



**GRANT FUNDED PROJECTS
2007-2008**

OUTCOMES REPORT

NOVEMBER 2008

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1. INTRODUCTION

This report aims to provide an overview and evaluation of the Grant Funded Projects (GFPs) supported as part of the 2007-2008 work done by Comeunity, the Neighbourhood Management Programme for South and Central Yarmouth, along with the targeted work done on the Middlegate Estate. This will be done through providing background information on the Neighbourhood Management Programme and its development, specifically its relevance to Great Yarmouth, a summary of the 2007-2008 GFPs, a detailed breakdown of each project, along with its achievements and outcomes, linkages to relevant Indicators of Performance, a financial cost and “value for money” assessment, along with an overall evaluation of the projects. This will be followed by a series of recommendations for future work, along with proposed action points to put these recommendations into practice. Where appropriate, Middlegate will be discussed as a separate piece of work, due to the fact that it does not fit 100% into the GFP classification and deserves its own description and assessment.

The ultimate goal with this report is to evidence the work that Comeunity did for the period 2007-2008 and to provide a detailed analysis of how each project component has contributed towards the programme’s success. Finally, as we are always recognising the need to review our work and develop more effective practices, this report serves as a measure by which we can identify potential areas for development that need to be considered in order for the GFPs and Middlegate work to be run and monitored more effectively in the future.

2. BACKGROUND

Great Yarmouth was awarded the Neighbourhood Element of the Safer and Stronger Communities Fund (SSCF(NE)) for the period 2006-2010 to develop a Neighbourhood Management Programme in its areas of highest deprivation. The Programme's development has been utilised as an opportunity to explore the potential benefits of devolving power to local residents and thus shaping service delivery at a neighbourhood level.

Neighbourhood Management sits comfortably within a wider policy context around empowerment and improvement. The new "Duty to Involve", "Participatory Budgeting" and the roll-out of Neighbourhood Policing engender an ethos of resident engagement at a very local level and a drive to ensure services are more responsive to need. This was most recently captured in the publication of the Government White Paper "Communities in Control".

Locally, Local Government Reorganisation provides Great Yarmouth with an opportunity to ensure that a legacy of neighbourhood focused work continues to meet the needs of our communities at a very localised level. The allocation of current external funds through the Local Area Agreement (LAA), most notably through the Working Neighbourhoods Fund (WNF), Local Economic Growth Initiative (LEGI) and Community Cohesion Fund presents challenges in ensuring these monies are channelled towards their target beneficiaries. Much of this is only possible through community-based intervention, very often at neighbourhood level. It provides many opportunities, but also, a series of challenges need to be overcome if it is to lead to a reconfiguration of local services and serve as a meaningful mechanism to give residents greater control over the future of their Borough.

So what exactly is "Neighbourhood Management"? It is quite simply a way of improving services in order to raise the quality of life of people living within particular neighbourhoods. It is a process rather than a project and entails working with communities and local service providers - like the Local Authority, Police, Primary Care Trust and others at a very localised level to better shape resources and co-ordinate activities. Residents are at the centre of decision-making, ensuring that solutions are owned locally, rather than being imposed. Nationally Neighbourhood Management has been trialled in areas of greatest deprivation and has shown significant impact in such localities where previous place-based intervention has failed. Increasingly, neighbourhood management is seen as one of the best ways to improve neighbourhoods and is often supported by a small, dedicated neighbourhood team to facilitate and co-ordinate service improvements.

Neighbourhood Management aims to achieve healthy, cohesive and prosperous neighbourhoods, where people achieve their full potential and want to live and remain. This is central to Great Yarmouth's Sustainable Communities Strategy. Great Yarmouth's LSP is currently considering how to turn its vision into a reality. Empowering local residents to shape this future is paramount, and locality arrangements such as Neighbourhood Management would therefore be essential.

Building 'Stronger Communities' remains a key objective for Norfolk's Local Area Agreement for 2008-2011. Neighbourhood Management supports this objective and will help to:

- Engage more residents in community activity, adding to a greater sense of belonging and connectedness to place.
- Encourage and promote inter-community and inter-generational dialogues, adding to a sense of mutual understanding and a celebration of difference.
- Enhance elected democracy by promoting the participation of residents in localised decision-making, adding to an enriched form of local governance.
- Enable a channelling of resources to target hot-spots of deprivation ensuring regeneration and external funds are targeted to those areas most in need.
- Co-ordinate activity between agencies and groups at a neighbourhood level to ensure gaps are filled and duplication is avoided, leading to better and cost-effective service delivery.

3. NEIGHBOURHOOD MANAGEMENT IN GREAT YARMOUTH

Great Yarmouth has a proven track record in developing mechanisms for community engagement at a neighbourhood level, much of this as a result of Neighbourhood Renewal Funding (NRF) from 2001-2008. Through place-based initiatives which have stemmed from monies such as NRF it is clear that attachment to place remains a strong mechanism for resident involvement in wider-decision making. This is particularly evident in the rural parishes, with high resident involvement in the development of parish plans and community activities.

In the urban wards of the borough this attachment to place is at times less explicit. This is perhaps more apparent in the deprived urban pockets, where a transience in population and lower levels of civic pride are evident. However, whilst these pockets of deprivation may not overtly demonstrate positive forms of attachment to place, studies in similar neighbourhoods have shown that an attachment to place is often more apparent in households of generational poverty, where an ingrained culture of low expectation and self-esteem is embodied not only in the family but also within peer-groups and networks within the local neighbourhood. Indeed it can also be suggested that attachment to place is ever more evident in neighbourhoods where there are material circumstances why residents may be confined to engaging in activity at a neighbourhood level.

Great Yarmouth therefore provides a context in which neighbourhood-based intervention would be recognised, valued and understood, perhaps more so than larger urban enclaves where spatial boundaries between neighbourhoods are less clearly defined.

