as well as larger national programmes. It is therefore understood that the actions in this work plan should not restrict themselves to the existing Fair Share funding but rather, where appropriate, the groups supported and generated through these activities should be encouraged to apply for funding from elsewhere. This builds capacity for groups, reduced dependency upon a programme of limited lifespan and addresses the underlying rationale for Fair Share.

Diagram 1: Proposed working strategy for Fair Share



5.2 Breakdown of Use of Funds

The Fair Share scheme has approximately £250,000 unspent. The following table summarised the proposed use of this resource. Some allocations have been made to support projects such as youth volunteering programmes and pride in Sutton project, however, it is assumed that funding would be sought by groups of residents from other small grant funds to support their activities. As noted above, this in itself would be a capacity building exercise and would go some way to meeting the skills gaps which warranted the allocation of Fair Share funding in the first place.

Table 4. Break down of funding

Stage	Activity	Details	Total Cost
Foundations	Bespoke support for existing projects	5 days of trainer's time @£300 per day, for 10 projects/ organisations £500 for each project/ organisation to attend training programmes	£15,000 £ 5,000
	Publicity campaign	Assume advertising in the CHAD would be free. There may be other promotional costs. Showcase fun days (see pride section)	£3,000
Voice	Getting people involved in the Neighbourhood Plans	Some extra outreach and events in the three estates.	£2,000
	Participatory Budgeting Pilot	Match funding for the projects Advertising the event and costs of the event day: £3000 in year 1, £2000 for each of 2011, 2012, 2013.	£22,000 £9,000
Action	Young People Volunteering Campaign	Advertising / promotion events, support to groups to meet and make plans. Funding to support project ideas	£4,000 £30,000
	Big Lunch Pilot	Advertising £100 per street x 10 streets	£2,000 £1,000
	Neighbourhood Care Pilot	Produce resource packs Street projects £500 x 10 streets. Future promotional work and support for a further 10 streets in following year	£3,000 £5,000 £8,000
Enterprise	Dragon's Den	£1500 business grant x 10 ideas Costs of running the event	£15,000 £3,000
	SE Course	Based on provisional costs from EMSEE	£50,000
	Developing a network	Advertising and communications costs	£5,000
Pride	Research	Cost of research activities and trips to see other sites	£3,000
	Celebration events	Costs of running events	£5,000
	Pride projects	To be determined	£60,000
Total			£250,000

6. FUTURE STRUCTURES FOR FAIR SHARE DECISION MAKING

6.1 Continuation of Fair Share after 2013

With the continuation of the projects and new working themes for Fair Share, some consideration should be given to the management structures for the scheme. It is anticipated that the Steering Group will continue for the remainder of the programme. During the evaluation some interviewees referred to the continuation of the Fair Share programme after the completion of the current 10 year programme. For example, could a development trust be established to continue the work lead by the current Steering Group? Generally there was broad agreement that some kind of programme should continue after the end of the Fair Share funding. Some suggested, however, that the current levels of ownership by the broader community of the Fair Share programme and Steering Group are insufficient to warrant extension of this kind at present.

The evaluator suggests that it is too early to conclude on this issue. If the activities proposed in the work plan above are implemented, then a range of schemes should continue, for example the participatory budgeting scheme, or the pride in the community projects of which the community should have considerable ownership. Much of the work currently being delivered by the Community Champion, namely the capacity building work within the VCS in Sutton should fall within the mandate of a well staffed VCS infrastructure organisation such as Ashfield Links Forum. Consideration should therefore be given to the sustainable development of that organisation, to aid it to fulfil its mandate in the broadest sense and to avoid duplication in future work programmes. It is the firm recommendation of the evaluator, then, that the Steering Group focus efforts on develop its capacity over the next year to steer a process which engages the community at large and dovetails into sustainable structures, such as Ashfield Links Forum, the Sutton Partnership and the Local Strategic Partnership.

