

2015/2016

# Greenmoor Big Local Review



Greenmoor Big Local



LOTTERY FUNDED



**CNet**  
EMPOWERING  
COMMUNITIES

Local Trust | Big Local

Corine Campbell

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## INTRODUCTION

In the spring of 2012 an area of inner city Bradford was designated as a Big Local area. One Million pounds was allocated to transform the area over a 10 year period. Two local infrastructure organisations were appointed. Their brief was to engage the local community and start building a platform for the process to begin. Using information from the census, ward and district plans, knowledge of residents and workers in the area, a Community Profile including a DVD was produced.

This was followed by an extensive consultation with the local community including the completion of over 800 questionnaires. In January 2013 the Interim Community Partnership board submitted a Community Plan for the area and action plans for year 1 and 2. Greenmoor Big Local was endorsed and work commenced.

This review will look at the progress towards achieving both Big Local and Greenmoor outcomes and the impact the programme has had on the area addressing where possible the following questions:-

1. What has Greenmoor done against what was in our Community Plan?
2. What money have we spent? How does this relate to the budgets we set for year one and two?
3. What impact have we had?
4. What have we learnt?
5. Have we progressed on our vision and priorities?
6. Have the priorities for the area changed? Do we need to refresh our priorities and set new objectives?
7. What progress has Greenmoor made to achieve the key four Big Local outcomes?
  - Communities will be better able to identify local needs and take action in response to them
  - People will have increased skills and confidence, so that they continue to identify and respond to needs in the future
  - The community will make a difference to the needs it prioritises
  - People will feel that their area is an even better place to live
8. Do we need a new or revised plan, or will we continue with the existing plan?
9. How do we know this is what our community wants?

The results of this review will be used to amend the Community Plan and inform the action plans for years 3 and 4.

The review will focus primarily on the views of the people involved, the board members and workers from the Local Trusted Organisation who form the community partnership, the residents and members of organisations from the area who have been drawn into process through their active participation in meetings, projects and task groups.

## METHODOLOGY

- Undertake desk top research using ward plans, census information and any interim reports to identify any significant area changes.
- Carry out an up to date community consultation by amending and updating previous questionnaire and disseminating to 10% of local residents. Analyse results and compare with 2012 findings.
- Undertake in depth interviews with past and present board members and stakeholders.
- Make contact with local groups and organisations in particular those included in the Community Profile directory.
- Attend and observe Big Local meetings of steering group, partnership and wider community including the first Greenmoor Annual General Meeting.
- Facilitate a session to review progress on action plans year one and two during the partnership's away day.
- Facilitate a self-assessment review session for board and LTO members.
- Plan and deliver an action planning workshop.
- Draft action plans for year 3 and 4.

## FINDINGS

### 1. What has Greenmoor done against what was in our Community Plan?

The Community Plan identified four priorities for year 1 and 2 and developed action plans to address these. The interviews of board members and stakeholders included questions to obtain a view on how we were doing. A revised questionnaire was designed to test progress and identify any changes in resident’s perception of Greenmoor and the area. The board and LTO met to review progress on the action plans.

#### Achievements

<p><b>Communications and Engagement Strategy</b></p> <ul style="list-style-type: none"> <li>• Increase community involvement and engagement with Big Local process</li> <li>• Engage with Eastern European Community</li> <li>• Increase number of young people involved in Big Local process</li> </ul>	<p><b>Achievements at end year 2</b></p> <ul style="list-style-type: none"> <li>• Formation and population of Eastern European and youth engagement task groups.</li> <li>• There has been some increase in community involvement and engagement which can be evidenced by the number of individuals and organisations involved in Greenmoor projects and task groups.</li> <li>• Significant progress has been made in engagement of the Eastern European community. Funding was allocated and an experienced project from another area was called in to assist. A number of events have been held and we now have a network that meet regularly.</li> <li>• A youth forum has been established and projects to meet the needs of young people have been funded and successfully implemented.</li> </ul>
<p><b>Findings and observations</b></p> <p>The majority view is that this area needs constant attention. A number of questionnaires, responders indicated that they have never heard of Greenmoor or Big Local. The tasks and objectives need</p>	<p><b>Future plans and Recommendations</b></p> <ul style="list-style-type: none"> <li>• Include in action plans year 3 &amp; 4</li> <li>• Increase budget allocation for marketing</li> </ul>

