BACKGROUND

Fourteen was a £3.5m three year programme focused on inclusion and participation. Between 2015-2018, the programme sought to deliver lasting change in fourteen communities, widespread across the UK and varies in both population and geography.

The programme was supported by delivery partners in each of the fourteen areas, including six Community Foundations:

<table>
<thead>
<tr>
<th>Community</th>
<th>Sub Delivery Partner</th>
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<tbody>
<tr>
<td>Caithness, Highlands and Islands</td>
<td>Foundation Scotland</td>
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<tr>
<td>Dumbiedykes, Edinburgh</td>
<td>Foundation Scotland</td>
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<tr>
<td>Calton, Glasgow</td>
<td>Foundation Scotland</td>
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<tr>
<td>Gorbals, Glasgow</td>
<td>Foundation Scotland</td>
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<td>Ruchill and Possilpark, Glasgow</td>
<td>Foundation Scotland</td>
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<tr>
<td>Islay and Jura, Highlands and Islands</td>
<td>Foundation Scotland</td>
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<tr>
<td>Creggan, Derry</td>
<td>Old Library Trust</td>
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<tr>
<td>Monkstown / New Mossley, Newtownabbey</td>
<td>Monkstown Boxing Club</td>
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<td>Ryhope and Hendon, Sunderland</td>
<td>Tyne and Wear, and Northumberland</td>
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<td>Harpurhey and Moston, Manchester</td>
<td>Forever Manchester</td>
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<td>Kingstanding, Birmingham</td>
<td>Heart of England</td>
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<td>Southmead, Bristol</td>
<td>Quartet</td>
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<tr>
<td>Mid Rhondda, Rhondda</td>
<td>Community Foundation in Wales</td>
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<tr>
<td>Bro Aberffraw, Anglesey</td>
<td>Community Foundation in Wales</td>
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Each community was awarded £200,000. This was distributed by community-led ‘Local Reference Groups’ in the form of small grants and activities such as events and sports projects were commissioned to increase participation in:

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

Each community developed a Community Plan, to varying degrees, to capture their vision for change, improving participation, approaches to fund distribution, investment options and ideas for sourcing match funding.

Stakeholders of Fourteen are: the delivery partners; UK Community Foundations; and the funder - Spirit of 2012, a Trust set up by the Big Lottery Fund to spread the spirit that radiated from the London 2012 Summer Olympics and Glasgow 2014 Commonwealth Games.

WAVEHILL FINDINGS

Programme Design

- An ambitious design, with emphasis on community development
- Broad in scope with equally broad outcomes
- Minimal constraints on the approach and model = flexibility and autonomy for communities
- Encourages and supports grass roots community activity
- Whilst three years is too short to truly embed the model, there are many positive examples of legacy and impact evident

Governance & Management

- Complex with multi-tiered management and reporting structures
- The development of a Local Reference Group/Panel has been hugely successful
- Local Reference Groups have, in all but one community, been entirely new
- Community infrastructures are now more robust and adept, with stronger relationships
- The capacity of the local reference group to lead and shape community development is much enhanced because they know what works in their community better than those outside the community.
- Almost half of the communities would have liked to have greater representation from different groups, especially disabled, BME and young people

Programme Implementation

- The programme had to be implemented quickly by communities to gain buy-in and early evidence of activity and commitment was an important ingredient for success.
- ‘Frontloading’ spend to generate a tangible visible presence was worthwhile
• Speedy implementation somewhat curtailed community planning and visioning activity, except in areas with established community infrastructures (specifically Southmead and Kingstanding)
• Implementation was somewhat affected by changes in stakeholder staff

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Match Funding
• Each of the Fourteen Communities successfully secured a further 50% of resources, at least, through match funding (aside from Northern Ireland communities where communities are not required to match funds)