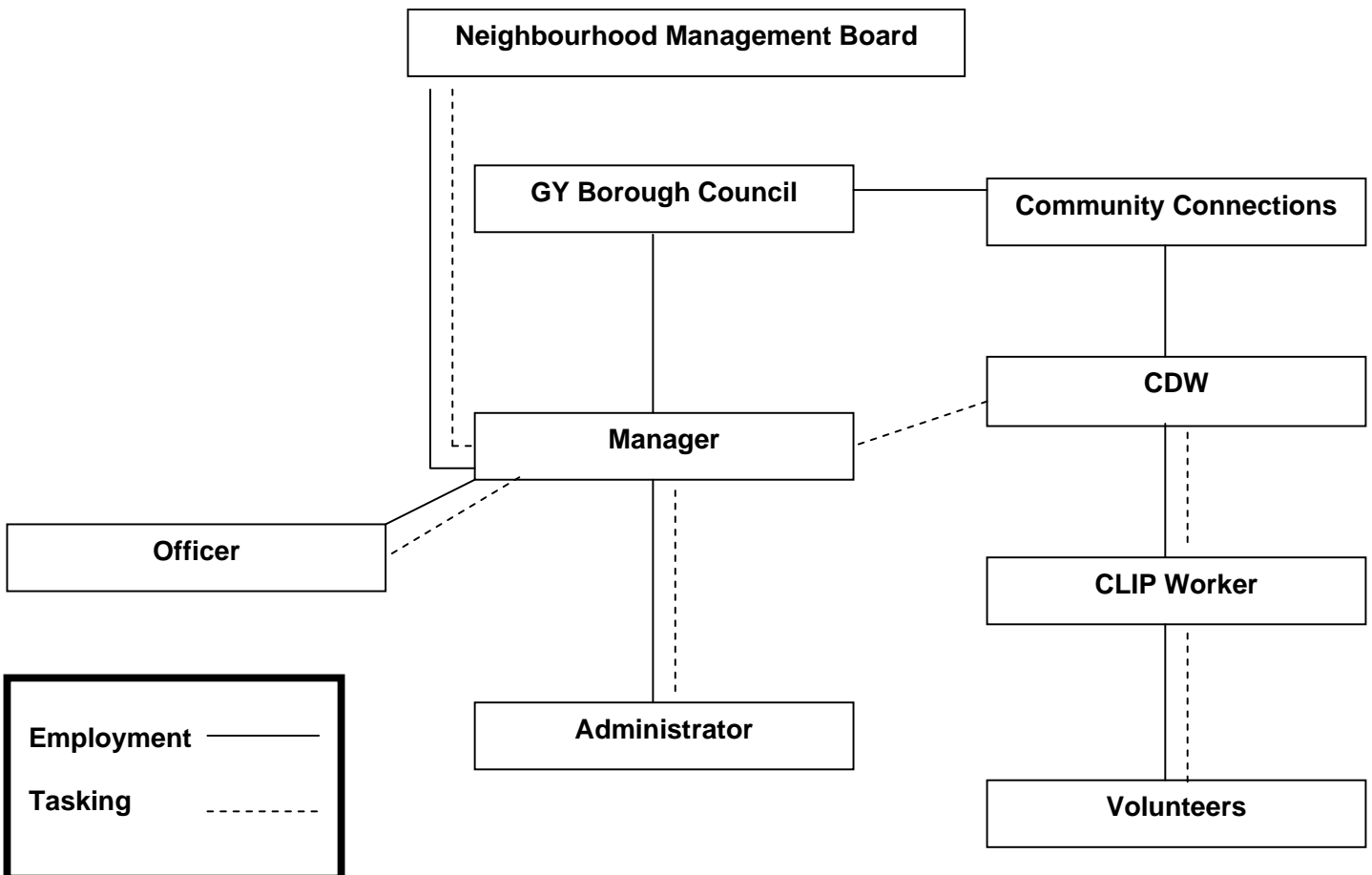
Great Yarmouth was awarded £1.6 million over four years to develop a neighbourhood management approach in the borough's worst performing neighbourhoods, which translated into 6 LLSOA's, with a total estimated population of 9431. This translates into all of South (Nelson ward) and part of Central Yarmouth (Central and Northgate ward). Great Yarmouth was tasked with delivering against the LAA outcome (2006-2008) of: **"empowering local people to have a greater voice and influence over local decision making and a greater role in public service delivery"**. Building solid base-lines and a community engagement infrastructure was essential in developing a robust programme which was able to deliver against the mandatory outcome for the Neighbourhood Element to **"improve the quality of life for people living in disadvantaged neighbourhoods and ensure services are more responsive to neighbourhood needs and improve their delivery"**.

The Neighbourhood Management Programme (branded as the Comeunity Programme) has created a neighbourhood infrastructure to enable residents to get involved in decision making and help to shape service delivery. This very much built on what had already been established by the Community Empowerment Network (Great Yarmouth People) and continued to fund core community work through this function. The programme currently supports a range of projects within the neighbourhood under five thematic areas, which aim to respond to local needs. These thematic areas are overseen and led by local residents which has benefited from a significant investment in community development and capacity building.

4. NEIGHBOURHOOD MANAGEMENT INFRASTRUCTURE

The Community Neighbourhood Management Programme has developed the following infrastructure to ensure that the Programme is managed, monitored, administered and supported effectively:

- **Neighbourhood Manager, Neighbourhood Officer** and **Administrator** that are directly employed by Great Yarmouth Borough Council to oversee the Programme. This is in keeping with the guidelines to effectively run a Neighbourhood Management Programme, as stipulated by the Neighbourhood Element Implementation Guidelines (2005).
- **Community Development Worker, CLIP (Community Liaison and Information Point) Worker** (who manages a team of volunteers), **Community Partnership** and **Community Training Programmes** that have been bought in to support the Programme from Community Connections, a local Charity. These were workers and initiatives that were in place prior to the Community Programme, and it was felt that adopting these into the overall Programme would enhance it greatly, along with increasing the capacity of the Team to deliver its work at neighbourhood level. This was bought in at a cost of £68591-00 to the Programme, and has been a valuable addition to the Community Programme
- The Programme is overseen by the **Neighbourhood Management Board**, which is made up of a majority of local residents, along with Service Providers, Elected Members, and Professionals



5. OVERVIEW OF 2007-2008 GRANT FUNDED PROJECTS

As the Comeunity Programme is not run as a capital funding project, it aims to engage with, co-ordinate and provide financial support to local projects as a means of providing more effective and targeted services and support to the local community. This is currently done through a process of a) identifying a need through a range of community engagement activities, b) developing a response via the 5 working groups and c) commissioning / funding a local Organisation or Service Provider to deliver this in the Neighbourhood Management area. The 5 Working Groups are key to this process, as they are made up of local residents and Service Providers working together and assessing local issues in terms of 5 main headings:

1. Pride – environmental issues such as recycling and green spaces
2. Safety – crime, street drinking and anti-social behaviour
3. Together – community cohesion, engagement and development work
4. Wellbeing – health and broader themes of community and personal wellbeing
5. Opportunities – training, employment, and skills development

