



Space & Place NI

Final Evaluation



July 2018

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INTRODUCTION AND BACKGROUND

This document sets out the final evaluation of the Space & Place NI Programme. 30 organisations from across NI have accessed almost £13,000,000 of funding via Space & Place since 2013. This funding has enabled these organisations to make better use of existing and/or develop new spaces and places. This report builds on interim evaluations in June 2016 and June 2017 by providing a final overview of the progress against key targets and an analysis of the extent to which the programme has delivered against its intended outcomes.

Section one offers an introduction and background to the Space & Place NI programme, contextualising the remainder of the report. This section highlights the overarching aims and objectives and provides detail on the key stakeholders and structures involved in its delivery.

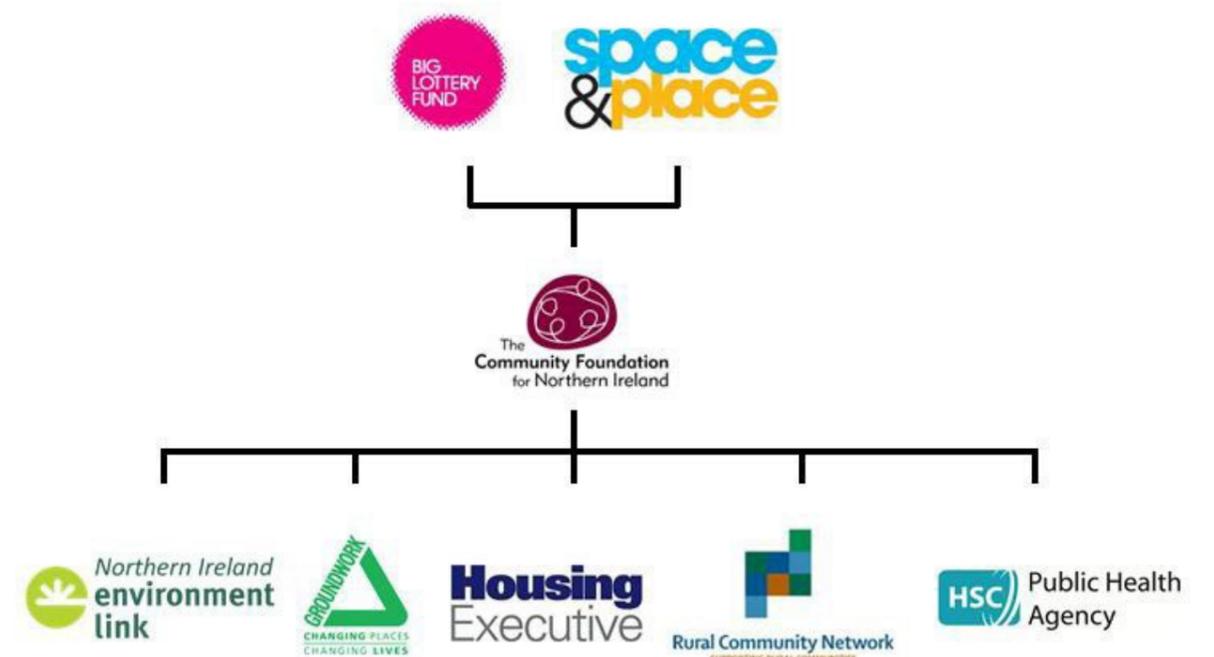
Introduction and Context to the Space & Place Programme

Space & Place NI (the programme) is a £15million, 5-year capital grants programme that provided an opportunity for local communities to identify a shared vision for their area and work together to deliver it. The Space & Place vision is;

“ TO CREATE BETTER SPACES AND PLACES TO CONNECT MORE PEOPLE, AND MORE COMMUNITIES, TOGETHER

To achieve this, the programme proposed to make grant awards to organisations which would enable them to access and make better use of internal and external spaces and places.

The concept for the fund emerged from BIG Lottery’s Big thinking consultation in 2009/2010. This consultation highlighted a need and demand to integrate communities, across both political and social class divides, in Northern Ireland. There was demand for new spaces and places and to use existing ones better, particularly those that are currently underused or difficult for a variety of reasons. The consultation supported the idea of providing spaces to play, to meet others, to build relationships and enhance participation. This led to the creation of a capital grants programme. Thus, £15,000,000 of funding from the Big Lottery Fund (BLF) was allocated to the Space & Place NI programme. A cross sectoral partnership, led by Community Foundation for Northern Ireland (CFNI) put forward a proposal to administer, manage and deliver the fund on behalf of the BLF. The partnership comprised: Northern Ireland Environmental Link (NIEL), Groundwork NI, Northern Ireland Housing Executive (NIHE), Rural Community Network (RCN) and the Public Health Agency (PHA). The Space & Place NI programme commenced in 2013 and ended in December 2018.



Space & Place Programme

The letter of offer from the Big Lottery to CFNI set out that the programme would fund projects of varying sizes including:

- Medium Grants of £50,000 (minimum) up to £100,000
- Large Grants of £100,001 up to £350,000
- Flagship Grants of £350,001 up to £1 million

An aspiration for the programme was that 80% of the grant recipients would be drawn from and/or led by constituted organisations in the community and voluntary sector. To achieve its vision, the programme proposed to support projects that would:

- **Create** or increase access to new high quality local spaces with a range of activities for local community use: for example, by creating new dedicated space for physical activities; by providing new environmental resources to promote interest in nature conservation space; reducing isolation; enabling environmental improvements and improved access to green spaces in a wide range of urban and rural areas
- **Reclaim** and re-use derelict and neglected land to create more attractive and useable green spaces; engaging communities in innovative approaches in their use of, and in the long-term care and maintenance of, these places. For example, by reviving, extending and upgrading a park by renewing paths, creating new walking routes and cycle paths alongside a once overgrown river, adding interactive technology to renew interest in the rich heritage and history of an area
- **Promote** an integrated approach to sustainable development through commitment to social, economic and environmental outcomes. For example, promoting healthy eating and food growing, sustainable land management and creating learning opportunities for people of all ages through practical involvement
- **Enable** community involvement and skills development resulting in projects that are initiated, designed, managed, and run by the local community. This community involvement will ensure commitment to future maintenance of improved spaces, by establishing management structures that suit the local community and where appropriate include any working arrangements with local authorities
- **Improve** community cohesion and build new relationships within and between communities so that residents can appreciate, gain respect for and support the needs of others. For example, people in differing age groups understand the needs of others (younger and older) and neighbours support each other. Improved community cohesion could reduce tensions at interfaces between communities. For example, by creating opportunities to engage between communities and demonstrate that dialogue is an effective way of bringing about change
- **Develop** strategies and approaches to enable change for communities that will inform debate and influence policy and practice. For example, developing partnerships and collaboration to ensure commitment from every level to implement specific initiatives.

- **Enable** communities and individuals to develop healthier lifestyles by taking part in physical activities due to increased accessibility to affordable recreational spaces.
- **Tackles** structural and societal social exclusion addressing power imbalances at a local level.

In supporting these types of projects, Space & Place NI would deliver against one overarching programme outcome and four sub outcomes including:

More people and communities are connected by making use of underused or difficult spaces

Building community capacity through the provision of accessible and inclusive local Space & Place.