6.2 Linking into the Local Strategic Partnership

How then should Fair Share link into the LSP structures? The LSP has a range of themed task groups covering different aspects of the LSP strategy, many of which fall within the priorities of the Fair Share Programme. While Fair Share staff attend the Performance Monitoring group, there is some concern that the individual task groups are not familiar with the work of Fair Share and therefore do not take it into consideration when making their plans. However, Fair Share staff cannot attend all of these task groups. The question also remains, should Fair Share, as a capacity building programme for the VCS in Sutton, be represented separately from the rest of the VCS, or, rather, should the existing VCS representation in the partnership be strengthened, those representatives having a strong understanding of and commitment to the Fair Share programme.

It is recommended that:

- Fair Share staff document the impact that Fair Share projects have on the Local Area Agreement (LAA) priorities.
- Consideration should also be given to how Fair Share projects can be tailored to have maximum impact upon the LAA priorities. For example, could projects be adjusted to have a greater impact upon NI 1 (different people getting on) and NI 4 (influencing decisions). New projects should be cross referenced against LAA priorities in their development stage.

- Through the LSP thematic task groups, consideration should be given to incorporating Fair Share projects into their work plans, so there is an increased understanding of how Fair Share fits into their schemes of work and collective priorities.
- Fair Share staff should attend the Stronger Communities task group, rather than the Performance Monitoring group.
- Fair Share could adjust some of its timetable to working in line with the LAA e.g. time the development of new projects to fit with the timetable for the new neighbourhood plan. The proposed work plan above explicitly includes the promotion of community engagement in the neighbourhood plan consultation, and builds the Participatory Budgeting pilot around the expected timetable for this work.

It was suggested that Fair Share could fall in with the Weeks of Action, providing funding to support activities which are identified in these projects. The evaluator does not think that would be feasible, given the short term, reactive nature of these activities. However, the Community Champion could assist during these periods to mobilise community engagement in these activities.

7. CONCLUDING COMMENTS

There is no doubt that the Ashfield Fair Share Steering Group and staff have created an innovative approach to endowment funding. They should be proud of their efforts and all their achievements to date. At present few of the funded projects are likely to be sustained as ongoing services without considerable support. However we do see significant developments within the funded organisations as a result of the project funding and their engagement in Fair Share process. Given that the underlying rationale for Fair Share funding was the under developed nature of the VCS in this area, this is a real result and will form part of the legacy of Fair Share.

It is also evident that the speed of progress within the Ashfield Fair Share scheme has rapidly accelerated, having reached a critical mass in the last year for an explosion of opportunities in the coming years building on the strong foundations established to date. The question is not *“what should we do next?”* but *“what should we do first”!*

The role of the community champion has been crucial to the process and a valuable investment of Fair Share resources. The recruitment of this kind of outreach worker should be a core feature of any programme of this type in future. Having a broad remit has been fruitful in these early stages however now is the time for the Community Champion to narrow her focus to implementing a clearly defined work plan. It is proposed that this work plan be grounded in building up the foundations already created, coupled with a series of strategic, flagship projects which will steer the community towards four key aspects of social capital being Voice, Action, Enterprise and Pride. It is proposed that this framework will take advantage of the opportunities generated to date, and provide an efficient and systematic approach to navigating the programme through the next four years.

NCF has done well to bring the programme to this point. In looking forward NCF and the Fair Share Steering Group should embrace every opportunity to work in partnership with broader mainstream agencies in the implementation of its plans. This includes anchoring the work plan into the LSP through the Stronger Communities task group, and into operational working through the Community Development Workers group. Efforts should be made to ensure that the priorities of Fair Share are adopted as priorities of the Partnership to enable greater sustainability beyond the duration of Fair Share itself.

Finally, the evaluation recommends that the Big Lottery consider adopting this approach as a model of best practice for Fair Share schemes. In so doing, it must recognise that innovative regeneration schemes are costlier to run than traditional small grants funds, and that sufficient resources for administration of programmes like this is essential to make the best use of the time and funding available.