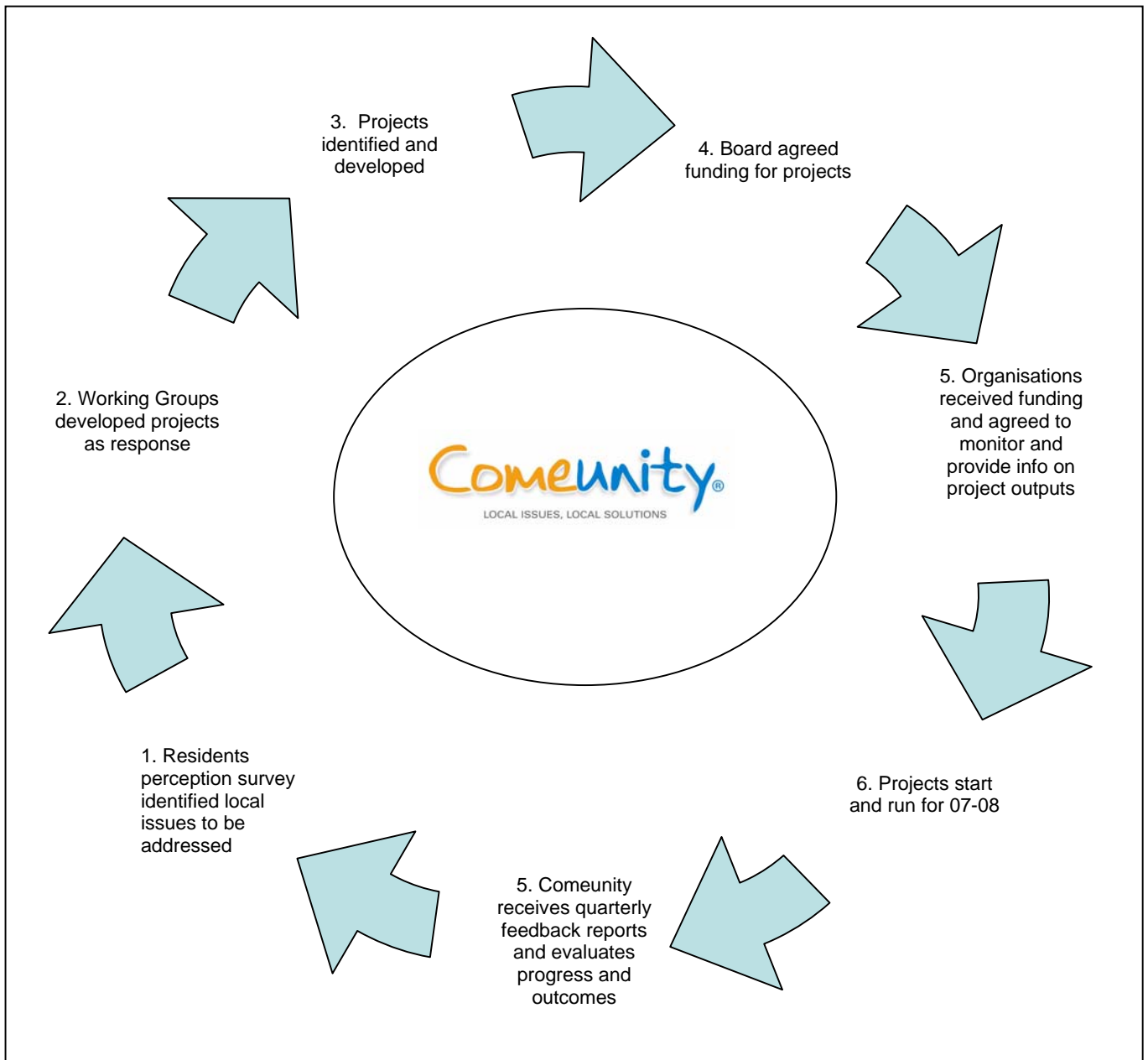
However, during 2007-2008, the Working Groups were still in the process of being developed, and projects were identified and developed under a number of themes, as set out in 2006:

1. Community Safety
2. Community Engagement
3. Raising Aspirations
4. Cleaner and Greener

Under these themes, and in relation to the 2006-2008 Local Area Agreement Outcome “**Empower local people to have a greater voice over local decision making and a greater role in public service delivery**”, Comeunity supported the following GFPs for the period 2007-2008, all of which contributed towards this outcome in various innovative ways:

Theme	Project	Organisation	Funding
Community Safety	ASBAG	Norfolk County Council – Children and Families	£6622-40
	E.A.C.H. (Webster Stratton)	East Anglian Complementary Health	£14799-71
	Peer Mentoring	Norfolk County Council – Youth Service	£10079-50
	Street Outreach	NORCAS	£8387-00
Community Engagement	Community Newspaper	Norwich & Norfolk Voluntary Services – NVS	£8750-00
	Detached Youth Work	Community Connections	£10973-00
	Detached Youth Work	YMCA-Norfolk	£4000-00
	Engagement Reach	GY Voluntary Sector Partnership - VSP	£5000-00
Raising Aspirations	Credit Union	Rainbow Anglia Saver Credit Union Ltd.	£22000-00
	First Move (IT)	First Move	£3763-50
	Sexual Health	GY & Waveney PCT	£3000-00
	Target Opportunities	Norwich & Norfolk Voluntary Services – NVS	£14857-00
Cleaner and Greener	Grey 2 Green	Comeunity / Community Connections	£31000-00
	Neighbourhood Charter	Comeunity	£3000-00

The envisaged delivery cycle for the GFPs was as follows:



However, as is often the case with projects such as these, regular, completed and concise quarterly reports were not always received, and in the absence of a Neighbourhood Officer to lead on the monitoring of GFPs, the rest of the Comeunity Team managed the collection of reports to the best of their ability. However, in cases where it has been unable to receive the required formal reports and feedback, we have tried (for the purpose of this report) to provide as much information as possible, and draw conclusions to the best of our ability, based on the information we had available and observations and informal feedback about each project.

6. EXTERNAL PROJECT EVALUATIONS AND SURVEYS

The work undertaken and projects funded by the Comeunity programme was also informed by the following two very important pieces of work, which formed crucial cornerstones of the work delivered.

6.1 Residents Perception Survey (RPS)

The first RPS was completed in 2006 as a baseline study to obtain a thorough insight into the needs, issues and perceptions of local residents in the Neighbourhood Management area. This clearly outlined certain crucial areas of need and assisted the Comeunity Team in developing and targeting its work where most needed.

An interim RPS was done in the beginning of 2008 to gauge whether the projects that had been implemented in response to the original survey had made any impact. To ensure that this was done effectively the study focused on the 4 main themes of the Programme. This interim study was used as an external evaluation of the project as a whole to see whether the Comeunity Programme was focussing itself in the right directions.

In 2010 a third RPS will be done as a final measurement of the Programme's effectiveness and impact. This should provide the Comeunity Team with an in-depth overview of where the Programme started, how it developed and progressed, and where it concluded.

6.2 Evaluating a Neighbourhood Management Approach

This study was completed over a 6-month period (Oct 2007 – March 2008) and was an evaluation of the Neighbourhood Management approach of service delivery to local communities, specifically looking at the 4 main themes under which delivery took place. The report drew specific attention to how the delivery of services had met the aims and objectives of the programme and also investigated areas for further development. Lastly, it also assessed the effectiveness of the programme in terms of addressing the 2006-2008 LAA indicator, in other words what steps had been taken towards empowering local people to have a greater voice and influence over decision-making processes and a greater role in public service delivery.

6.3 Building Community Capacity

Funding: £16085-00

Beneficiaries: 13

As part of the mid-term Evaluation and Interim RPS, Priory Research Services were commissioned to provide accredited training through Open College Network in Level 2 and 3 in Action Research. This provided local residents with the opportunity to become engaged with the evaluation of the Neighbourhood Management approach in South and Central Yarmouth.

This initiative resulted in 13 different residents achieving accreditation, with 3 achieving employment as a direct consequence and 1 undertaking further voluntary work in the research field.

7. MIDDLEGATE ESTATE

7.1 Background

As part of the geographical focus on South and Central Yarmouth, Comeunity has also developed specialised and targeted intervention programmes for the Middlegate Estate. The Estate was built in the 1950's and is situated close to the Town Centre. All the properties on the Middlegate Estate are owned and managed by Great Yarmouth Borough Council.

In 2004 the Middlegate Estate ranked 55th highest super output area nationally on the Indices of Multiple Deprivation. It also appeared in the top 0.25% of most deprived areas in the Income, Employment and Health domains of the Indices of Multiple Deprivation, making its overall position in the country within the top 3% of most deprived neighbourhoods. When you put together all the benefits associated with non-working the Middlegate Estate is one of the worst performing areas within Great Yarmouth.

A Norfolk Vulnerable Localities Index was developed in 2007, which was a means of measuring the risk of disorder in local communities, taking account deprivation and demographics as well as crime, and enables the communities most at risk to be identified. The index is headed by Nelson (Great Yarmouth), which covers the Middlegate Estate. The most striking components of this area's vulnerability are the very high levels of income and employment deprivation, particularly employment deprivation which is far higher than in any other Lower Level Super Output Area in Norfolk. All these facts have contributed towards Comeunity developing the targeted work planned and delivered for the area.