Achieving the transformation and better use of underused or difficult spaces

Enhancing a healthier and more active lifestyle for people through the provision and use of local space

Improving partnership working between communities, groups, support organisations and statutory agencies to connect people and communities

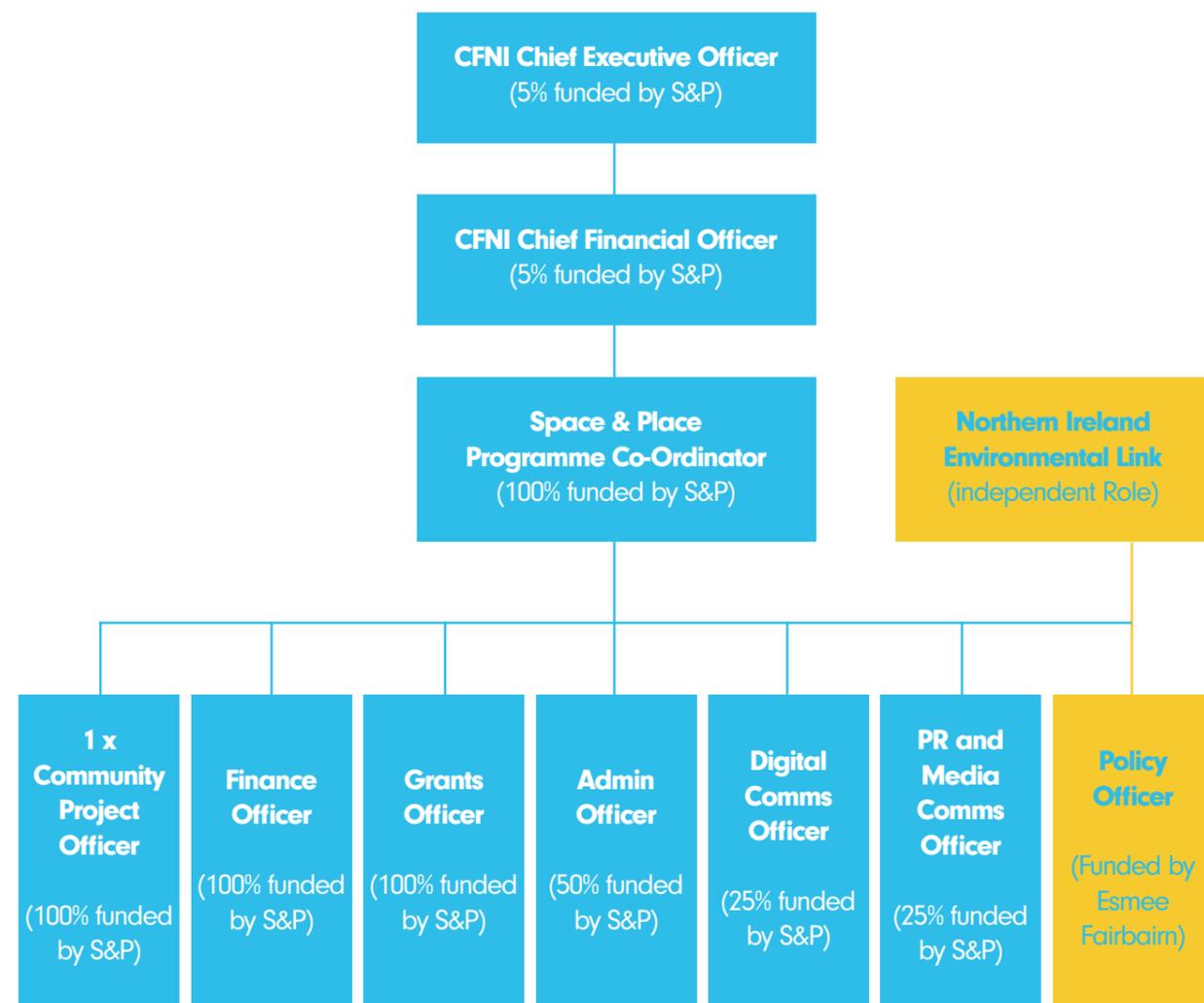
Space & Place Theory of Change

In addition, the Big Lottery and the Programme Steering Committee identified four related theories of change as underpinning programme principles, they are:

- The availability of a substantial capital grants programme will encourage and facilitate multiagency/sectoral partnership approaches
- The provision of facilities in disadvantaged communities will promote and enable greater levels of engagement and participation
- Increased participation in various initiatives will have benefits for the individual in different areas (health and wellbeing, education, sense of belonging, improved environment)
- Increased engagement and improvements at individual level will be reflected in improvements at the community level which will result in more active, cohesive and sustainable communities

Space & Place Management Structure

On receipt of the letter of offer, CFNI set about developing a management and operational structure that would result in the effective and efficient distribution of grants, and the development and support of projects aligned to the Space & Place Outcomes. The original aspiration of the CFNI team was that the programme would be supported by 2 x Community Projects Officers, however the grant agreement included a restriction of 10% to be allocated towards the management fee for the project, resulting in only 1 Community Projects Officer being appointed at the outset. The agreed management structure for the programme was as follows.



Whilst CFNI was responsible for the overall management and administration of the programme, Groundwork NI (Steering Committee Member) was also commissioned to provide technical assistance, planning and design support to grantees.

The Northern Ireland Environmental Link (Steering Committee Member) also took responsibility for employing an overall programme policy officer on behalf of the steering committee (with funding support from the Esmee Fairbairn Foundation). The roles and responsibilities of the various team members are noted below:

| Staff Title | Roles and Responsibilities |
|-----------------------------------|--|
| Programme Coordinator | To manage the Space & Place Programme and report to both the Director and Board of Trustees of the Community Foundation for Northern Ireland as well as the Steering Committee of the Space & Place Programme. The post will oversee the implementation of the programme of activity which will include grant application assessment; selection and monitoring in addition to the financial oversight, reporting on progress and policy learning related to the programme. |
| Community Projects Officer | The Community Projects Officer was responsible for undertaking the assessment of grant applications made under the Space & Place Programme as well as both monitoring and supporting funded projects. |
| Grants Officer | The Grants Support Officer is responsible for the overall administrative needs of the programme to ensure its effective delivery. He/she will work directly with the Programme Co-Ordinator, Community Project Officer, Finance Officer, Clerical Officer and Communications Officer |
| Finance Officer | The Finance Officer is responsible for the overall financial management of the programme, financial claims and payments and financial reporting. He/she will work directly with the Programme Co-ordinator, Community Project Officer, Grants Support Officer, Clerical Officer and Communications Officer |
| Policy Officer (NIEL) | This role focuses on the lessons, learning and legacy from the programme. In order to develop this, tasks include: monitoring & evaluation; development support & capacity building; encouraging shared learning; disseminating lessons to funders, grantees, applicants, the V&C Sector and Government, with the aim to influence wider policy. |

At the time of letter of offer, the programme steering committee intended to establish a broader consortium (policy reference group) made up of organisations with an interest in providing an added value dimension to various stages of the process. This consortium was to include:

- Conservation Volunteers (NI)
- Children in Northern Ireland
- Federation of City Farms & Community Gardens
- Sustrans
- Disability Action (NI)
- Forum for Alternative Belfast
- NILGA
- Age NI
- Ulster Wildlife Trust

Whilst this group was formed within the original programme structure it was never reconvened.

Space & Place Delivery

As the programme reaches the end of its intended lifespan, 30 projects have been funded across Northern Ireland (see appendix 1 for list of funded projects). The successful projects range from community buildings to outdoor spaces in a mix of urban and rural locations across NI. At the time of the evaluation report, 14 of the 30 projects have completed and are officially launched. This evaluation report provides an overview of the Space & Place programme, its key achievements, milestones, impacts and challenges and offers key lessons for policy and practice in the delivery of future capital grant programmes.

EVALUATION PROCESS

The Space & Place NI steering committee commissioned an independent and objective evaluation in September 2015. The evaluation process to date has included interim reports in June 2016 and June 2017. The terms of reference set out several objectives for the evaluation, these are presented in this section along with the approach adopted by S3 Solutions to meet the key requirements.

The Space & Place Steering Committee identified the following as the key evaluation questions:

1. Are we doing what we said we would do?

- (Internal Validity - process used in the delivery and implementation, are we achieving the vision, are we meeting the outcomes?)

2. Are we making any difference?

- (Impact Assessment - in terms of effectiveness and in terms of our vision and outcomes?)