ANNEX 1: PEOPLE INTERVIEWED

Funded Projects	
Chris Salter	Age Concern
Pam Kearney	Cashfields
Maggie Hall	CHAT
Sue Davis	CAB
Angie Peppard	Our Centre
Tim Cooper	Our Centre
Dorothy Thomlinson	Eastside Centre
Brian Thomlinson	Eastside Centre
Mike Stokes	Eastside Centre
Kier Barsby	Interski
Dawn Barsby	Interski
Vicky Penrice	Sutton Community College
Pastor Wayne Rowe	Community of Christ Church
Mrs Rowe	Community of Christ Church
Brad Guy	Drama Tutor, Community of Christ youth project
Ray -	Guitar Tutor, Community of Christ youth project
Louise Regan	Head Teacher, Hillocks Primary School
Anne Derbyshire	St Mary Magdalene's Primary School
Fiona Nelson	Cheerleading tutor, St Mary Magdalene's Primary School
Broader Stakeholders	
PC Adam Brookes	Police
PSCO Steve Bull	Police
Roger Eggleston	County Council Youth Service, Detached worker
Sharon Cox	Home Safety
Jayne Gorowda	Surestart Development Worker
Stuart Nublely	Spartens Boxing Academy
Sarah Mettham	Magistrates Court Engagement Project
Javid Khalique	Nottinghamshire Mental Health Trust (and Steering Group member)
Steve Shaw	Ashfield links Forum
Philip Marsh	Chair of Fair Share Steering Group, Sutton Rotary, Magistrate
Andrew Wingard	Nottinghamshire Local Education Authority
Debbie Widderson	Ashfield DC
Richard Bacon	Community Development Team, Nottinghamshire County Council

David Parker	Community Development Team, Nottinghamshire County Council
Lynn Reilly	Ashfield Play Forum
Harry Sharp	Sutton Community Radio
Melanie Jackson	Sheltered Homes, Ashfield District Council
Georgina Street	Cultural Services Ashfield District Council
Simon Taylor	Social Enterprise Officer, Nottinghamshire County Council
Margaret Allsop	Ashfield Volunteering
Debbie Murray	Ashfield Volunteering
Gillian Welch	Community Development Team, Ashfield District Council
Sam Watson	Public Health Team, PCT
Harry Sharpe	Ashfield Community Radio
Cllr May Barsby	Sutton Central District Councillor
Cllr Edward Llewellyn Jones	Sutton Central County Councillor
General Capacity Building with Groups	
Rev, Frank Crowther	New Cross Community Church
Mr. Ian Kerry	Friends of Ashfield Memorials
Mr Alan Brewer	Pills
Debbie Halfpenny	Framework
Mandy Revel	Friends of Sutton youth
Mrs Mandy Foster	Sunshine Club
Mike Stoke	Eastside Centre
Alison Johnson	Women's reality group

ANNEX 2. SUMMARY OF IMPACTS ON SOCIAL CAPITAL BY FUNDED PROJECTS

	After School Projects (Sutton Community College)	Saturday Club (Sutton Community College)	Eastside Centre Youth Music Projects	Community of Christ Youth Club (Eastside Centre)	Interski Football Club	Sexual Health Advice & Guidance (CHAT)	Motor Project (CHAT)
<i>Neighbours getting on well</i>	(yes)				yes		
<i>People respecting others who are different from themselves</i>	(Yes)	(Yes)	(Yes)	yes	yes	yes	(Yes)
<i>People being proud of the community</i>	(yes)		(Yes)	(Yes)	(yes)		
<i>People empowered to take responsibility for their own lives</i>	yes	Yes	(Yes)	yes	(yes)	Yes	Yes
<i>People developing their skills</i>	yes	yes	yes	yes	yes	Yes	Yes
<i>People taking care of each other</i>	yes	yes	yes	yes	Yes	Yes	
<i>People being confident</i>	yes	Yes	yes	yes	Yes	Yes	Yes
<i>People being actively involved in the community</i>	yes	Yes	Yes	Yes	Yes		
<i>People feeling like they can have their say</i>	yes	(yes)	Yes	yes	(yes)	Yes	
<i>People being happy/happier</i>	yes	yes	yes	yes	Yes	yes	yes
<i>Other</i>	Positively engaging young people	Positively engaging young people	Positively engaging young people, brings out creativity.	Positively engaging young people, brings out creativity.	Positively engaging young people	Improved health	Positively engaging young people