7.2 Comeunity Intervention

In order for Comeunity to lead on a strategic and effective approach to work on the Middlegate Estate, it was essential to consult with the community, identify their needs, burning local issues and potential areas for development, to ensure that all work was resident-led and a bottom-up approach was followed.

Because Comeunity is a programme which strives to deliver action to its target areas, the development of an all-encompassing delivery plan for the Middlegate Estate was needed to shape and guide all work planned and executed on the Estate. But because the delivery plan needed to be owned by the community and carry their support, it was needed to develop this plan around resident needs and perceptions. To achieve this, Comeunity, supported by MAC Associates (Leicester) Ltd, conducted a Middlegate Visioning Exercise. This piece of work was to form the foundation for the Middlegate Action Plan, which was aimed to be implemented in mid to late 2008. To support the community engagement activities needed for the Visioning Exercise, 5 local residents were trained to assist with engaging and obtaining the views of local residents. The Visioning Exercise, along with its outcomes and achievements is described in more detail in Section 6.13 of this report.

8. PROJECT ACHIEVEMENTS AND OUTCOMES

The following section provides a more detailed breakdown of each project, its aims, and the overall impact it made as part of the Community Programme.

8.1 ASBAG

Theme: Community Safety

Funding: £6622-40

Beneficiaries: 10

This project was initiated under the “*Community Safety*” theme, and was run by Norfolk County Council – Children’s Services. The overall aim of the project was to provide intensive support to the young people from families identified through the Family Intervention Programme (FIP) and to reduce anti-social behaviour in the area. The outputs identified for the project were:

- Providing weekly group sessions

During the period 2007-2008:

- Youth club developed at Drill Hall York Road for young people 10-14 whose names appeared on the Anti Social Behaviour Action Group (ASBAG) list
- Average of 10 young people engaged in project
- Initial visits were made to families to ensure that young people were as compatible as possible
- Success were summarised as:
 - Making significant, consistent and positive contact with the young people, showing an interest in their lives, not as objects of concern but as individuals
 - Increasing self-esteem by encouraging and praising wherever possible. The young people responded well to this and some members of the group were making noticeable progress
 - Young people were excited and keen to be involved and continued to be so
 - Provided opportunities to develop trust and support by each of the young people towards each other, by introducing new and interesting activities including ice-skating, bowling, Quasar, arts and crafts, indoor games
 - Provided meals for young people that they helped to dish up.
 - No ASB occurred before and after group as expected
 - 3 staff successfully completed a mini-bus test

8.2 E.A.C.H. (Webster Stratton Capacity Building)

Theme: Community Safety

Funding: £14799-71

Beneficiaries: 19

This project was initiated under the “*Community Safety*” theme, and was run by East Anglian Complementary Health (EACH). The overall aim of the project was to increase engagement in emerging parenting programmes and build local capacity to deliver. The outputs identified for the project were:

- 12 practitioners and community parents trained as Webster Stratton Facilitators
- 5 targeted parenting programmes delivered in the neighbourhood
- 20 parents participating on programmes in the neighbourhood

During the period 2007-2008:

- 6 practitioners successfully completed a 3-day Webster Stratton Group Leader training programme making a total of 12 practitioners having completed their training
- They also attended a 4 hour training programme delivered by the Parenting Strategy Manager and Webster Stratton Co-ordinator, which was put on in response to their request for further support to increase their confidence in running parenting groups
- 2 practitioners ran a joint group at NORCAS which had 7 parents signed up, was very well attended and had very good feedback
- 2 more groups are planned to start shortly with discussions taking place with the other practitioners regarding their workload and venues and dates for new groups.

8.3 Peer Mentoring

Theme: Community Safety	Funding: £10079-50	Beneficiaries: 7
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This project was initiated under the “*Community Safety*” theme, and was run by Norfolk County Council. The overall aim of the project was to deliver a Peer Mentoring Programme training young people not in education, employment and training. The outputs identified for the project were:

- Train young people in BTEC Mentoring Cert aged 15-19 in NM area (to mentor their peers who are presenting at risk behaviour in the community and or the school)

During the period 2007-2008:

- Course was delivered via small group work and one-to-ones (methods used included set criteria provided by B Tech framework)
- Role play within group undertaken to explore and examine peer mentoring role
- All young people within group received ongoing one-to-one support and encouraged to take part in reflective learning and the ongoing evaluation process
 - July – September:
 - Leaflet produce / letters sent to partnership agencies and young people identified by youth workers
 - Developing relationships between young people and staff
 - BTEC course started
 - October – December (young people on course looked at):
 - Peer mentors – strengths and weaknesses
 - Relationships between themselves as mentors and those being mentored
 - Values and attitudes (prejudice and discrimination)
 - Team building – importance of teamwork
 - Why we plan – delivering work
 - What is peer mentoring
 - January – March (young people on course looked at):
 - Health and safety / risk / hazards / risk assessments
 - Room prep / presentation
 - Youth issues
 - Where young people get information and advice from
 - Stereotyping (difference between young people – attitudes / culture / ethnicity)
 - Role play – identifying strength / weaknesses and differing roles we adopt in groups how to develop an action plan

8.4 Street Outreach

Theme: Community Safety	Funding: £8387-00	Beneficiaries: 25
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This project was initiated under the “*Community Safety*” theme, and was run by NORCAS. The overall aim of the project was to explore the service gaps in provision for people with alcohol dependency. The outputs identified for the project were:

- Engagement with all street drinkers, support plans agreed with 50%, community consultation channels in place
- Evaluation of support to street drinkers, evaluation of community consultation, recommendation and report

During the period 2007-2008:

- Focussed on people with drug and alcohol problems:
 - Public spaces targeted were:
 - Seafront
 - Bus station
 - Train station / ASDA
 - Market Gates
 - Fox’s Passage
 - King Street bus stop
 - Middlegate Estate

- 25 individuals were reached in this regard
 - 20 were willing to access support
 - 8 accessed regular support
- Interventions mainly focussed on
 - alcohol / drug advice
 - auricular acupuncture
 - advocacy to access other services
- Most of work occurred on the street itself
- All service users except one was male
- Age range was 25-40
- Most were white British, with some Eastern European
- Focussed on work with the community:
 - Community education and empowerment to better tackle the issues themselves
 - Expert consultation about specific issues relating to alcohol / drug use
 - Response to (and feedback about actions taken) referrals / concerns made about people with drug / alcohol problems

8.5 Community Newspaper

Theme: Community Engagement	Funding: £8750-00	Beneficiaries: 9000
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This project was initiated under the “*Community Engagement*” theme, and was run by the Norwich & Norfolk Voluntary Services – NVS (now Voluntary Norfolk). The overall aim of the project was to support local residents to produce a community newspaper for South and Central Yarmouth. The outputs identified for the project were:

- Pre Xmas edition of newsletter
- February 08 edition of newspaper plus business planning support

During the period 2007-2008:

- 2 publications were developed, produced and distributed to 4500 households each (9000 in total)

8.6 Detached Youth Work (Community Connections)

Theme: Community Engagement	Funding: £10973-00	Beneficiaries: 428
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This project was initiated under the “*Community Engagement*” theme, and was run by Community Connections. The overall aim of the project was to provide a period of intensive detached youth work across the neighbourhood. The outputs identified for the project were:

- Workers to be visible and outreaching amongst young people
- Establish consultation techniques
- To establish an evidence system
- Work with other partners to ensure that the consultation process meets needs
- Access the training sessions from YMCA
- Consultation with young people
- Report on information gathered with recommendations formed as a direct result of young people engagement