3. Are these the right things to do?

- (Reflective Learning, Strategic Relevance)

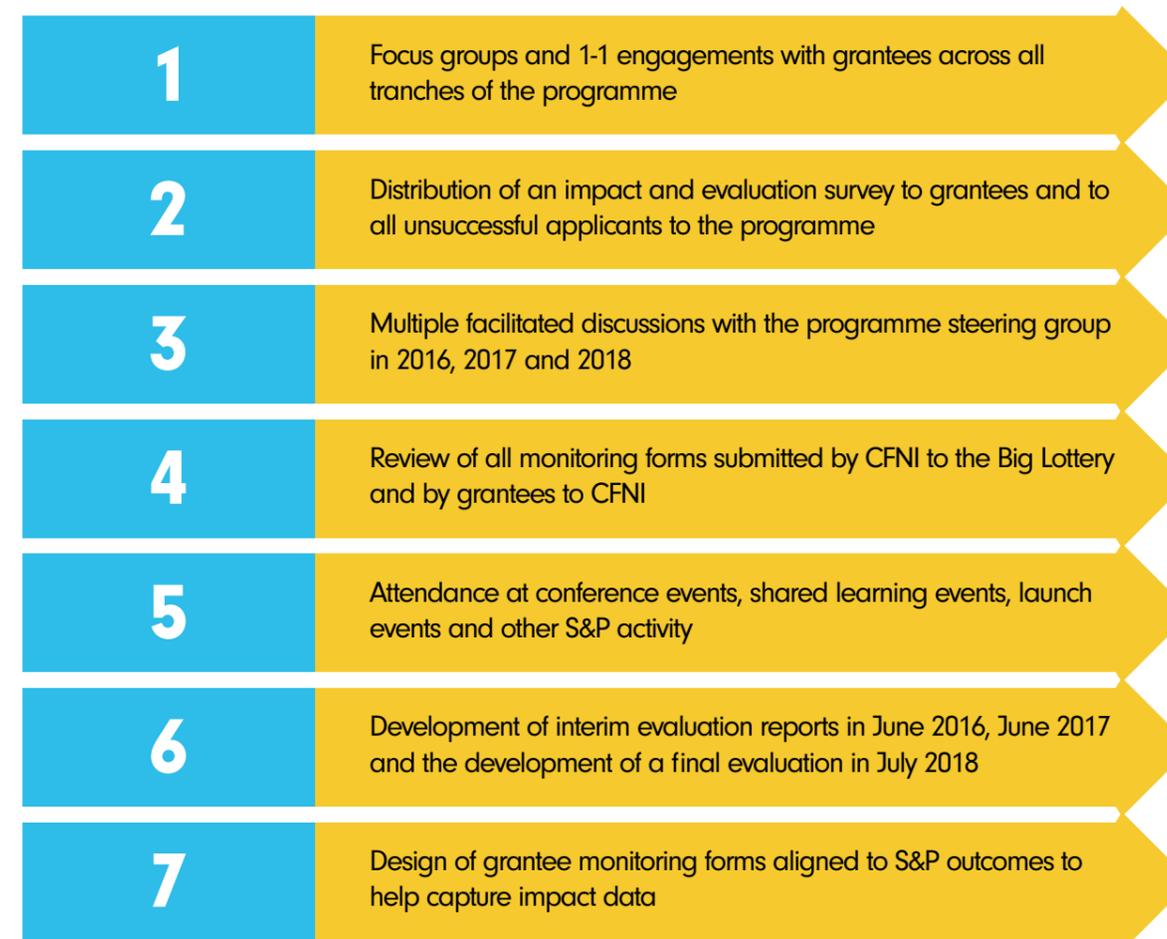
4. Legacy- what is the legacy of the programme?

- (In terms of the grantees, communities, learning for others?)

In addition, the terms of reference identified the following expectations for the external evaluation:

- Measure the impact of the overall Space & Place Programme using a variety of methods
- Provide a series of learning points that will help stakeholders reflect on the implementation of the Programme for the development of policy, practice and further action.
- Explore in detail common learning points that have that have made positive impact on the delivery of the programme
- Identify problems or barriers, at a programme & project level, to the successful implementation of the Grant Scheme and analyse the effectiveness of the responses to overcome these issues
- Identify the key successes and enablers of the programme in terms of management and delivery and community impact and overall legacy
- Contribute to the dissemination of a key learning and legacy paper which can be shared with grantees, policymakers, practitioners, funders and other stakeholder organisation
- Identify the key policy issues arising as a result of the work undertaken under the Space and Place Programme

The approach undertaken by S3 Solutions in compiling the evaluation report includes (not in chronological order):



Evaluation Reflections

- Efforts have been made to ensure the validity and reliability of findings through multiple method consultation (surveys, focus groups, interviews, monitoring data review). As with any survey, data errors due to question non-responses may exist. The number of respondents who choose to respond to a survey question may be different from those who chose not to respond, thus creating bias. This is particularly relevant for unsuccessful applicants (17 out of 300+ responded) who may still feel aggrieved at the lack of success. The multiple method consultation process was extended on two occasions to enable further engagement and sampling of grantees and unsuccessful applicants. Thus, the consultation process overall reached a point of theoretical saturation and the concepts in the thematic analysis are well developed.
- 14 of the 30 projects have completed at the time of the final evaluation report. Of the 14 completed projects, only 9 have been operational for a sufficient time to provide meaningful activity and impact data (5 of the projects have been launched in the 3 weeks leading up to this report). The impact information is therefore restricted to less than 1/3rd of projects overall but it provides us with emerging impact trends. A longer analysis of projects is required to fully analyze their impacts.

SPACE & PLACE IMPLEMENTATION

This section describes how the Space & Place programme works and offers a summary of its key outputs and deliverables. The deliverables relate to the provision of capital grants, but also to the provision of capacity building and developmental support as outlined in the letter of offer. This section addresses the key evaluation question: **Are we doing what we said we would do?**

Space & Place Application Process

The Space & Place Programme was officially launched on the 7th May 2013 at Crumlin Road Gaol with over 150 people attending the launch event. During the month of June 2013, the Space & Place team delivered 7 information roadshows at locations across NI to raise awareness and promote the programme. Events took place in: Derry/Londonderry, Armagh, Belfast, Cookstown, Lisburn, Ballymena and Enniskillen. 470 individuals, representative of 367 organisations attended the roadshows, declaring an interest in potentially applying for financial support under this new grant programme. The programme issued a first call for applications in July 2013.

The following provides an overview of the application and assessment process implemented by the Space & Place team. The application process for any grantee included 2 distinct stages (stage 1 and 2). Applications were received over 4 distinct 'tranches' (tranche 1-4). Each tranche included defined deadlines for receipt of stage 1 and stage 2 applications.

The following pages provide an overview of the 'typical' application process, a summary of successful projects and a timeline highlighting some of the key milestones for the programme.



Stage 1 Applications

Step 1 – applicants submit a stage 1 application to Space & Place NI by a defined deadline

Step 2 – applications undergo an initial filter/eligibility check to ensure that the required documents are provided and the project/organisation aligns with Space & Place programme guidelines

Step 3 – applicants are provided with a site visit facilitated by a member of the Space & Place team. The site visits offered feedback on stage 1 applications and provided advice & guidance on where proposals needed to improve/change or develop

Step 4 – Space & Place staff develop a report on each project using a bespoke scoring matrix. The reports were submitted to the grants panel¹ and included a recommendation on whether projects should proceed to stage 2, as well as the likely technical assistance support required by each project. All stage 1 reports and recommendations were peer reviewed by at least 1 other member of staff internally.

Step 5 – the Grants Panel met to review stage 1 applications and the reports provided by the S&P team. Decisions were taken by the grants panel on whether projects should proceed to stage 2 or be rejected as unsuccessful and offered feedback.

Step 6 – all the unsuccessful applicants at stage 1 were offered an opportunity to access feedback on their proposal, this included advice and guidance on how the proposal could improve for future tranches of Space & Place funding, or to attract funding from other sources.