	CAB Outreach sessions	Cashfields Collection Points	Luncheon Clubs (Age Concern)	Luncheon Clubs Transport (Our Centre)
<i>Neighbours getting on well</i>	yes		Yes	Yes
<i>People respecting others who are different from themselves</i>	Yes	(Yes)	(yes)	(yes)
<i>People being proud of the community</i>			Yes	
<i>People empowered to take responsibility for their own lives</i>	Yes	Yes	(yes)	(Yes)
<i>People developing their skills</i>	Yes	(Yes)	Yes	
<i>People taking care of each other</i>	Yes	(Yes)	yes	Yes
<i>People being confident</i>	Yes	yes	Yes	Yes
<i>People being actively involved in the community</i>	Yes	(yes)	Yes	Yes
<i>People feeling like they can have their say</i>	Yes	Yes	Yes	
<i>People being happy/ happier</i>	Yes	Yes	Yes	Yes
Other	Relieves poverty, improved the local economy, relieves stress		Combating isolation and sharing concerns, people making friendships and now doing broader activities together.	Combats isolation, helping people to engage in the community, build self esteem

ANNEX 3: SUMMARY OF PROPOSED PRIORITIES FOR FUTURE WORK

The following table lists the options for future work priorities proposed by interviewees. These themes were discussed and assessed at the evaluation workshop, the corresponding comments and scores are given in the final two columns.

Theme	Score	Workshop Comments
Ongoing themes		
Supporting the existing projects to continue	5	<i>It would essential to maintain the existing projects and not lose momentum. Organisations may have to look at a mixed income approach to give sustainability. Providing this support would be part of Sarah's role in the last year of each project.</i>
More youth projects, social or sports	1.5	<i>A lot has been done already. Sustaining the existing projects would be key to this.</i>
More health promoting projects	0	<i>Ashfield District Council and the LSP are already doing a lot of work on this theme, and there is Choosing Health funding in place.</i>
Promoting community initiatives incl. the taking over projects	--	<i>There would be a lot of work to do first before this could be achieved. This will be implicit in helping the existing projects to be sustained.</i>
Promoting volunteering	3 / 5	<i>A publicity campaign is needed to tell people what's already happening and to encourage people to get involved. Ashfield Volunteering is already working on this, with the Community Champion.</i>
Inter generational projects	2 / 5	<i>This would rely on having committed volunteers. Could be linked into the family events.</i>
Involving local people in decisions	5	<i>This is a priority, and could be linked into existing work around the Neighbourhood Plans. This could include a participatory budgeting scheme.</i>
New themes		
New projects for 0-5's	0	<i>This would not build on any of the existing work</i>
Family social events	3/4	<i>Suggested that this could be a vehicle to mobilise volunteers and promote community initiatives. Could be large scale events – if so should not clash with other community events like the Ashfield Show. Could advertise at those events. Alternatively this could be small scale social events like games nights or pie and peas nights.</i>
New projects for adults	3/4	<i>This would be covered by the above.</i>
Domestic violence projects	0	<i>This is a very important theme, but there is a lot happening on this already and it requires specialist knowledge.</i>

Theme	Score	Workshop Comments
Promoting community pride	4 / 5	<i>This would be important as this was an identified gap in the existing funded projects. The community events could help with this. (A community newsletter was also raised in this context).</i>
Promoting social enterprise	5	<i>This would be important, but it must be sustainable. It should be accessible to low income families.</i>
Alternative themes not discussed at the workshop		
Apprenticeships		
A Sutton Newsletter		
Building the VCS infrastructure in Sutton		
Time bank		