During the period 2007-2008:

- 60 hours of outreach work was completed
- A questionnaire was designed which met the Every Child Matters criteria
- 232 questionnaires were completed in total through various avenues
- 144 young people were reached through outreach work:
 - 100 were 13 or under
 - 44 were 14 to 24
 - 41 were female
 - 103 were male
 - 6 were substance users
 - 2 were from the BME community with limited English
- Work was done with YMCA and Connexions to reach schools and school leavers

- 2 Workshops were organised in the Neighbourhood Management area with a total attendance of 25 young people aged 7-15 years old
- A bowling based activity was organised with an attendance of 27 young people aged 7-15 years old
- Detached youth workers attended 3 YMCA training sessions
- A report (of which a copy is available on request) was produced to help deliver future youth work, with some of the key issues being:
 - Facilities young people would like to see in their area
 - Being healthy
 - Staying safe
 - Enjoying and achieving
 - Making a positive contribution
 - Economic wellbeing

8.7 Detached Youth Work (YMCA-Norfolk)

Theme: Community Engagement	Funding: £4000-00	Beneficiaries: 7
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This project was initiated under the “*Community Engagement*” theme, and was run by YMCA. The overall aim of the project was to provide a period of intensive detached youth work across the neighbourhood. The outputs identified for the project were:

- Provide supervision for detached youth workers
- Provide training for detached youth workers around key areas
- Engage in consultation with young residents

During the period 2007-2008:

- 4 sessions were held with an attendance of 7

8.8 Engagement Reach

Theme: Community Engagement	Funding: £5000-00	Beneficiaries: 622
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This project was initiated under the “*Community Engagement*” theme, and was run by Norwich & Norfolk Voluntary Services – NVS (now Voluntary Norfolk). The overall aim of the project was to provide some targeted engagement reach work within South and Central Yarmouth to facilitate the inclusion of presently disengaged groups into current community engagement structures. The outputs identified for the project were:

- Engagement with at least 1 flagship consultation: SCS revision
- Establish and support a users network and the community partnership

During the period 2007-2008:

- Voluntary Norfolk set a baseline of supporting 50 respondents to complete the questionnaire
- 150 questionnaires were distributed using various outreach mechanisms
- 52 completed questionnaires were returned, amounting to a 35% response rate
- An Opportunities Fair was planned for local residents and neighbourhood enterprises
- For the event, Voluntary Norfolk targeted:
 - 30 different organisations and groups
 - 40 organisations that have previously attended / contact regarding volunteer recruitment fairs
 - 400 households and businesses in South and Central Yarmouth
 - Local residents and cross sector service providers
 - 100 flyers were distributed

8.9 Credit Union

Theme: Raising Aspirations	Funding: £22000-00	Beneficiaries: 15
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This project was initiated under the “*Raising Aspirations*” theme, and was run by Rainbow Anglia Saver Credit Union Ltd. The overall aim of the project was to develop a Credit Union serving the neighbourhood. The outputs identified for the project were:

- Recruitment of part-time Project Worker
- Recruitment of Finance Officer

- Promotion in NM area

During the period 2007-2008:

- Rainbow Saver Anglia Credit Union recruited 69 members in Great Yarmouth, of which 15 were from the NM area
- Gained further funding from Calouste Goulbenkian and Great Yarmouth Voluntary Sector Partnership to match that provided by Comeunity
- A Project Worker was recruited
- A Finance Officer's contract was extended until March 2008
- A great emphasis was placed on publicising / developing this project:
 - July – September:
 - Continual Friday morning collections at Neighbourhood Centre
 - Presentation to Connexions PA's and their partner organisations
 - Meeting with Carter & Carter – they hand out leaflets to their clients
 - SeaChange – possible Drama Workshop with their clients
 - Presentation to Appropriate Adult Team at Police Station
 - Attendance at Swirles Place consultation event
 - Stall at Black History Month launch
 - Comeunity Posters on Bus Stops
 - October – December:
 - 2 Volunteers and Development Officer attended “Looking Back Looking Forward” training
 - Leaflet drop door to door in Middlegate housing estate
 - 3rd Collection Point opened at Seagulls Centre
 - Advert in What's On Guide (Magdalen)
 - Ongoing adverts in Seagulls Newsletter
 - January – March:
 - Met with CAB to establish cross referrals and partnership working
 - Met with Community Connections to discuss possible money management training
 - Attended Community Partnership to promote project
 - Stall at Events Day at Marina Centre and promoted the project to over 100 people
 - In partnership with Cobholm & Southtown Credit Union had a presence at Housing event at GY racecourse
 - Did presentation at Community Development meeting at Community Connections
 - Linking up with Magdalen Staff to discuss volunteer recruitment
 - Met with First Move to discuss possible collection point
 - Met with GY Borough Council Housing Benefits Team

8.10 First Move (IT)

Theme: Raising Aspirations	Funding: £3763-50	Beneficiaries: 23
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This project was initiated under the “*Raising Aspirations*” theme, and was run by First Move. The overall aim of the project was to provide stop-start IT training for residents in the Neighbourhood. The outputs identified for the project were:

- To set up the course and get 50 people on the course
- To get a further 100 people on the course to get trained

During the period 2007-2008:

- A leaflet was produced
- Learners registration happened
- Initial numeracy assessment forms were completed
- Initial literacy assessment forms were completed
- Initial result forms were completed
- Leaflet were distributed
- A number of enquiries were received
- An assessment was produced

8.11 Sexual Health

Theme: Raising Aspirations	Funding: £3000-00	Beneficiaries: Unknown
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This project was initiated under the “*Raising Aspirations*” theme, and was run by GY and Waveney PCT. The overall aim of the project was to encourage young people to access the Kittywitches Centre. The outputs identified for the project were:

- Producing and distributing posters, credit cards and other items to promote the Kittywitches Centre

During the period 2007-2008 no formal feedback or reports were received to track progress. However, invoices received indicated that the funding was used for producing:

- 240 condom wallets
- 500 screen M8's
- 250 cotton rucksacks
- 1000 CD case pencils
- 1000 Berol pens
- 2000 A6 leaflets

In other words, the Comeunity funding provided the project with a total of 4990 promotional items.

8.12 Target Opportunities

Theme: Raising Aspirations	Funding: £14857-00	Beneficiaries: 102
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This project was initiated under the “*Raising Aspirations*” theme, and was run by Norwich & Norfolk Voluntary Services – NVS (now Voluntary Norfolk). The overall aim of the project was to trial a neighbourhood based model of co-ordinated training, employment and volunteer opportunities for local residents. The outputs identified for the project were:

- Distribution of publicity and promotional material including opportunities calendar
- Staging of an opportunities event
- Targeting opportunities for people that require low and additional levels of support to access employment
- 30 residents participating

During the period 2007-2008:

- Publicity materials were produced and distributed
- An opportunities event was successfully supported
- 102 residents were supported through the project and information collated on:
 - **Age**
 - 15-16 : 1
 - 16-25 : 34
 - 26-35 : 29
 - 36-50 : 30
 - 50+ : 8
 - **Ethnicity**
 - White British : 65
 - White European : 19
 - Non-white British : 3
 - Non-white European : 12
 - Other ethnic group : 3
 - **Gender**
 - Male : 64
 - Female : 38
 - **Type of benefit**
 - Income support : 15
 - Incapacity benefit : 13
 - Job seekers allowance : 36
 - Employed : 24
 - Self Employed : 1