368

Stage 1 applications received overall

256

On Site Stage 1 Assessment Meetings were facilitated by the Space & Place team

The cost to deliver all 368 stage 1 applications was

£162,890,000

The amount requested from Space & Place was

£132,080,000

Stage 2 Applications

Step 1 – Grants Panel invited organisations to submit a stage 2 application and provided an allocation of days for each project in relation to technical assistance (this was to be provided by Groundwork NI). **some applicants decided to retain their own architect but were not provided with funding for this**

Step 2 – Applicants were required to develop and submit a stage 2 application as well as a detailed business plan in support of their project. They also worked with their own architect or Groundwork NI to prepare drawings and costs. For projects applying under tranche 2 (Flagship), these were subject to an economic appraisal given their grant value of up to £1,000,000.

Step 3 – All applicants invited to Stage 2 (for tranches 2, 3 and 4) were offered additional 1-1 meetings with the Space & Place team for a critical analysis and guidance on their proposal

Step 4 – The Space & Place team conducted a desk-based assessment of stage 2 applications and business plan using a bespoke scoring matrix. Each team member developed a detailed report (often reaching 50+ pages) and a recommendation to the grants panel which was subject to an internal peer review by at least 1 other member of staff.

Step 5 – The grants panel independently scored stage 2 applications and combined their own assessment with the staff team recommendations to decide on projects.

Step 6 – Decisions were taken on whether an application was successful and would move to contract and grant award, or whether an application was rejected and would be offered further feedback from the Space & Place team

Step 7 – Successful applicants completed pre-contract checks, attended grant aid agreement training and signed their grant aid contract. Unsuccessful applicants were offered further feedback

81

Stage 2 applications received overall

The cost to deliver all 81 stage 2 applications was

£32,860,000

The amount requested from Space & Place was

£27,380,000

32

projects were successful at stage 2. 30 projects completed and 2 withdrew from the programme

Successful Applicants

Once applicants had signed their grant agreement and contract (now grantees), the following represents the typical stages or steps taken to deliver projects:

Step 1 – Appointment of design teams: grantees had the option of retaining their own architect/design team (self-funded) or to use the grant to procure a design team for the project.

Step 2 – technical assistance provided for grantees across a range of issues such as planning permission, security of tenure, legal issues

Step 3 – once planning permission was secured, grantees were supported to appoint contractors to complete the capital build process, this required a public procurement process

Step 4 – grantees participated in ongoing Space & Place activity such as capacity building and mentoring, quarterly monitoring and evaluation, attendance at events, workshops and information sessions

Step 5 – contractors on site, capital works complete, and project becomes operational

Step 6 – official launch event delivered at completed projects, ongoing commitment to monitor and evaluate activity through the submission of quarterly reports

£12,900,000

was allocated across 30 projects (27 large grants and 3 flagship projects)

23 of the 30

projects focused on the development of buildings, 7 are focused on the provision of outdoor space

4

introduction to impact workshops and

5

sustainability workshops have been attended by grantees

1

Shared Learning conference delivered and attended by the 30 grantees

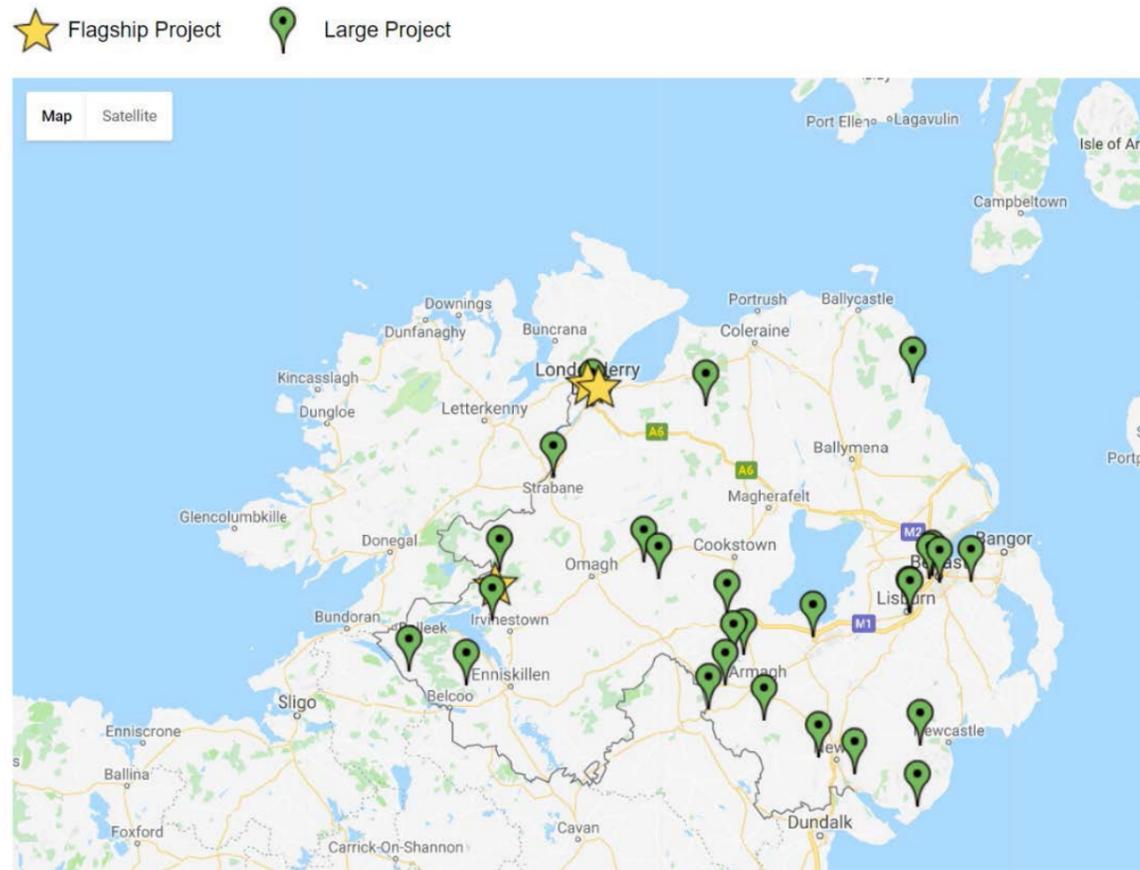
1-1

mentoring support focused on impact measurement, funding and sustainability offered to grantees



Overview of Grantees

The following image presents some detail on the 30 successful projects.



In their stage 2 application, the 30 funded projects were asked to rank the areas that best describe the project and/or its elements. This image provides a summary of the primary focus of projects according to the funded groups. Note that groups could select more than one area, hence % do not add up to 100.



12
of the projects are from urban areas compared to 18 from rural areas

94%
of projects are led by constituted community and voluntary organisations (target 80%)