ANNEX 4: DRAFT ACTION PLAN FOR FAIR SHARE 2009 - 2012

Stage	Aim	Objective	Tasks	Who	Timeframe
FOUNDATIONS	Ensure sustainability of funded projects	Provide targeted specialist support to existing projects to develop detailed forward strategies	Identify suitable needs assessment tool	Community Champion	May 2009
			Identify range of potential trainers, mentors or capacity building services	Community Champion	May- June 2009
			Conduct needs assessments with round 1 groups	Community Champion	June – July 2009
			Conduct needs assessments with round 2 groups		Oct- Nov 2009
			Match trainers to organisations.	Community Champion	Aug 2009
	Training takes place. Including bespoke support to develop sustainable service strategies.	Trainers, Community Champion checks progress periodically.	Strategies completed within 2 months. Training and support ongoing.		
	Ensure the community is fully aware of Fair Share projects	Large scale publicity – giving information about the projects and how to get involved	Advertising campaign e.g. through radio and articles in the CHAD and other local newspapers. Could include an information stall in popular locations e.g. outside of Asda. Could include a showcase event of the local sports and arts projects.	Community Champion Community Development workers	May - Sept 09 Aug – Oct 09
			Range of other services advertising and making referrals into the Fair Share projects.	Community Development workers/ other services	May 09 - ongoing

Stage	Aim	Objective	Tasks	Who	Timeframe
VOICE	Increase participant voice in funded projects	Avenues for participant voice identified and implemented	Projects consider how they can give participants more say in decision making in projects, through consultation or setting up steering groups. Include in sustainability strategies.	Trainers/ Projects/ Community Champion	ongoing
	Residents voice strong in Neighbourhood Plans	Residents actively involved in the Development of Neighbourhood Plans	ADC actively involves local residents in the programme of consultation, utilising the funded projects as vehicles into the community.	ADC, Sutton Partnership Input from Community Champion.	June 09 – Oct 09.
	Residents empowered to influence spending decisions	Develop a pilot Participatory Budgeting scheme	Meet with Councillors to discuss the idea.	Community Champion and Debbie Widowson	May 2009
			Consider and agree options for funding pot.	Councillors, Sutton Partnership, Community Champion and Debbie Widowson	June 2009
			Review learning from other PB pilots.	Community Champion and Debbie Widowson	July – Aug 2009
			Set up a residents steering group, including appropriate induction training.	Community Champion and Debbie Widowson	Sept – Oct 09
			Develop PB processes.	Community Champion and Debbie Widowson	Oct – May 2010
			PB announced and project ideas requested from the community. Support provided to groups to develop their ideas.	Community Champion Community development workers	May – July 2010
			PB decision day.	Community Champion, Debbie Widowson, CD workers	Aug 2010.

Stage	Aim	Objective	Tasks	Who	Timeframe	
			Monitoring of projects and evaluation of impact	Community Champion, Debbie Widowson	March 2010	
ACTION	Increase community ownership of funded projects	Identify volunteers to support projects	As part of sustainability strategy development, consider how to promote volunteering within the projects, or transfer lead of projects to resident steering groups or by setting up grassroots groups.	Projects/ Trainers	ongoing	
			Support projects on how to attract, manage and support volunteers, inc bespoke training if required.	Community Champion	ongoing	
			Volunteering campaign including volunteering events.	Volunteering Ashfield, Community Champion.	July - Dec 2009	
	People proactively engaged in taking community action		Empower young people to serve others in the community	Youth volunteering campaign, mobilising young people benefiting from the current funded projects.	Friends of Sutton Youth, Volunteering Ashfield, youth workers, Community Champion.	Jan – June 2010.
			Develop Big Lunch and Neighbourhood Cares pilot project	Research issues around Big Lunch and resource materials available. Set a date for Big Lunch (if not 19 th July)	Community Champion	May 2009
				Advertise the Big Lunch across the community, identifying and actively promoting the project in appropriate streets and the funded projects.	Community Champion, CD workers and projects staff	May- June 2009
				Support implementation of Big Lunch	Community Champion, CD workers, projects staff	June – July 2009
				Identify streets which were successful with Big Lunch projects and promote the concept of Neighbourhood Cares	Community Champion	Aug – Sept 2009