Communities, Partnership & Working together
• In some cases, communities faced complex historical issues that needed to be overcome
• Partnership working within communities has progressed extensively since the beginning of the programme
• In all participant communities apart from Southmead, the formation of the Local Reference Group comprised of people who hadn’t previously worked together
• It was suggested that the involvement of local people meant that there was a level of motivation and passion which would not be found elsewhere
• LRG members’ expertise and understanding of local infrastructure and barriers enabled the grant making process to run smoothly and was perceived to be more effective than other funding streams, in which funders may not be as familiar with the local context

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

"We’re all local people, we all have a heart for the community and same views about supporting the community. In the type of community we’re in, it’s known as a deprived area, there’s a lot of organisations that parachute in and don’t actually understand what the needs are of the local community. We’re able to voice the opinions of the local residents.” (LRG Respondent)
• Some communities were keen to steer away from the local authority and specifically Councillor representation on the Local Reference Group, fearing that they may dominate proceedings whilst others sought to include these individuals in a bid to raise the profile of the programme
• In some instances, having a trusted leader on the Local Reference Group generated momentum and minimised conflict and rivalry
• Specialist engagement staff such as community builders were particularly well received as they brought people and groups to the programme who otherwise unlikely to engage, and linked individuals and groups to one another. These roles were mostly part or wholly funded by partner agencies
• The programme was reported to be successful in bringing “communities within communities” to the table and in increasing collaboration and partnership working across recognised neighbourhoods/villages and wards
• However, in some communities, rivalry meant communities were unwilling to work together, leading to the programme ending early
• An all community event was held in Glasgow in the initial stages of Fourteen and was much appreciated as a forum for cross-community knowledge sharing, however, there has been limited cross-community networking and sharing of practice since then.

Marketing, Promotion and Engagement

Engagement was given four classifications:

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

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

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

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

• A wide range of methods were used including social media and events
• For reaching socially isolated people, traditional, resource intensive methods such as leaflets and door-knocking proved the most successful
• “Spark” grants or small grants helped with promotion by catalysing the creation or development of a local group
• Events were reported to be important element of engagement, with 42 per cent of interviewees said awareness had increased due to events
• Participatory budgeting has become an increasingly popular method for funding distribution, particularly within the Scottish communities (coinciding with the Scottish
Government’s pledge to distribute 1% of local government funding in this way by 2020). The use of in-person meetings and digital voting helped with this engagement.

Chart illustrating where people sourced information about Fourteen

<table>
<thead>
<tr>
<th>Source</th>
<th>Percentage</th>
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<tbody>
<tr>
<td>Spirit of 2012</td>
<td>27%</td>
</tr>
<tr>
<td>Word of Mouth</td>
<td>23%</td>
</tr>
<tr>
<td>Local Reference Group / Panel</td>
<td>20%</td>
</tr>
<tr>
<td>Local Community Foundation</td>
<td>15%</td>
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<tr>
<td>Through a newsletter or mailing list</td>
<td>5%</td>
</tr>
<tr>
<td>Social Media</td>
<td>5%</td>
</tr>
<tr>
<td>Other</td>
<td>5%</td>
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**PROGRAMME DELIVERY**

The delivery of activities through Fourteen were focused on four main areas:

- Grass roots sport and physical activity
- Cultural activity and the arts
- Youth Leadership and Personal Development
- Addressing Perceptions of Disability

How successful were the communities at delivery of each of these areas?

**Grassroots sport and physical activity**

- This area of focussed was perceived to be the most successful
- Community Foundations and Local Reference Groups most commonly referred to these activities when discussing legacy and what is likely to lasting beyond the Fourteen programme
- Sports activity has been prominent amongst the younger groups with examples of surf clubs and boxing clubs referenced as key success from the programme

‘A youth organisation and a basketball organisation have been very successful with the amount of people participating. Parents said many of the kids would not have been allowed out to play without that scheme so that’s really encouraging and has broken down barriers between neighbours because they’re all together in the park on a Friday afternoon. This area is diverse
ethnically so it’s also breaking down barriers in that respect and has built relationships across cultural differences which has been excellent.’ (LRG Respondent)