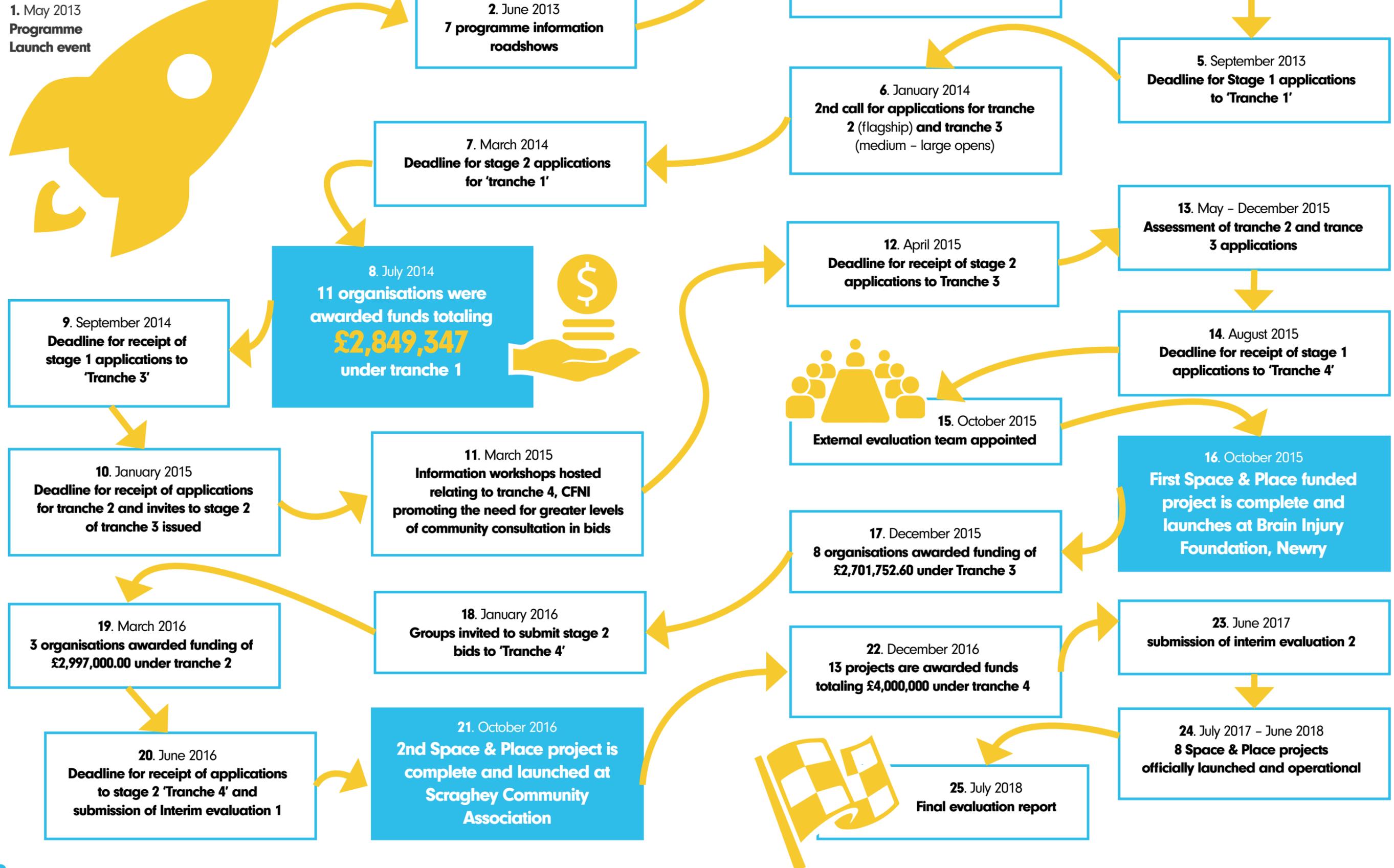
12 of the 30
projects have developed multi-agency/cross sectoral partnerships (i.e. lease of land, joint application, delivering activities)

9800
individuals have participated in activities, events or programmes at Space & Place funded projects to date



Space & Place Programme Timeline

The following timeline provides the reader with an overview and understanding of the key headlines and milestones in the evolution and delivery of the programme over the past 5 years.



SPACE & PLACE IMPACT

This section assesses the impact of the programme, evidenced by the data collected by each grantee as part of the monitoring process and through survey and workshop discussion. This data analysis is crucial in helping to determine to what extent have the facilities funded by Space & Place, helped the programme achieve its outcomes. In essence, were they the correct projects to fund?

Space & Place Programme Impact

The Space & Place programme is focused on the achievement of outcomes that are derived from activities and thus is reflective of the Logic Model for social impact that demonstrates the relationship between investment and outcomes, as follows:



However, in attempting to highlight and display the impact of the programme and to more effectively link the volume and quality of outputs to the difference experienced, an Outcomes Based Accountability Card has been developed for Space & Place (See overleaf). We have populated the OBA card using data contained within the grantee quarterly monitoring returns as well as from the results of a bespoke questionnaire completed by twenty one successful grantees and seventeen unsuccessful applicants.

Monitoring returns are provided by grantees on a quarterly basis to report on activities taking place within that period. For clarity, much of the information recorded in the OBA card in the following page is derived from the monitoring returns of grantees. At the time of writing, a total of 9 grantees had provided up to 30 monitoring returns (some provided multiple returns, others were not operational long enough to provide any data on activity). In offering some context, once all facilities are operational, 120 monitoring returns would be provided per annum, the information included here is therefore indicative of the scale and volume of activity that could take place overall.

Space & Place Programme OBA Card

How much did we do?

368 Stage 1 applications received

256 On Site Stage 1 Assessment Meetings conducted

30 projects

27 large grants (up to £350,000)

3 Flagship grants (up to £1,000,000)

£12,900,000 allocated across 30 projects.

£1,300,000 invested in technical assistance.

9 information workshops hosted

1 Sharing & Learning Conference

391 organisations attended workshops or roadshow events

4 "Introduction to Impact" events have been delivered and attended by 32 organisations

5 'sustainability workshops' have been delivered and attended by 30 organisations

30 Grantees have been offered 1-1 mentoring support focused on impact measurement, funding and sustainability

How well did we do it?

29/30 of projects are led by constituted community and voluntary organisations. (Target was 80%)

28% of projects are focussed on the provision of outdoor space contributing to the strategic relevance of the Project.

Balanced 40/60 urban rural split of projects throughout Northern Ireland

100% of sample agreed that the work required in administering the grant and delivering the project was worth it

85% of sample either agreed or strongly agreed that the application process was proportionate to the amount of funding received

95% of sample either agreed or strongly agreed that overall the Space & Place Programme was a positive experience for their organisation

85% of sample either strongly agree or agree that their evaluative and impact measurement skills have improved

90% of sample agree that they have improved organisational governance

Is anyone better off?

£ 2,375,000 leveraged in additional funding (across 21 projects)

Improved evaluative and impact measurement skills among grantees

Improved grantee organisational governance

Increased grantee understanding of delivering capital projects

The 30 communities where projects are located better off as a result of the transformation and better use of underused, contested and/or difficult space

Enhanced knowledge and resilience for future applications among both successful and unsuccessful applicants

9 distinct community benefits referenced by grantees in describing their project

Reduced vulnerability and isolation for 2953 people

Increased connectivity with community green spaces for 757 people

Stronger community leadership with 174 leading in project development and collaboration with external agencies

How well did we do it?

Increased connectivity with community green spaces for 757 people

Increased capacity including advocacy for 9353 people through using accessible and inclusive community space.

Improved health & well-being for 8162 people

Increased multi-agency cross sectoral partnership & collaboration with 57 different agencies across the spectrum of projects.

Enhanced diversity and social cohesion with 10,323 people expressing improvements in these areas

Improved community relations through consistent use of facilities by people of different community backgrounds

Reduced fear of crime and anti-social behaviour for 1360 people

Improved relationships between people of different age, belief and ethnicity through multi-purpose use of facilities.

The OBA card data highlights a diverse range of individual and community outcomes encompassing improved community relations and recognition of diversity, greater social cohesion, reduction in fear and isolation, increased individual capacity and a considerable number of people reporting improvements in overall health & wellbeing.

Grantee Programme Experience

The Space & Place Programme (through Northern Ireland Environmental Link) organised and facilitated a Sharing the Learning conference event in March 2017. This provided an opportunity for the evaluation team to engage directly with grantees to explore some of the emerging findings in relation to impact and outcomes for grantees. These included:

- Grantees awareness of the strength and passion of their community increased with many accessing volunteer support at various levels. Grantees also referenced that the consultation activities undertaken as part of Space & Place helped to identify additional skills and resources in their community. It also helped to identify some gaps related to a significant capital project such as planning, land transfers, legal and technical issues.
- The opportunity created by new spaces and places to build a positive identity for the organisation or the area was referenced consistently. Whilst revenue programmes can help engage people, the impact of a new space generates considerable potential, but there is a recognition amongst groups of the need to capitalise on spaces. The grantees identified an increased prominence on the activities to be delivered, recognising that “the building is only the start of the process to address local issues”.
- An enhanced understanding of the need to become more self-sufficient emerged amongst grantees. Despite understanding the need, several groups also report anxiety and uncertainty about how this can be achieved, accepting that they now need to start exploring alternative revenue funding sources and begin to think about pricing strategies and income generation. This finding precipitated the development of the sustainability workshops which were designed and delivered by the evaluation team in the Autumn/early winter of 2017
- The tension over ‘shared’ or ‘contentious’ space was identified as a key issue by many leading to contention over changes to existing facilities and the role of the groups to challenge and change mind-sets – as drivers for change.
- Increased confidence of grantees. This confidence was linked to the success of their application, the increased knowledge skills and understanding as well as the “increased prominence and status of their organisation in their local community”. In addition, groups report that they now also have the confidence to recognise and accept their limitations, and as a result are more willing to ask for help or seek partnerships rather than “trying to do too much at once”.
- Increased understanding and appreciation of the value of partnership working and collaboration

While the quarterly monitoring returns provided the main template for monitoring impact and the achievement of outcomes, the evaluation team designed questionnaires which were circulated to all grantees and unsuccessful applicants. There were twenty one responses from grantees and seventeen responses from unsuccessful applicants. While many of the impacts reported within the questionnaires are highlighted in the OBA card, there are some which merit further reference.