<p>resourcing to be realistically achieved</p>	
<p><b>Community Development and Capacity Building</b></p> <ul style="list-style-type: none"> <li>• Build the capacity of local people and organisations</li> <li>• Increase volunteering in the area</li> <li>• Dispel the myths that communities hold about each other and build up a sense of acceptance of difference and mutual respect</li> </ul>	<p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• The number of community and statutory organisations involved in Greenmoor, has almost doubled from 15 to 27.</li> <li>• There has been an increase in volunteering and a number of individuals involved.</li> <li>• There has been some success accessing Star Award funds from individuals.</li> <li>• There is some evidence from interim report and questionnaire responses that there is a small but significant change in the way the different communities in the area view and interact with each other</li> </ul>
<p><b>Findings and observations</b> The success of Greenmoor and their achievements to date can be attributed in no small way to their decision to engage CNet as the LTO and the board’s decision to allocate funding to them for the employment of a Community Engagement Officer and administration of the project. To date there has been no way of evidencing increase in volunteering</p>	<p><b>Future plans and Recommendations</b></p> <ul style="list-style-type: none"> <li>• Allocate funding and commence negotiations with a view to continue with CNet as both Local Trusted Organisation and administrator of project.</li> <li>• Add to grant application forms- number of volunteers involved.</li> </ul>
<p><b>Small grants programme</b></p> <p>Allocate an annual small grants programme for local organisations for activities that contribute to Big Local’s outcomes</p>	<p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• 12 small grants allocated totalling £14,257.00.</li> </ul>
<p><b>Findings and observations</b></p> <p>The board members have fully engaged in this process building their skills and confidence. It has been an excellent vehicle towards increasing involvement and working towards both Big Local and Greenmoor’s</p>	<p><b>Future plans and Recommendations</b></p> <ul style="list-style-type: none"> <li>• Add to grant application forms- Which Greenmoor priority does your project contribute to? How will you ensure that these activities are inclusive?</li> </ul>

<p>long term objectives.</p> <p>The projects have enriched the provision for the community and increased community involvement.</p>	<ul style="list-style-type: none"> <li>• Allocate increased small grant budget in year 3 &amp; 4</li> </ul>
<p><b>Research and development of main Big Local strategic themes.</b></p> <p>Develop Master Plans :-</p> <p>Cleaner Greener</p> <p>Healthier Happier</p> <p>Safer Stronger</p> <p>For Richer not Poorer</p> <p>Continually review progress of Big Local against agreed outcomes.</p>	<p><b>Achievements</b></p> <ul style="list-style-type: none"> <li>• Task groups have been formed and populated with a mixture of board members, representatives from voluntary and statutory organisations and individual residents.</li> <li>• Action plans have been developed for each priority.</li> <li>• A number of projects have been successfully implemented with the added bonus of a significant amount of external matched funding.</li> <li>• Interim evaluation report May 2015</li> <li>• Current review January 2016</li> </ul>
<p><b>Findings and observations</b></p> <p>The creation of these task groups have been a major success for Greenmoor. The willingness of statutory organisations to engage endorses Greenmoor as a vehicle of community engagement and a means to achieve shared positive outcomes for the area.</p>	<p><b>Future plans and Recommendations</b></p> <ul style="list-style-type: none"> <li>• Allocate funds and continue to build the strength of the task groups.</li> <li>• Continue to access and fund projects which contribute to Big Local and Greenmoor outcomes.</li> <li>• Allocated funds to evaluate and review progress year 4.</li> </ul>



Budget Allocation and Spend Year 1 and 2

<b>Budget Summary</b>	<b>Allocation</b>	<b>Year 1</b>	<b>Actual spend</b>	<b>Year 2</b>	<b>Actual spend (up to 31.12.015)</b>
<b>Communications and Engagement Strategy</b>	Marketing and meetings	2,000	3,076.40	2,000	2,000
	Eastern European engagement	2,500	2,500	5,000	2,500
	Youth engagement	5,000	5,000	5,000	
	Small grants fund	10,000	10,000	10,000	3,740
	Evaluation and review	2,000	2,000	3,000	
<b>Capacity building, Community Development and Cohesion Activities</b>	Administrative, secretarial and community development support	30,000	32,992.69	30,000	22,020.62
	Volunteer and meeting expenses	5,000	1,655.91	5,000	1,739.07
<b>Research and Development of 4 major long term strategies</b>		50,000		50,000	43,251.91
<b>Totals</b>		<b>106,500</b>	<b>57,225.00</b>	<b>111,000</b>	<b>75,251.60</b>