- Unemployed : 5
- Retired : 2
- N/A : 5
- Student : 1
- **Housing status**
 - Private : 61
 - Local Authority : 23
 - No fixed abode : 2
 - Hostel / supported housing : 15
 - Residential care : 1
- **Health status**
 - No health needs : 74
 - Learning support needs : 2
 - Physical needs : 5
 - Mental health needs : 21
- **Support levels**
 - Level 1 – self-referrals : 59
 - Level 2 – self-referrals, but also through agencies : 34
 - Level 3 – referred through agencies : 9

8.13 Grey 2 Green

Theme: Cleaner and Greener	Funding: £31000-00	Beneficiaries: 278
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This project was initiated under the “*Cleaner and Greener*” theme, and was run by Comeunity and Community Connections. The overall aim of the project was to identify small community spaces in need of development and working with local residents to improve these according to the needs of the local community. The outputs identified for the projects were:

- Targeting 9 areas by March 08
- Hosting a series of community consultations
- Hosting a series of community planning exercises
- Implementing the plans developed together with the local community
- Developing strategies for the ongoing management of the spaces that have been improved

During the period 2007-2008:

- 3 locations were successfully improved through the process described above:
 - Peggotty Road Community Centre’s surrounding green spaces
 - Fox’s Passage
 - Swirles Place
- A further 6 locations were identified, to be completed during 2008-2009:
 - Victoria Place
 - Runham Vauxhall
 - Louise Close
 - Patterson Close
 - Artillery Square
 - West Street (Camden Passage)
- A total of 278 local residents were involved in the development of these projects

8.14 Neighbourhood Charter

Theme: Cleaner and Greener	Funding: £3000-00	Beneficiaries: 5000
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This project was initiated under the “*Cleaner and Greener*” theme, and was run by Comeunity. The overall aim of the project was to create an agreement (the Clean and Tidy Agreement) that showed how local residents and service providers could work together to make the local community a cleaner, tidier and safer place for all local residents. The outputs identified for the project were:

- Developing and producing an agreement to inform local residents about services that are being delivered in the neighbourhood and what local residents can do

- Ensuring the agreement covers:
 - Street cleansing
 - Refuse / recycling collections
 - Fly-tipping
 - Street lighting
 - Abandoned car removals
 - Drain cleansing
- Bringing organisations together to develop this agreement
- Distributing 5000 copies of the agreement in the Neighbourhood Management area

During the period 2007-2008:

- The agreement was developed and produced
- 500 copies were distributed in the Neighbourhood Management area

8.15 Middlegate Estate (Visioning Exercise)		
Theme: N/A	Funding: £13350-00	Beneficiaries: 208

The Middlegate Visioning Exercise was initiated to form the foundation for the development of a delivery plan for the Estate, and was completed as a Community project, supported by MAC Associated (Leicester) Ltd. The overall aim of the project was to consult with local people to facilitate the development of a delivery plan for the area, and to build the capacity of local residents to ensure that they had ownership of the process and were empowered to lead future developments. The outputs identified for the project were:

- Recruiting community members to assist with the consultation element of the Visioning exercise
- Identifying appropriate locations for the consultation
- Producing a series of visual questionnaires / exercises to enable residents to quickly give a large amount of information
- A Prioritisation Event to provide residents with an opportunity to look at information gathered and to identify priorities
- Action Planning Event to enable Service Providers to identify what actions could be taken to deal with the issues residents had highlighted
- A workshop with young people to enable them to identify their priorities for the Estate
- Producing a comprehensive Middlegate Visioning Exercise Report to inform the development of the Middlegate Action Plan

During the period 2007-2008:

- A 1-day training course was held in January for interested residents and workers introducing a range of tools and techniques for community engagement – 11 people attended and a team of community members were recruited to help with the consultation element of the Visioning exercise
- Street consultations were identified as the best option for engaging the community and 6 consultation events were run in the area, with a total of 196 local residents being engaged and consulted
- 2 days of doorstep interviewing was conducted to ensure residents who didn't attend the consultation events also had the opportunity to respond
- A Prioritisation Event was held in March as scheduled
- An Action Planning Event was held in March as scheduled
- The workshop for young people was planned for May 2008
- A comprehensive Middlegate Visioning Exercise report was produced (a copy of which is available on request), which included the following:
 - Analysis of respondents
 - Analysis of findings from the consultation:
 - General comments
 - Health and wellbeing issues
 - Crime and anti-social behaviour
 - Jobs and skills
 - Recycling
 - Young people
 - Priorities for the Estate:

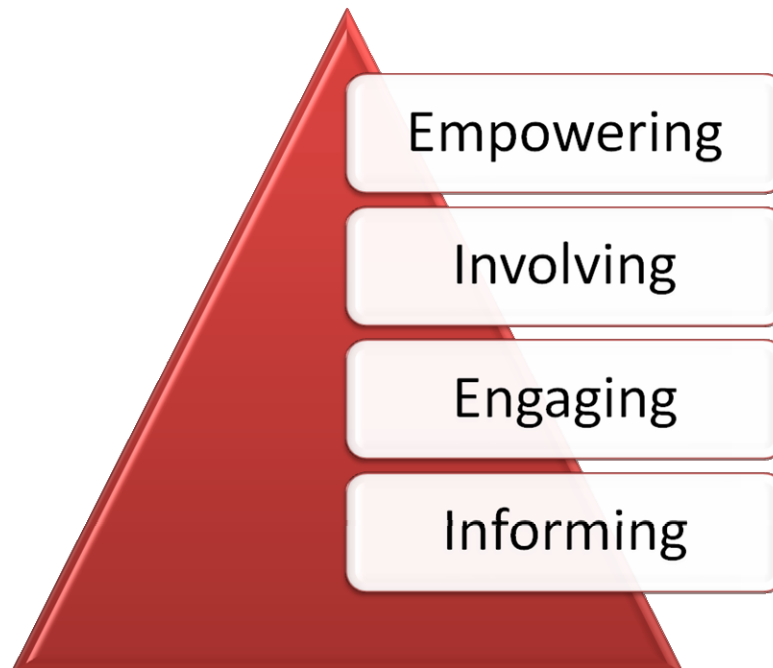
- Young people
- Residents
- Action plan, broken down into interventions relevant to each of the 5 Community Working Groups:
 - Together
 - Safety
 - Pride
 - Opportunities
 - Wellbeing
- 1 resident became a member of the Middlegate Steering Group due to involvement with this project

9. LADDER OF PARTICIPATION – A MODEL FOR COMMUNITY DEVELOPMENT WORK

The Comeunity Programme recognises that in order to accurately represent the outcomes of the various projects, beneficiaries need to be assessed and classified according to the level of support they've received or development they've undergone as a result of their involvement with a project. In times where terms such as "empowerment" and "involvement" are sometimes used very loosely, Comeunity has been using a Community Development Model, named the Ladder of Participation, to assist with the monitoring and grouping of beneficiaries. This provides the Programme with a more in-depth and meaningful representation of the work that is being done, services being provided, and effects these have on local residents.

The Ladder of Participation Model consists of 4 levels, each representing a higher level of empowerment for the resident "climbing" it. Because residents progressing up the ladder can be a process that stretches over long periods of time and can require large amounts of support, it is natural for numbers to decrease the higher you move on the ladder.