Space & Place as a catalyst

In total the twenty one grantees responding to the evaluation survey indicated that the capital funding from S&P enabled them to leverage a further £2,375,000 in additional capital and revenue funding which is noteworthy. This would suggest that the S&P process has provided an additional impetus and motivation to source additional revenue and capital equipment funding to ensure the facility can be sustained. It would also suggest an increased competence in designing successful funding bids.

Improved organisational capacity

Grantees, both voluntary organisations with no staff and staffed organisations consistently highlighted the increased organisational capacity within their groups derived from the S&P process ranging from enhanced technical knowledge of the capital build process in addition to impact consultation, impact measurement and sustainability.

“ WE HAD THE BUILDING, BUT WE HAD TO KIT IT OUT AND RUN IT, WE WERE SUCCESSFUL WITH OTHER FUNDING BIDS FOR THIS AND THE S&P PROCESS GAVE US THE EXPERIENCE AND CONFIDENCE TO PUSH ON WITH THIS

“ WE HAVE EXPANDED OUR SERVICES AND REACH AS A CHARITY AND WE ARE NOW WORKING MORE COLLABORATIVELY WITH THE COMMUNITY, WE HAVE A HOME

“ A PICTURE SAYS A THOUSAND WORDS AND YOU JUST NEED TO SEE THE SMILE ON THE CHILDREN FACES IT WOULD SAY IT ALL ABOUT THIS PROGRAMME. “HELPED US TO FIND A HOME AND BUILD OUR DREAM”

“ AT THE TIME WE WERE NOT REALLY READY FOR THE WORKLOAD AS A VOLUNTARY ORGANISATION WITH NO STAFF, BUT THIS PROJECT HAS EXPANDED OUR EXPERIENCE AND CAPACITY BUILDING 100%



"THE PROGRAMME WAS VERY BENEFICIAL NOT ONLY WITH THE BUILDING PROJECT, BUT IT HAS GIVEN OUR COMMITTEE THE POSITIVE THINKING AND BELIEF TO KEEP THE PROJECT GOING AND TO ORGANISE FUTURE ACTIVITIES TO HELP BENEFIT THE COMMUNITY"

"WE WILL NEVER BE ABLE TO THANK THE STAFF ENOUGH FOR THEIR HELP, SUPPORT AND RESPECT FOR WHAT THEY DID FOR US, THE CONFIDENCE BUILDING THAT TOOK PLACE WITHIN THE COMMUNITY IS CLEARLY APPARENT".

"A LOT OF PAPERWORK REQUIRED, LONG HOURS AND EFFORT REQUIRED BUT END RESULT WORTH THE EFFORT"

"HARD WORK, TIME AND EFFORT, PUSHED TO THE LIMIT. A LEARNING CURVE FOR THE STAFF AND COMMITTEE BUT THE RESULT WAS WELL WORTH IT"!

"IT HAS BEEN A CHALLENGE A LEARNING PROCESS AND AN EXCITING PROJECT WHICH HAS YET TO BE FINISHED... OVERALL A POSITIVE EXPERIENCE TO DATE".

It is also noteworthy to reference some of the feedback from the unsuccessful applicants which amplify the lessons learned and the positives derived from the process which in the case of one initially unsuccessful applicant resulted in a subsequent successful application to S&P.



"FAILING THE FIRST TIME AND GETTING FEEDBACK"

"RESEARCH CARRIED OUT WITH OUR COMMUNITY WAS BENEFICIAL AND INFORMATION WAS USED FOR OTHER GRANT APPLICATIONS, IT HAS NOT BEEN LOST"

IT MADE THE COMMITTEE MORE RESOLUTE TO DELIVER A PROJECT THAT ADDRESSED REAL LOCAL NEED (AFTER A PERIOD WHERE THIS WAS MUCH DISAPPOINTMENT) AND RE-FOCUSED THE GROUP TO DELIVER A WORTHWHILE PROJECT.

"BE BETTER PREPARED, WE NEED TO SHOW MORE COMMUNITY INVOLVEMENT"

"LEARNT A LOT ABOUT CAPITAL BUILDS, THE ORGANISATION IS A LOT STRONGER, IMPLEMENTED A LOT OF CHANGES E.G. POLICIES/PROCEDURES".

"THE POSITIVE WAS THAT WE WERE ABLE TO FORM A NEW COMMUNITY PARTNERSHIP AND HAVE DEVELOPED A REALLY GOOD EVIDENCED BASED PROPOSAL FOR THE REGENERATION OF THE AREA. THIS MAY BE USED IN FULL OR IN PART FOR POTENTIAL FUTURE FUNDERS".

"WE KEPT GOING AND HAVE NOW A VERY GOOD BID SUBMITTED TO ANOTHER FUNDER, WITH MORE HELP OBTAINED FROM THE COUNCIL".

CASE STUDIES

Case study - Helping Hands Autism Support Group

Helping Hands Autism Support Group was established in 2008 by parents of young people who have a diagnosis of Autism and Asperger's syndrome, with the aim of providing a better future for their children. The group is a parent led charity that successfully secured an investment of £350,000 through the Space & Place Programme (Tranche 3) to develop an Autism Resource Centre at Millar's Lane, Dundonald. The site was a disused Belfast Health and Social Care Trust building that had become an eyesore for the local community and represented significant underuse of what had become a difficult space.

The project was developed due to an identified lack of fit for purpose and suitable facilities for young people with ASD and their families. The group had been operating out of three separate buildings prior to achieving funding, providing services for more than 100 families in Lisburn, Castlereagh and North Down.



The need for the project was established after a robust community consultation process which included 220 completed community surveys; 65 family user surveys and 7 community focus groups.

Volunteers also carried out door to door consultation with residents to secure local buy in and support of the project. Good practice visits to similar facilities across the UK also helped to establish the nature of provision and resources required in the new development.



Unforeseen costs in construction of the Autism Resource Centre were encountered shortly after the organisation secured Space & Place funding which resulted in delays to the construction phase of the project. Helping Hands Autism Support Group were required to leverage an additional £81,003 from the Department of Communities for the project to proceed. They were supported through this entire process by the team at Space & Place who also helped the organisation negotiate through a covenant on the building by the Belfast Health and Social Care Trust.

The new centre provides a range of facilities which includes: A sensory zone, games room, multi-function room, counselling suite, training room, IT suite and outdoor play area. The 'Autism Resource Centre' was officially opened on 15th December 2017.