## The Area

***What difference has the present of Greenmoor Big Local made in the area. To what extent are the priorities identified by Greenmoor in line with the priorities and aspirations of statutory, voluntary and community organisations in the area?***

Examination of the 2011 census, ward and area plans and in particular Greenmoor Big Local Interim Evaluation report May 2015 do not indicate any significant major changes to the area both in terms of make-up of population and physical infrastructure. The problems and needs of the area identified in the Community Plan and mirrored in ward and area plans are much the same. However the interim evaluation report findings do indicate small but significant changes to resident's perceptions and feelings about the area.

*Scholemoor 2012 "don't feel safe or go out much there are gangs hanging round .... Lots of burglaries and drug dealing..."*

*Scholemoor 2015 " nicer than it used to be, more things to do on the estate especially for young people, there is a play area now and a football field that is well used..."*

*Beckside Road area 2012" ...Lots of community tensions. Problems absorbing new migrants .....Eastern Europeans hanging about drinking and playing loud music... "*

*Beckside Road area 2015 "...I have a Sikh on one side and a Muslim on the other. I have Indian Christians and an Italian nearby....four Eastern Europeans families nearby... I was poorly and all the neighbours came to see me...people are friendly they smile and say hello...."*

The questionnaire responses in 2013 show that 61% would like to move out of the area. By December 2015 this figure has decreased to 44%. A small but positive contribution to Big Local outcome four:-

*"People will feel that their area is an even better place to live"*

A significant observation I feel is that organisations and council departments identified as contributors to ward and area plans are also identified as participants in Greenmoor's six task groups. Which is an indicator of Greenmoor Big Local being identified, valued and used as a means of legitimate community engagement and a vehicle towards the achievement of positive change to the area and wider community. Thereby contributing to Big Local programme outcome one:-

*"Communities will be better able to identify local needs and take action in response to them"*

## The Board

***How is it doing? How is it working? Has the Board the capacity and confidence to lead the Big Local process?***

The current members of the board are a mixture of recent recruits and those that have been there since its inception in 2013. The majority are male, there is representation from all five zones of Greenmoor and are drawn from both the White and Asian community. As with most organisations there are the stalwart few who attend every meeting and function and those who struggle to attend due to other demands on their time.

Recognising this, the board have no fixed meeting time and try to vary both time and venue to try to accommodate all members. To encourage the full participation of all, the board set a budget allocation to pay expenses including child care however the absence of child care facilities at weekends and in the early evenings (when the employed members could attend) has resulted in a lower than average participation from women at board level. However the composition of the task groups is varied in terms of gender, race and age.

### **Why and how did members get involved?**

Most board members were already active in the community in some way and were encouraged to apply by existing members or people from the getting started team.

*“Wanted to make a contribution to the area” “heard about it and applied to be a member of board”*

*“Retired recently and had some time...” “Interviewed Abbas (Chair) as part of research I was doing and he asked me to apply”*

### **What skills/experience/interests did board members bring to the table?**

*“Lots of experience with young people & elderly” Setting up groups, running exercise classes” “interest in community & children”*

*“Had done similar stuff before – events, advertising events management”*

*“Finance background” “Living in area 5 years so have knowledge of area and personal experience” “Very little”*

*“Police for 5 years now I’m a legal defence criminal manager”*

*“Local knowledge” “experience of setting up Bradford Park Association”*

### **What skills/experience/interests have you developed by being a board member?**

*“Good networking” “satisfaction for knowing doing a good job”*

*“My personal profile has been raised”*

*“Yes it gave me more aware of the area, I walked the area looking at boundaries & playing fields”*

*“Yes have not been involved for long but I found out more about Big Local and how we can help”*

*“Got Involved in Richer not Poorer task group, had meetings now doing some research”*

*“A lot information on area, I have grown as a person “I did not know much of Asian culture as came from white area, being in Big Local opened me up”*