The illustration below demonstrates how numbers decrease as residents become more empowered:



The Ladder of Participation Model can be described in terms of the following:

9.1 Informed

- First level of work with residents
- This involves residents accessing information or the Neighbourhood Centre for the first time and receiving information
- In some cases this involves residents passively receiving information through their doors through an active attempt to reach them
- Examples include:
 - New residents accessing the Neighbourhood Centre
 - Residents reporting crime, fly-tipping and other incidents to the Neighbourhood Centre
 - Households receiving information, such as newspapers, flyers, booklets etc
 - Outreach points for information established



9.2 Engaged

- Second level of work with residents
- This involves residents returning to the Neighbourhood Centre for more information and / or showing an interest or understanding of work being delivered
- This may include residents attending events but perhaps not taking an active part in them or even returning
- Examples include:
 - Repeat visits to the Neighbourhood Centre
 - Enquiries via telephone, email and outreach
 - Residents accessing community events supported by Comeunity
 - New residents engaged through Grey 2 Green



9.3 Involved

- Third level of work with people
- This involves residents becoming involved with events, activities or community groups
- This may include becoming involved in community activities but not showing an interest or understanding of more strategic concepts
- Key to this is residents committing some of their time
- Examples include:
 - Residents involved in Community Group activity
 - Residents taking part in community planning and returning through Grey 2 Green and other community planning activities
 - Residents volunteering



9.4 Empowered

- Fourth and highest level of work with people
- This involves residents taking a further step up and becoming involved in local decision-making, taking up training or empowering themselves through joining a working group or the Board
- The key to this level is that residents take on a decision-making role and takes an active part in work that is being planned or delivered
- Examples include:
 - New residents or ones who return to community partnership activities
 - Residents attending Board, Working Group, Appraisal Panel or Steering Group meetings
 - Residents attending community work skills training

10. PROJECT EVALUATION

This section is aimed at taking into consideration the project details and outputs outlined in Section 5, along with the accompanying Financial Analysis in Section 7 and evaluating each project in terms of what it was envisaged to deliver in what it in reality ended up delivering:

Project	Outputs identified	Outputs delivered?	Project evaluation
ASBAG	1. Providing weekly group sessions related to the project	1. Yes	The project partially achieved its outputs, but with only a rough estimate of 10 young people reached and limited feedback it is difficult to evaluate the overall project and its success extensively
E.A.C.H. (Webster Stratton)	1. 12 practitioners and community parents trained as Webster Stratton Facilitators 2. 5 targeted parenting programmes delivered in the neighbourhood 3. 20 parents participating on programmes in the neighbourhood	1. Yes 2. Partially 3. Partially (7 signed up)	The project partially achieved its outputs. However, it was agreed that this project will cross over into 08/09 for completion, so with that in mind, and provided final feedback for the whole project is received, the project can be seen as partially successful
Peer Mentoring	1. Train young people in BTEC Mentoring Cert aged 15-19 in NM area (to mentor their peers who are presenting at risk behaviour in the community and or the school)	1. Partially	The project was due for completion in 08/09, which means that its success will only be evident then
Street Outreach	1. Engagement with all street drinkers, support plans agreed with 50%, community consultation channels in place 2. Evaluation of support to street drinkers, evaluation of community consultation, recommendation and report	1. Partially (25 reached) 2. Unsure	With limited feedback and reports it is not possible to evaluate whether the project entirely achieved what it set out to accomplish
Community Newspaper	1. Pre Xmas edition of newsletter 2. February 08 edition of newspaper plus business planning support	1. Yes 2. Yes	The project achieved the outputs it identified and has proven to be a very valuable and successful initiative
Detached Youth Work (Community Connections)	1. Workers to be visible and outreaching amongst young people 2. Establish consultation techniques 3. To establish an evidence system 4. Work with other partners to ensure that the consultation process meets needs 5. Access the training sessions from YMCA 6. Consultation with young people 7. Report on information gathered with recommendations formed as a direct result of young people engagement	1. Yes 2. Yes 3. Yes 4. Yes 5. Yes 6. Yes 7. Yes	The project achieved the outputs it identified. However, based on the results and findings provided in the final report, it seems that the highest proportion of young people engaged were from Gorleston, despite questionnaires being completed in NM area. Reasons provided for this were that young people have connections to the NM area through education, socialising, the town centre, travel and employment. Feedback received informally did however suggest that young people were in fact targeted at

			an event in Gorleston, which creates a concern about the validity of the results. Because of this the project can only be deemed partially successful
Detached Youth Work (YMCA)	<ol style="list-style-type: none"> 1. Provide supervision for detached youth workers 2. Provide training for detached youth workers around key areas 3. Engage in consultation with young residents 	<ol style="list-style-type: none"> 1. Unsure 2. Yes 3. Unsure 	With very little formal feedback or reports it is not possible to evaluate whether the project achieved what it set out to accomplish and can therefore only be seen as partially successful
Engagement Reach	<ol style="list-style-type: none"> 1. Engagement with at least 1 flagship consultation: SCS revision 2. Establish and support a users network and the community partnership 	<ol style="list-style-type: none"> 1. Yes 2. Yes 	This project can be seen as successful due to the fact that it facilitated the involvement of a large amount of local residents into events and consultation. This is a process that is traditionally seen as a very challenging one, making this project successful
Credit Union	<ol style="list-style-type: none"> 1. Recruitment of part-time Project Worker 2. Recruitment of Finance Officer 3. Promotion in NM area 	<ol style="list-style-type: none"> 1. Yes 2. Yes 3. Yes 	The project achieved the outputs it had identified. However, due to the low amount of residents from the NM area signed up, and based on the financial analysis in Section 7, the project can only be rated as partially successful
First Move (IT)	<ol style="list-style-type: none"> 1. To set up the course and get 50 people on the course 2. To get a further 100 people on the course to get trained 	<ol style="list-style-type: none"> 1. Partially (23 trained) 2. No 	The project achieved some of its outputs, but not nearly as many as originally envisaged. Due to this and limited feedback, the project can only be seen as partially successful
Sexual Health	<ol style="list-style-type: none"> 1. Producing and distributing posters, credit cards and other items to promote the Kittywitches Centre 	<ol style="list-style-type: none"> 1. Yes 	With invoices as feedback about the production of the promotional materials but no feedback or reports on how it was distributed or how many young people it reached, the project can be seen as successful to a certain extent
Target Opportunities	<ol style="list-style-type: none"> 1. Distribution of publicity and promotional material including opportunities calendar 2. Staging of an opportunities event 3. Targeting opportunities for people that require low and additional levels of support to access employment 	<ol style="list-style-type: none"> 1. Yes 2. Yes 3. Yes 	This project has proven to be a groundbreaking initiative which is currently achieving very high quality results and reaching a much higher number of people than was ever anticipated. It has proven to be a great success and a true flagship project for Comeunity and Voluntary Norfolk