Impact on the Organisation

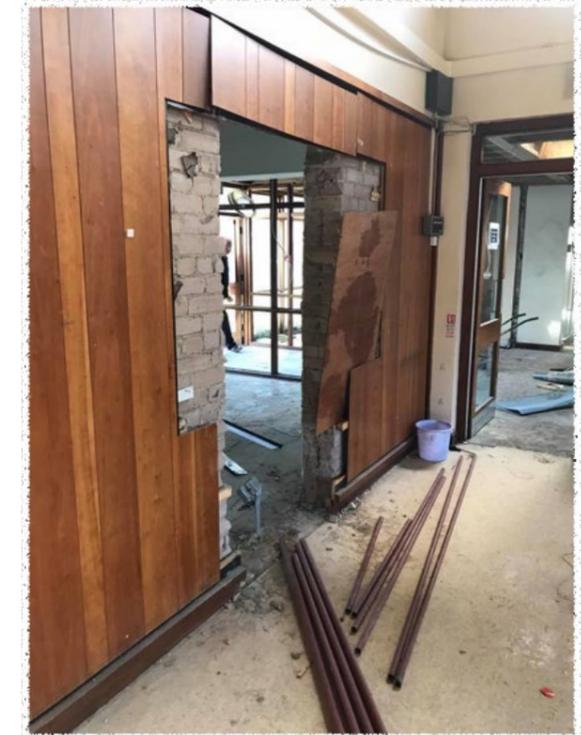
The Autism Resource Centre has made a huge difference for Helping Hands as an organisation. Some of the major developments have included:

- Recruiting 26 new volunteers to help facilitate social group activities and support the delivery of sessions
- Recruiting 1 part time caretaker to oversee operational aspects of the Centre i.e. cleaning, repairs, maintenance and opening / closing of the facility
- Currently sourcing funding to create full time staff positions with a focus on programme / service delivery
- Leveraging additional capital and revenue funding for the Centre which includes:
 - The Executive Office (over £80,000 for capital build)
 - Big Lottery Awards for All (£10,000 for delivery of activities and programmes)
 - Asda Foundation (£9,889 for installation of an IT suite)
 - Comic Relief (£5,000 towards facility running costs)
 - Lisburn and Castlereagh Borough Council (£2,500 to deliver a Community Fete)
 - Sainsburys 3 Guineas Trust (£5,000 to deliver a Summer Scheme)
- Developing new working relationships and partnerships with local organisations including Lisburn and Castlereagh Borough Council, Ballybeen Men's Shed, Longstone School and Uhub
- Increasing the awareness and reputation of Helping Hands – the organisation has since launched a new website and new social media pages, established a new online facility / sessional booking system and developed leaflets informing the local community of the Centre and everything offered by Helping Hands

Impact on the Services

The Autism Resource Centre has helped to increase and enhance the delivery of ASD services and programmes which has included:

- Establishing a new parent and toddler group (open for the whole community),
- Developing 2 x new social groups for young people with ASD due to additional demand for services (new members were previously on waiting lists prior to Centre opening)
- Creating a new parents group to provide training, advice and support for parents of young people with ASD
- Establishing a new women's group (open for all community) who meet weekly at the Centre
- Delivery of an extended Summer Scheme Programme which has helped to attract new users and families to the Centre
- Establishing a new social enterprise 'Pop up Party Crew' in partnership with NIHE which enables young people with ASD to deliver parties and community events at the Centre. Activities include making own popcorn, face painting and mascot hire.
- Delivery of IT classes for young people with ASD and the wider community within the new IT suite
- Helping Hands has been able to attract approx. 40% additional users since opening the Centre
- There are still significant waiting lists for services due to the capacity of the organisation but it is hoped that the creation of FT staff posts will help to engage even more beneficiaries moving forward



“ THE CENTRE IS A 'ONE STOP SHOP' FOR THE YOUNG PEOPLE, IT HAS EVERYTHING THEY NEED AND MORE

“ ONE OF THE BIGGEST CHALLENGES FOR YOUNG PEOPLE WITH ASD IS BEING ABLE TO INTERACT AND FEEL COMFORTABLE ENGAGING WITH OTHERS. SINCE THE OPENING OF THE FACILITY THE BIGGEST CHALLENGE WE HAVE HAD IS TRYING TO GET THE YOUNG PEOPLE TO LEAVE THE CENTRE! THEY USED TO LOVE GOING ON DAY TRIPS BUT NOW THEY JUST WANT TO REMAIN IN THE CENTRE BECAUSE THEY FEEL THAT IT IS LIKE THEIR HOME WHICH REALLY SAYS IT ALL ABOUT HOW THE YOUNG PEOPLE FEEL

“ WE HONESTLY COULDN'T BE HAPPIER WITH HOW EVERYTHING HAS TURNED OUT; THE CENTRE HAS AND WILL CONTINUE TO MAKE A HUGE DIFFERENCE TO THE LIVES OF YOUNG PEOPLE WITH ASD AND THEIR FAMILIES

Case Study – Boho Community Association

Boho Community Association, based in the village of Boho in West Fermanagh, was established in 1992 with support from the local District Council and they provide a range of services for local people in the village. This constituted group operates with an entirely voluntary committee, delivering services with no paid staff with the aid of volunteers. Their Space & Place grant has been used to develop 'A Field for All,' adjacent to their existing community hall.

The project has transformed a field that was boggy, steeply inclined and of no real benefit to the community into a place useful for a range of activities throughout the year. The 'Field for All' means that for the first time ever, residents living in the area will not need to travel to neighbouring towns and villages but will now be able to enjoy outdoor activities in a purpose built space right on their doorstep.

Features of the 'Field for All' include a walking path around the perimeter of the land, an outdoor gym with exercise equipment, picnic areas and two separate play areas with play equipment for younger and older children.

Boho Community Association submitted an initial application to the programme during tranche 1 but were unsuccessful and subsequently accessed feedback meetings with the Space & Place staff team. Rather than be deterred, the group took on board the feedback and set out to deliver a comprehensive community consultation process in anticipation of making another application during tranche 3.



The following application was successful and the organisation were awarded a grant of £350,000 to develop their 'field for all'. With the help of the Space & Place team, the group managed to overcome a range of technical barriers and challenges including *"finding water springs on site, poor weather all the time of construction and not enough funding, but the Space & Place team helped with it all"*

Scan the codes below to see the project before and after:

before



after



The group delivered their project in an entirely voluntary capacity and as well as managing the procurement, construction, technical and legal challenges of the grant, participated in a range of impact measurement workshops and support activities, now adopting innovative methods to monitor and record use of the play park by members of their local community



Reflecting on their experience, the group report

We were so lucky to work with such well trained people, that also understood how little we knew about the project, and each question got a positive answer, we could never spend that kind of money again without the support we got.

We will never be able to thank the staff enough for their help, support and respect for what they did for us, the confidence building that took place within the community is clearly apparent.