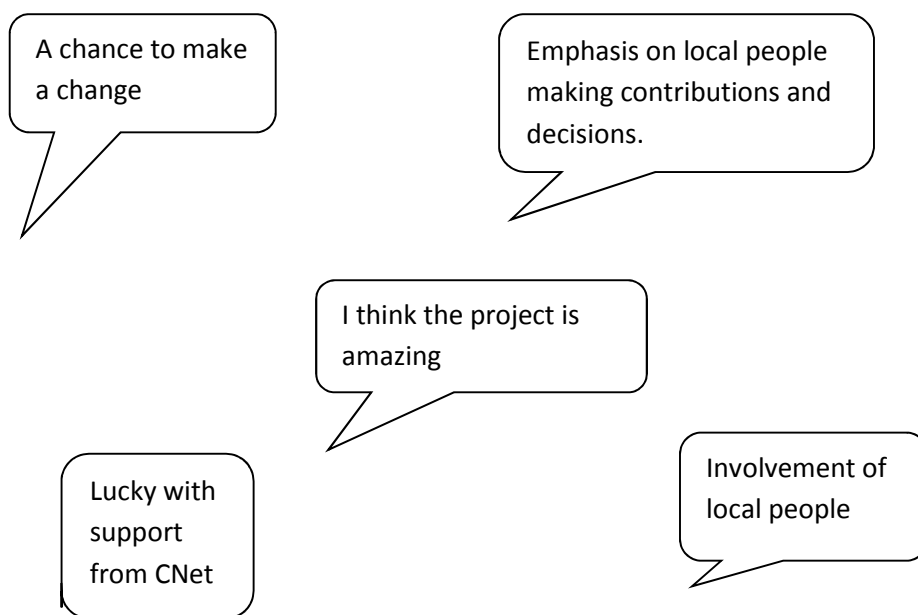
*“Lots... how to get involved and plan projects”*

*“About constitutions, about working in a grant funding environment”*

**Contributing to Big Local Outcome 2:-**

***People will have increased skills and confidence, so that they continue to identify and respond to needs in future.***

- **Board members were asked what they thought was good about Big Local. Here are some of the responses.**



- **Some of the issues board members identified as problematic :-**

*“Lack of guidance from Big Local”*

*“Need more local people involved, problem might be that people are working “*

*“Low attendance @ meetings” “time commitment’s getting everyone together”*

*“Very slow, need practical things to do” “tensions within board not singing from sheet...”*

*“Indecisive on long term vision” “Building/no building?”*

*“I am disappointed that I did not go on any courses” “it was hard at first, getting easier now”*

**Self-Assessment**

Members of the board carried out a self-assessment of their progress using this document from Big Local’s Tool Kit. They discussed each point and came to a majority agreement on each score.

**2. Thinking about the following issues, please indicate how much progress you have made over the past two years:**

Getting people involved in Big Local

A little

A lot

1	2	3	4	5	6	7	8	9	10
			X						

Making connections with people and organisations

A little

A lot

1	2	3	4	5	6	7	8	9	10
				X					

They used the example of number of people involved with task groups.

Improving community spirit

A little

A lot

1	2	3	4	5	6	7	8	9	10
		X							

This was an area they all felt they had not made much progress on. One reason was given that they had spent a lot of time in the early days on internal matters.

Attracting further funding or resources into the area

A little

A lot

1	2	3	4	5	6	7	8	9	10
				X					

The board members are pleased at the amount of matched funding drawn down for projects such as Birks Fold traffic calming and Spencer Fields.

Influencing local decisions or services

A little

A lot

1	2	3	4	5	6	7	8	9	10
		X							

They do not feel that they are in a position of influence yet, but that it will come as the work they are doing is recognised.

**3. Overall, please indicate how much progress you feel you have made with Big Local in the past year:**

A little

A lot

1	2	3	4	5	6	7	8	9	10
						X			

When discussing the projects they have achieved or are nearly at completion and the grants they have awarded they are pleased with their progress.