‘We’ve encouraged people to apply for funds for sports, we’re heavily into trying to get young people to do activities. We’ve put outdoor lighting put up on rugby pitches, we’ve heavily supported (money and time) local young people’s boxing club, we’ve supported young women who have gone away for an activity weekend.’ (LRG Respondent)

‘We’ve funded the fishing club, football club and cricket club to help train volunteers to be coaches.’ (LRG Respondent)

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

Cultural Activity and the arts

- Like grassroots sport and physical activity, cultural activity and the arts activities were a popular activity choice
- Often arts projects have included the rejuvenation or development of a particular part of the community or a particular building, meaning that these projects have left a legacy in their given community
- Cultural and arts activities included: Performances; remembrance sessions using art and music; commissioning of an operatic society; commissioning of a sculpture; Arabic translation; free music lessons in schools; and an art trail that would have been “impossible without Fourteen and has enabled villages in Bro Aberffraw to work together to create art, enhance local tourism to the area and produce a legacy in the form of the boards.” (LRG Respondent)

Youth Leadership and Personal Development

- Encouraging Youth leadership and involvement in the Fourteen programme has brought some success, albeit not without challenges with the pursuit of a youth panel in some locations proving to be limited it their ability to engage sufficient numbers of young people over a sustained period.
- An example of this success, which has also provided legacy, is in Southmead, “400 young people have engaged in the Youth Project. This has included open access, street based sessions, sport and leisure activities and attending the Neighbourhood Forum meetings. Strong relationships have been built with all 3 main Secondary Schools for the area. Three years further funding (£45,000) has been secured to continue the work and Creative Youth Network has been funded to work in Southmead for Four Years due to the efforts of the Youth Project’ (Southmead SDP)
Addressing Perceptions of Disability

- This area of focus appeared to be the least engaged with.
- Some areas, such as Ryhope and Hendon, Islay and Jura and Southmead, delivered projects that should make a long-term difference. For example, securing funding to build a wheelchair accessible path around the Jura coastline.

Programme Delivery Overall

- A wide range of activities have been delivered through the Fourteen programme
- Delivery was effective at reaching groups of individuals who are typically underrepresented. Examples of this include women only swimming groups, mental health support groups and groups targeted at elder adults.
- The commissioning of events has proved popular
- Activities that were consistently praised in feedback include:
  - Calton- the gardening project,
  - Dumbiedykes- fun day events,
  - Gorbals- football and giant chess activities,
  - Islay and Jura- sports activities for young people,
  - Kingstanding- the young leadership project and the community meals project,
  - Mid Rhondda- the bookshop project with young people and the Festival of Light,
  - Rucill and Possilpark- fitness classes,
  - Southmead- the appointment of the volunteer co-ordinator

Monitoring and Evaluation

- Implementation of the programme commenced without a monitoring and evaluation framework in place and led to the application of localised monitoring and evaluation approaches that brought about varying success
- Data capture was inconsistent and did not require the capture of individual beneficiary details – disallowing a clear ‘before and after’
- There were technical glitches faced with the central database for collating monitoring information associated with how data completed at a community level transferred to the central portal, this inhibited the usefulness of this system and led to increased admin and frustration

Impact

- Of the 50 LRG interviewees, 49 felt that working relationships amongst those involved in the LRG have strengthened during the programme as individuals became better acquainted and communication and information sharing was better.
- The capacity of the members of the LRG has improved: 92 per cent stated that, to some extent, the ability of the LRG to provide recommendations on grants improved over the duration of Fourteen. ‘It was very much a learning curve for everybody but we’re stronger now to debate a good funding application from where we were at the beginning.’ (LRG Respondent)’
• Grantees were positive about the impact Fourteen has had on their communities, with 78 per cent strongly agreeing that the grant has enhanced their organisation’s ability to deliver services, 84 per cent strongly agreeing that their grant activity has enhanced services within their community and only five per cent stating that they would have achieved this without Fourteen.