Stage	Aim	Objective	Tasks	Who	Timeframe
			Develop an information pack for street coordinators	Community Champion	Oct 2009
			Develop pilot schemes.	Community Champion	Nov 09 – Jun 2010.
			Evaluate success of pilot.	?	July - Sept 2010.
			Expand pilot into full scheme.		Oct 2010 - 2011/12.
ENTERPRISE	Promote Social Enterprise with existing latent entrepreneurs	Identify potential individuals social entrepreneurs	Work with the community to identify social entrepreneurs.	Community Champion	Oct - Dec 2009
		Empower a range of VCS organisations to become social enterprises	Identify organisations.	Community Champion, Simon Taylor	Oct – Dec 2009
			Identify business mentors or Biz Fiz advisors to support groups.	Community Champion, Simon Taylor	Jan 2010
			Support provided to organisations.		Jan –Dec 2010
	Attract new interest in social enterprise	Run a Dragon's Den event to identify entrepreneurs	Investigate options for event.	Community Champion, Simon Taylor	Aug - Sept 2010
			Design processes for event.	Community Champion, Simon Taylor	Oct - Dec 2010
			Advertiser Dragons Den Event.	Community Champion	Jan - March 2010
			Hold Dragon's Den Decision Day.	Community Champion	March 2010
		Train entrepreneurs to develop viable	Run an EMSSE course to train the 'winners' and to develop their ideas into social enterprises.	EMSEE, Community Champion checking progress	April 2010 – March 2011

Stage	Aim	Objective	Tasks	Who	Timeframe
		social enterprises	Provide ongoing mentoring support for participants	EMSEE, Community Champion checking progress	2011/12
			Develop a network of Sutton Social Entrepreneurs to provide support to future social enterprises.	EMSEE, Community Champion	2011/12
PRIDE	Promote Community Pride in Sutton	Identify factors that lead to pride in the community	Research factors that determine pride and identify possible projects or activities that would promote community pride in future. (This could build on existing projects such as Interski football or be completely new projects).	Community Champion	July – Sept 2009
			Steering Group to visit a range of community schemes that have mobilised the local community and generated a sense of pride in other areas.	Community Champion, FS Steering Group	July – Dec 2009
		Celebrate community activities through a showcase event	Hold a Sutton music and arts festival/celebration day.	Community Champion, Steering Group, projects.	To be determined - could be as part of the publicity/volunteering campaign in 2009 or later as a bigger event.
		Develop projects which promote community pride.	(Dependant upon the nature of the projects)	Community Champion, Steering Group	2010/ 11 and 2011/12

ANNEX 5: TIMELINE FOR PROPOSED WORK PLAN OF FAIR SHARE ACTIVITIES

	May – Jun 09		July – Sept 09		Oct – Dec 09		Jan - March 10		April – Jun 10		July – Sept 10	Oct – Dec 10	Jan – Mar 11	2011/12
Foundation	Identify needs asses tools and trainers	Do needs assessments round 1 projects	Match projects and trainers Develop plans		Do needs assessments round 2 projects	Match projects and trainers Develop plans								
				Ongoing training and development of projects										
	Advertising Campaign				Services advertising/ making referrals to the projects									
Voice	Consultation for Neighbourhood Plans													
	Meet Cllrs re PB	Learn about PB		Set up steering group	Develop PB processes				Announce, develop project ideas	Decision Day Event		Monitor and Evaluate		
Action		Volunteering campaign			Youth volunteering campaign									
	Research Big Lunch	Promote and support Big Lunches	Promote Neighbourhood Cares		Develop Pilot Schemes					Evaluate schemes	Expand into a full scheme			
Enterprise					Look for SE orgs and individuals	Identify advisors	Ongoing support to organisations							
				Investigate options for Dragon's Den	Design Process	Advertise Dragon's Den	Dragon's Den Event	EMSEE course for 'winners'				Mentor support network		
Pride			Research options	Visit others schemes	Develop projects which promote community pride									

Note: Brighter colours indicate activities that most actively engage the community. An attempt has been made to stagger these events to limit where possible the burden of work on the Community Champion. The timing of the PB pilot is, however, determined by the Neighbourhood Plan schedule.