**4. Please indicate how far your Big Local activities over the past year have helped you achieve your overall vision:**

*Greenmoor’s 10 Year Vision*

*“Greenmoor is a place that people are proud to live and be associated with. The area is clean and cared for and has good local facilities meeting the needs of its resident’s. Communities and generations live side by side with mutual respect, there are waiting lists for properties in the area and over 80% of its current residents have no desire to move. There are opportunities for leisure, business, employment, training and social enterprise.”*

A little

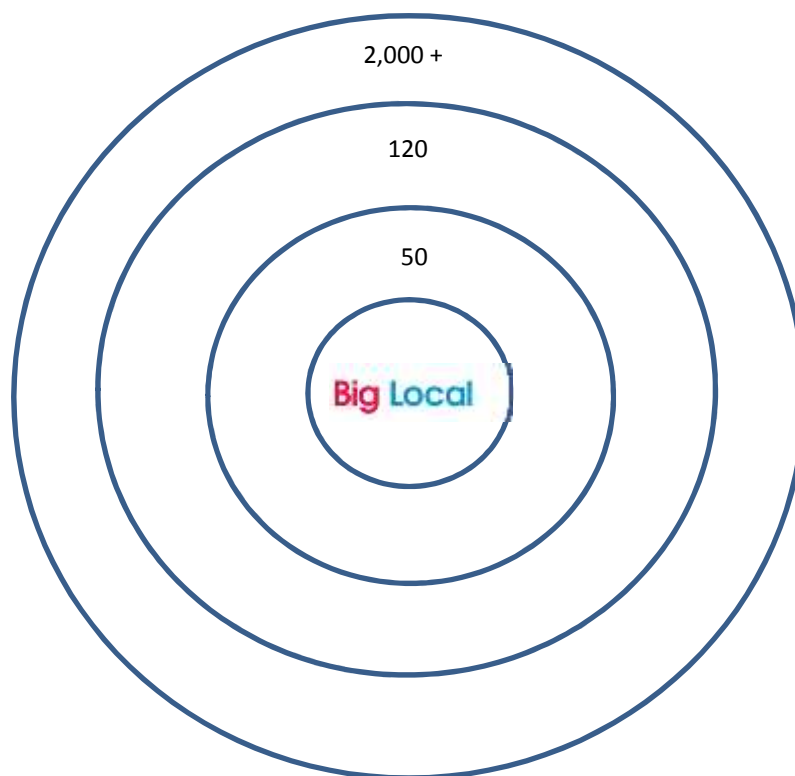
A lot

1	2	3	4	5	6	7	8	9	10
		X							

**5. What do you think your single greatest achievement has been over the past year? Please describe:**

The board members felt their biggest achievement was to have survived the first two years despite all the difficulties. They feel that the board is functioning and they have built 6 functioning task groups that are well populated by board members, residents and representatives of voluntary and statutory organisations. A number of good projects have been completed or are on the way to being achieved. They feel that they are on the right path towards achieving the vision by year 10.

**6. Roughly how many people have been involved in Big Local over the past year, for each of the**



**categories below? (Record a number for each circle.)**

Middle = on the Big Local partnership 18

Circle 1 = other actively involved residents not on the Big Local partnership 50

Circle 2 = people attending Big Local events 120

Circle 3 = people who have benefitted from Big Local funded activities in other ways, for example through 'community chest grants'/participatory budgeting etc. 2,000 plus ( this takes into account the entire population of two schools are benefiting from one of Greenmoor's projects.

**7. How have you got new people involved in Big Local?**

Through attending meetings and having stalls at events, publicising grants and pulling residents and organisations into project development.

**8. How much progress have you made in raising awareness of Big Local?**

A little

A lot

1	2	3	4	5	6	7	8	9	10
		X							

a. What has helped to increase awareness?

Questionnaires, outreach work, leaflets and flyers.

Members of board and LTO have walked the area and boundary.

Recognising the importance of engaging with the people in the area the board have allocated funding for the employment of a Community Engagement Officer.

**9. Finally, for each statement please indicate how much you feel your Big Local partnership has made progress over the past year:**

**We are better able to identify local needs and take action on them.**

A little

A lot

1	2	3	4	5	6	7	8	9	10
						X			

Please give an example of something you have done that supports this statement:

Using the information from the original consultation the board have implemented a number of projects to meet the expressed needs of the community. Examples include: - the Well Being Café, Lighting up Spencer Fields.