• Grant recipients most commonly referred to ‘improving the wellbeing of participants’ or ‘improved relationships and social interactions within the community’ when asked about the impact of their activities.

Legacy and Sustainability

• For some communities, the legacy for the programme is centred around the community infrastructure and relationships established, the volunteer engagement and heightened volunteering in community activities.

• The limited timeframe of Fourteen has in some instances limited it’s ability to secure longer term impacts that can be sustained after the three years.

• Most LRGs are hopeful that they can sustain activity in some form in the short term at least, with 98 per cent stating that they would take part in Fourteen or a similar activity again but highlighting that a shared goal, incentive and/or funding would be needed.

Legacy Models

In Kingstanding, Kingstanding Regeneration Trust is being used as vehicle to continue supporting local organisations and access funding.

In Dumbiedykes, the Residents Association is reportedly seen as a key vehicle for future activity.

In Creggan, the Old Library Trust is currently submitting bids for future funding.

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

In Ruchill Possilpark a Development Trust is being set up which the Fourteen Programme is said to have been instrumental in, as without the programme they wouldn't know how or if they could work collaboratively.

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

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

Lessons Learnt

- Programmes of this nature should **operate for at least four years** (ideally five years) to maximise the opportunity to plan, implement, deliver and fulfil the project’s aims.
- There needs to be **clear leadership and a consistent approach and message** throughout the programme.
- It should ensure that **communication has clarity and consistency**. This includes information given to each community and grant beneficiaries and in the monitoring requirements.
- **Data capture should be agreed upon at the outset** of the programme and the same approach adopted in each area. This includes Salesforce data capture.
- Monitoring and evaluation and particularly participant engagement needs to be tailored to ensure that participant engagement is focussed on those who have had meaningful and sustained engagement in a programme.
- It should be mandatory for participants who have had meaningful and sustained engagement to participate in an appropriate level of evaluation.
- **There should be greater opportunity to share knowledge and practice** between different groups and locations through events and a central website. This is particularly true of areas with similar characteristics.
- To promote equal and representative participation, there should be **greater support for representation from the whole area**.
- **There is an important role to be played in facilitating community engagement** which was demonstrated by the Sub-Delivery Partner as they can encourage and drive momentum whilst also providing support to the LRGs.
- **Increased parameters and focus would be necessary for the delivery of community development activities** to retain focus/direction with limited resources

Case Studies

**Thurso Town Improvements Association (Caithness)**

The Thurso Town Improvements Association intended to raise money for improvements to the local gala - a central and important event in Thurso since the 1970s. In its heyday it was a week long, had a long repertoire of events and provided local entertainment to be enjoyed by the community and ‘an important part of town culture.’

From its initial intention to raise funds for the gala, through its own ceilidh fundraising events and Fourteen funding, the Thurso Town Improvement Association has grown to include the organisation of a yearly Christmas event and other seasonal events such as a ‘Midsummer Madness’ day in the summer.
The flexibility of Fourteen also enabled engagement with local groups such as the Caithness Ladies FC and the Sea Cadets who have provided sea cadet volunteers to assist at events.

The role of young people, such as the sea cadet volunteers, has been a particularly important strength. Fourteen has funded development of the youth ambassador programme “One of our role models received the Queen’s Award and is a Scottish Junior Champion surfer, she really inspires the young people.

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

**Befriending Caithness**

The aim of the Befriending Caithness Voluntary group is to reduce loneliness and social isolation, providing each individual referred to them with a volunteer befriender. They participate in an activity together once a week.

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

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

With Fourteen funding, Befriending Caithness were able to set up an aged 40 to 60 group, filling a gap which, till this point, had remained largely hidden within the community. The aged 40 to 60 group, after seven months has already hit its target and has a waiting list.