Grey 2 Green	<ol style="list-style-type: none"> 1. Targeting 9 areas by March 08 2. Hosting a series of community consultations 3. Hosting a series of community planning exercises 4. Implementing the plans developed together with the local community 5. Developing strategies for the ongoing management of the spaces that have been improved 	<ol style="list-style-type: none"> 1. Yes 2. Yes 3. Yes 4. Yes 5. Yes 	The project achieved the outputs it identified and has become a flagship project for NM, being hailed an example of community empowerment by Hazel Blears. It has become a means to address not only environmental issues, but also social issues imbedded in the areas targeted
Neighbourhood Charter	<ol style="list-style-type: none"> 1. Developing and producing an agreement to inform local residents about services that are being delivered in the neighbourhood and what local residents can do 2. Ensuring the agreement covers: <ol style="list-style-type: none"> a. Street cleansing b. Refuse / recycling collections c. Fly-tipping d. Street lighting e. Abandoned car removals f. Drain cleansing 3. Bringing organisations together to develop this agreement 4. Distributing 5000 copies of the agreement in the Neighbourhood Management area 	<ol style="list-style-type: none"> 1. Yes 2. Yes 3. Yes 4. Yes 	The project achieved the outputs it identified and was a great success in terms of providing crucial information to local residents
Middlegate Estate	<ol style="list-style-type: none"> 1. Recruiting community members to assist with the consultation element of the Visioning exercise 2. Producing a series of visual questionnaires / exercises to enable residents to quickly give a large amount of information 3. Identifying appropriate locations for the consultation 4. A Prioritisation Event to provide residents with an opportunity to look at information gathered and to identify priorities 5. Action Planning Event to enable Service Providers to identify what actions could be taken to deal with the issues residents had highlighted 6. A workshop with young people to enable them to identify their priorities for the Estate 7. Producing a comprehensive Middlegate Visioning Exercise Report to inform the development of the Middlegate Action Plan 	<ol style="list-style-type: none"> 1. Yes 2. Yes 3. Yes 4. Yes 5. Yes 6. Yes 7. Yes 	The project achieved all its outputs and has paved the way for the Middlegate Action Plan being developed and implemented. Based on this the project can be viewed as being a great success.

11. PROJECT LINKS TO LAA INDICATORS

Project	Mandatory LAA Outcome 3.7	Linkages to additional Outcomes
ASBAG	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.2 Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards / neighbourhoods and other areas across the district outcome 3.3 Reassure the public, reducing the fear of crime 3.5 Build respect in communities and reduce anti-social behaviour 3.6 Fewer young people engaged in criminal activity
E.A.C.H. (Webster Stratton)	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.5 Build respect in communities and reduce anti-social behaviour 3.6 Fewer young people engaged in criminal activity
Peer Mentoring	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.5 Build respect in communities and reduce anti-social behaviour 3.6 Fewer young people engaged in criminal activity
Street Outreach	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.2 Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards / neighbourhoods and other areas across the district outcome 3.3 Reassure the public, reducing the fear of crime 3.5 Build respect in communities and reduce anti-social behaviour
Community Newspaper	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	4.2 Improved aspirations and skills to meet economic needs
Detached Youth Work (Community Connections)	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.5 Build respect in communities and reduce anti-social behaviour 3.6 Fewer young people engaged in criminal activity
Detached Youth Work (YMCA)	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.5 Build respect in communities and reduce anti-social behaviour 3.6 Fewer young people engaged in criminal activity
Engagement Reach	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.11 Improved quality of life for people in the most disadvantaged neighbourhoods: service providers more responsive to neighbourhood needs: and improved service delivery 4.3 Reduced deprivation and social exclusion in Norfolk
Credit Union	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	4.2 Improved aspirations and skills to meet economic needs

First Move (IT)	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	4.2 Improved aspirations and skills to meet economic needs
Sexual Health	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	2.5 Improved Sexual Health
Target Opportunities	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	4.2 Improved aspirations and skills to meet economic needs 4.3 Reduced deprivation and social exclusion in Norfolk
Grey 2 Green	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.9 To have cleaner, greener, safer public space 3.10 To improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing detritus 3.11 Improved quality of life for people in the most disadvantaged neighbourhoods: service providers more responsive to neighbourhood needs: and improved service delivery
Neighbourhood Charter	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	3.9 To have cleaner, greener, safer public space 3.10 To improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing detritus 3.11 Improved quality of life for people in the most disadvantaged neighbourhoods: service providers more responsive to neighbourhood needs: and improved service delivery
Midlegate Estate	Empower local people to have a greater voice over local decision making and a greater role in public service delivery	1.1 Being Healthy 2.1 Improve health and reduce health inequalities 2.3 Reduce the harm caused by alcohol and drugs 3.2 Reduce overall crime in line with local Crime and Disorder Reduction Partnership targets and narrow the gap between the worst performing wards / neighbourhoods and other areas across the district outcome 3.3 Reassure the public, reducing the fear of crime 3.4 Reduce the harm caused by illegal drugs 3.5 Build respect in communities and reduce anti-social behaviour 3.6 Fewer young people engaged in criminal activity

		<p>3.9 To have cleaner, greener, safer public space</p> <p>3.10 To improve the quality of the local environment by reducing the gap in aspects of liveability between the worst wards/neighbourhoods and the district as a whole, with a particular focus on reducing detritus</p> <p>3.11 Improved quality of life for people in the most disadvantaged neighbourhoods: service providers more responsive to neighbourhood needs: and improved service delivery</p> <p>3.14 Improved housing provision</p> <p>4.2 Improved aspirations and skills to meet economic needs</p> <p>4.3 Reduced deprivation and social exclusion in Norfolk</p>
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12. RECOMMENDATIONS

Based on all the information in this report, along with the analysis done in the relevant sections, the following recommendations can be made to ensure that the Comeunity Programme continues delivering high quality work, and also strives to improve the way in which the GFPs are monitored and evaluated.

Recommendation	Person(s) to take action
Because of the high number of monitoring reports that were never received (despite being followed up on a regular basis) it would be beneficial for Comeunity to maintain a closer link to each of the individual projects to ensure that the GFPs are delivering but also have access to support from Comeunity where and when needed.	Neighbourhood Officer
All monitoring reports and grant agreement forms need to be followed up in an ongoing, structured way, preferably on a weekly basis, to ensure that all reports are received back in a timely fashion	Administrator, supported by Neighbourhood Officer
All GFPs need to be assessed on an ongoing basis to build a bank of supporting information to illustrate the projects' progression, potential stumbling blocks, impact, and also to pre-empt any problems	Neighbourhood Officer
All GFPs need to be held more accountable for delivering the outputs they agreed on in the initial grant agreement form, and where outputs are not being delivered, GFPs need to provide clear reasons for not achieving these	Neighbourhood Officer & Neighbourhood Manager
If funding to GFPs is provided in arrears, it should only be paid out if the project leader is able to produce a satisfactory quarterly monitoring report for the period in question	Administrator & Neighbourhood Officer
All targets and outputs included in the grant agreement form should be clear, realistic and measurable. If not, projects need to be informed	Neighbourhood Officer

13. SUMMARY AND CONCLUSION

From all the information in this report it is clear that a large amount of work has been undertaken by the Comeunity Programme, all of which aimed at empowering and supporting local residents. Projects undertaken, co-orientated and funded ranged from community safety to health to employment to young people and environmental initiatives, and despite the shortcomings in terms of the monitoring reports received back (which can largely be put down to staffing problems) it is still clear how the Programme has contributed towards the South and Central Yarmouth areas.

This report, including the potential areas for development highlighted in it, should be viewed as a tool to help facilitate more effective management of the GFPs in the future, especially in terms of maintaining an ongoing link with the projects and tracking their progress in an informal and formal way.

Overall, 2007-2008 should be seen as the foundation for the Comeunity Programme and the work it supports, and also the beginning of an important learning curve. The Team aims to build on this work and ensure that all work done in the future is done to the same high standards, whilst bearing in mind that there is always room for improvements.