We are increasing in skills and confidence to make a difference

A little

A lot

1	2	3	4	5	6	7	8	9	10
						X			

Please give an example of something you have done that supports this statement:

We used to spend hours making decisions on grant allocations. Now we are more experienced and confident we get through the allocations faster. We have learnt to listen to each other.

Observation by external consultant

*“In the beginning members of the Getting Started organisations CVS and CNet would arrange meetings, set the agenda and conduct the meetings. Nowadays the chair agrees the agenda, chairs the meetings and board members do most of the talking and make all the decisions”.*

We are making a difference to those needs identified in our priorities.

A little

A lot

1	2	3	4	5	6	7	8	9	10
				X					

Please give an example of something you have done that supports this statement:

The allotments work, the Well Being Café and the Lighting Up project have made a real difference to the community.



We feel that our area is an even better place to live

A little

A lot

1	2	3	4	5	6	7	8	9	10
					X				

Please give an example of something you have done that supports this statement:

Because of the success of the projects and amount of people using them we feel that the area is somewhat better. We hope by year 10 to have made a substantial difference.

## CONCLUSION

In conclusion of this review I will draw on my observation notes from the Greenmoor 1<sup>st</sup> Annual General Meeting 1<sup>st</sup> August 2015.

*The invites and publicity for the meeting were professional and widely circulated. The timing 11am on a Saturday morning and the venue, Farnham Children's Centre, ensured an excellent turn out.*

*(Over 50 people present)*

*The meeting was opened by the current Lord Mayor, Councillor Joanne Dodd's, a resident of the area and board member.*

*The meeting was professionally organised with the chair leading the meeting. Board members were confident and articulate delivering their "slot" on the agenda.*

*They had real positives to present and already seemed to be improvements in all areas identified as priorities.*

*Lots of examples of resident led action and partnership working.*

*There was clear accountability of how funding has been spent and indications of matched and supplementary external funding.*

*The chair dealt with questions from the floor and called on others to assist and contribute when necessary.*

Having been involved with the Getting Started process and then absence for the next two years it was a pleasant surprise to note the progress made in all areas. I believe that the notes above and the findings of the review indicate that we are at the start of something really special.

At the beginning, the board members were very keen not to go the way of other regeneration programmes. Recognising the one million pounds is not a large amount they were determined to spend wisely and draw down as much external funding as possible.

They took their time and visited other areas to find out what had worked and what had not. They still remain cautious regarding spending the budget. For example the idea of buying a property with meeting room facilities on the ground floor and a rentable flat above was brought to the table. The positives would be a visible presence in the area, a no cost meeting space as the rent from the flat would cover running costs and be a legacy for the area.

The board deliberated on the idea, worried about the maintenance, upkeep and responsibility. They also felt that one property was not much of a legacy. They could not arrive at a consensus and decided instead to allocate funds for a feasibility study on the idea.

I believe this illustrates their desire to ensure the money is well spend and will make a lasting difference to the area and not to make decisions until they have all the relevant information.

They recognised that they did not have the time or expertise to administer the programme without assistance. Their decision to engage CNet as both Local Trusted Organisation and administrator has really paid off. They have reviewed this situation and are to enter into negotiations with CNet to continue the current arrangements.

Again I feel that this shows maturity and willingness to continue to be assisted and mentored by an organisation and individuals with experience that they trust and respect.

I conclude that if they continue to work together they do have the skills and capacity to succeed.

The findings of this review have informed the objectives in the action plans for year three and four. The priorities have not altered and they continue to allocate funds and energy developing and implementing projects which contribute to the outcomes the community endorsed back in 2013.

Looking to the future they see economic development as the key to regeneration they believe that creating opportunities for employment and enterprise is a real legacy for the area.

For the next two years their energy will be directed to being a major player in the Community Led Local Development and attracting a number of apprentice opportunities for individuals and local business.

I look forward to a successful future for Greenmoor over the next 8 years and beyond.

**Corine Campbell**

**January 2016**

## THANKS AND ACKNOWLEDGEMENTS

My thanks to everyone who has contributed to this review in particular; past and present board members, task and steering group members; CNet staff - Abdul, Javed, Meena, Muppett, Janet and Saima; Steve Skinner Big Local; Shannon Whitworth my assistant and to all the people who live, work and play in Greenmoor.

Corine Campbell, Consultant.

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