Currently Befriending Caithness has 70 regular volunteers. This is the result of changing the local community’s perspectives on volunteering through their volunteer drives and continued dissemination through word of mouth. In some cases, individuals want to give back and have become befriender.
Looking forward, Befriending Caithness have received funding with which they can continue to support individuals for the next two years. The hope is that participants will create their own support networks, instigated through lunches and events that Befriending Caithness have set up.

**Community Co-ordinator (Southmead)**

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

*Image: Southmead community plan illustration*

Fourteen enabled creation of a community co-ordinator role, tasked with sustaining and building on the motivation and enthusiasm of those who had initially been involved with the community plan research.

After four months, the purpose of this role adapted, it became more focused on community development and ensuring that existing volunteer groups were sustainable and the best they could be.

For example, the rugby club had a project to install flood lights so that they could run their schemes during the winter. The community co-ordinator guided the club through negotiations with the landlord, planning office and funder. This has made the club more sustainable for the future.

The community co-ordinator was described as ‘passionate’ and had been able to ‘push agendas through’ because they had understood the aims and motivations of the volunteer groups whilst articulating and assisting with the more technical elements of a project.

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

The Ruchill and Possilpark Fourteen panel members held a ‘Marketplace’ event where individuals and groups who wanted funding pitched their ideas on stage for the local community who voted for the ones they liked most. The event was a way of showing the community what was on offer, giving them a chance to vote, feel they had a stake in what was going on in the area, interact and involve themselves.

As described by the representative, the local people would not be convinced by ‘flannel,’ the pitching itself gave local organisations the chance to reflect on how they came across and how they fit in with what local people needed and wanted. The event itself was organised in conjunction with assistance and discussion with Foundation Scotland and the Democratic society, designed so that the voting system was online.

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

In terms of legacy, Scottish Government has stated that one per cent of all local government spending will now be spent through participatory budgeting by 2020. This means that this format of allocating grants could very much continue.

New Heights Warren Farm Community Project (Kingstanding)

New Heights, a charity based in Kingstanding, Birmingham received grants through Fourteen to continue the positive and inclusive work they carry out in the area. Two particularly successful grants were the Community Meals project and the funding of a volunteer co-ordinator role.

In the first year of Fourteen, a large grant was awarded to New Heights to employ a volunteer co-ordinator for 15 hours a week. The co-ordinator was responsible for identifying and recruiting volunteers and compiling a handbook, outlining all services available by all partners. The representative said:
'The recruitment drive was amazing. Before we had a volunteer co-ordinator the volunteer group had been static, whereas now, we have just had a volunteer celebration event, establishing links between people and partners.'

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

The Factory Youth Zone (Harpurhey and Moston)
The Factory Youth Zone ‘Learn to Lead’ programme aims to promote social action and disability awareness.

They plan to have six cohorts of ten young people participating in four weeks of leadership training, followed by six weeks volunteer training. Building on a previous programme, Learn to Lead is more holistic than its predecessor, with young people completing work experiences at organisations such as North Manchester FM, writing blogs and conducting surveys to enhance their understanding of local issues and perceptions of disability.

Learn to Lead aims to improve young people’s sufficiency, social skills, physical health, mental well-being and to learn specific skills. They use an ‘evaluation wheel’ to measure impact.

In terms of impact, a representative stated that the dynamic within the Factory Youth Zone has changed because of the youth leaders:

‘If a parent now comes to pick up their child from the centre, there used to be one person on reception but now there are always two responsible young people. It’s the same with some sessions, we have some young people who can now lead a session with no trouble, even if there is a challenging situation. There is a family structure within the organisation now.’

A key example how the Learn to Lead programme has had an impact on the local community is through a disability social action campaign in conjunction with the national football museum. The youth leaders have delivered workshops on refugees, conducted a smart futures project, volunteered to learn sign language to sign events, completed bespoke specialist autism training, volunteered at the rebuilding bikes community festival, helped out at the international women’s day event and fundraised for the local community.

The Learn to Lead Programme has secured funding until April 2018.