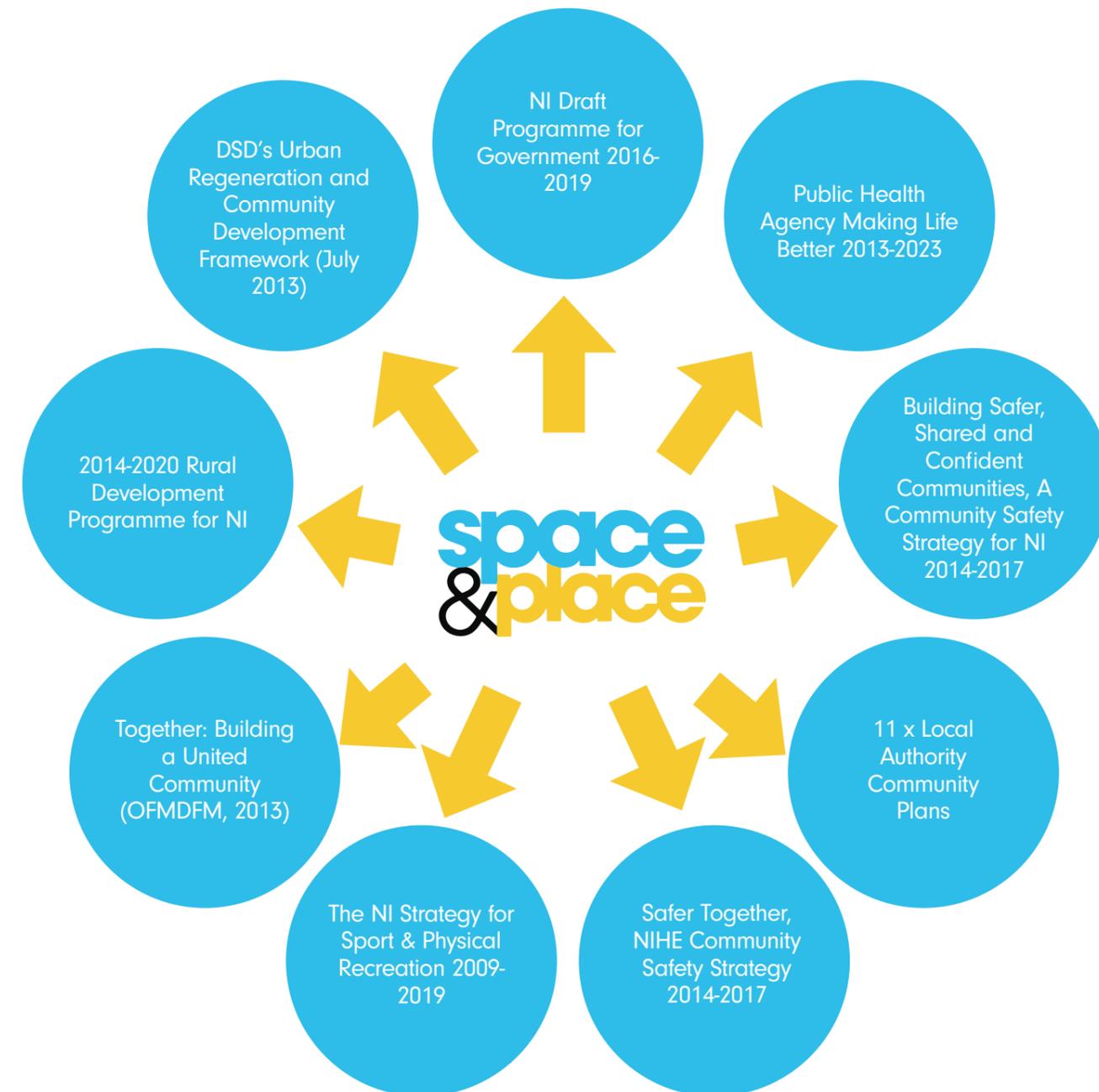
Thank you

STRATEGIC CONTEXT

This section presents the emerging strategic fit for the Space & Place Programme against a range of seminal strategies. The information emerging in the quarterly monitoring reports indicates potential considerable contributions across a range of policy areas. For ease of reference, we have presented 9 strategies that the projects appear to contribute to in diagrammatical format, followed by an analysis of 3 of the seminal strategic documents including Public Health Agency 'Making Life Better', TBUC 'Together Building a United Community' and one example of a projects contribution to the Local Authority Community Plan. This section addresses the key evaluation question of: **Are these the right things to do?**

Strategic Fit

Despite not all projects reaching the point of delivering activities and services from new facilities, an analysis of those that are operational, a review planned activities, programmes and events as well as a reflection on the learning and capacity building impact of the programme on its grantees ensures that the funded projects will contribute to the following main strategy documents (not exhaustive):



To highlight the potential contribution of Space & Place projects, the following pages explores 4 of the seminal strategies from the diagram above.

Public Health Agency 'Making Life Better' 2013-2023

Investment in health in Northern Ireland until 2023 will be underpinned by the "Making Life Better" strategy. This ten-year public health strategic framework provides direction for policies and actions to improve the health and wellbeing of people in Northern Ireland. The framework builds on the Investing for Health Strategy (2002/12) and retains a focus on the broad range of social, economic and environmental factors which influence health and wellbeing. It brings together actions at government level and provides direction for implementation at regional and local level. The vision for Making Life Better is:

“ All people are enabled and supported in achieving their full health and wellbeing potential. The aims are to achieve better health and wellbeing for everyone and reduce inequalities in health ”

The strategy is endorsed by and has cross departmental support, encouraging collaboration and joined up thinking in the delivery of better health for citizens. The PHA are a strategic partner to the Space & Place Programme and therefore a contribution to some of the following 6 themes and 17 outcomes by Space & Place projects is a priority.



| No | Theme | Outcomes | Description ² |
|----|-----------------------------------|--|--|
| 1 | Giving Every Child the Best Start | <ul style="list-style-type: none"> • Good quality parenting and family support • Healthy and confident children and young people • Children and young people skilled for life | “Giving Every Child the Best Start” and “Equipped Throughout Life”, take account of particular needs across the life course and cover childhood and adulthood, with emphasis given to children and young people, and to supporting individuals’ transitions into and through adulthood and older age. |
| 2 | Equipped Through Life | <ul style="list-style-type: none"> • Ready for adult life • Employment, life-long learning and participation • Healthy active ageing | |
| 3 | Empowering Healthy Living | <ul style="list-style-type: none"> • Improved health and reduction in harm Improved mental health and wellbeing, and reduction in self harm and suicide • People are better informed about health matters • Prevention embedded in services | “Empowering Healthy Living” addresses support for individual behaviours and choices, including embedding prevention across Health and Social Care services |
| 4 | Creating the Conditions | <ul style="list-style-type: none"> • A decent standard of living • Making the most of the physical environment • Safe and healthy homes | “Creating the Conditions” and “Empowering Communities” address the wider structural, economic, environmental and social conditions impacting on health at population level, and within local communities. These will align with key government strategies such as those to develop the economy, tackle poverty and promote community relations. |
| 5 | Empowering Communities | <ul style="list-style-type: none"> • Thriving communities • Safe communities • Safe and healthy workplaces | |
| 6 | Developing Collaboration | <ul style="list-style-type: none"> • A Strategic Approach to Public Health • Strengthened collaboration for health and wellbeing | “Developing Collaboration” considers strengthening collaboration for health and wellbeing at regional and local levels. This theme identifies three areas of work (food, space/environments and places, and social inclusion). These areas have been recognised as being of importance in improving health and reducing health inequalities. They have the potential to bring together communities and relevant organisations at local level, supported where necessary at regional level. |

² “Making Life Better” Public Health Agency (2013-2023)

At the time of writing, 14 of the Space & Place projects are operational and have begun to deliver activities and services from their new facilities. Many of these activities align closely with the intended outcomes of Making Life Better, for example:

Scraghey & District Community Association - Following the closure of the Catholic Maintained Primary School in the area the group successfully levered **£349,072.00** from the Space & Place programme to refurbish and extend the building (built in 1954), to create a community hub that provides a safe, secure, accessible and welcoming venue for the local rural communities. The facility was officially launched in October 2016 as shared cultural space for the two communities in Scraghey/Killen/Aghyaran.

Since becoming operational, the facility has attracted 1065 users to date including 4 social dances which were attended by 95 older people (aged 65+). This was additional activity for the area and observational/anecdotal feedback indicates considerable contribution to reduction in social isolation and loneliness, improved mental health and therefore a clear alignment to Theme 2 (Equipped Through Life): Outcome 3 (Healthy Active Ageing) as well as Theme 3 (Empowering Health Living): Outcome 1 (Improved mental health). Subsequently, the organisation has applied for small scale funds through Halifax Foundation to appoint an events worker and deliver a range of social and health related programmes.

Brain Injury Foundation - Called 'Our House', this new user led centre of excellence for brain injury survivors, their carers and families was made possible following a £350,000 grant from the Space & Place programme. This facility became operational in August 2015 and in addition to growing its service user base, accessing new contracted services through the SHSCT and continuing to offer respite and services for people living with Brain Injuries, the investment in space has enabled the organisation to develop collaborative partnerships with other organisations to facilitate the delivery of services. The monitoring reports indicate that 26 different community and voluntary organisations have used the facility to deliver services (mainly health related) since it opened. The organisation report that the facility has been the catalyst for enhanced collaboration and partnership working including: new relationship between BIF and Cedar Foundation, enhanced relationship between BIF and local Social Services office, invitation received to join Carers Strategy Implementation Group and speak at a regional conference as well as develop a referral pathway from Southern Health and Social Care Trust and Cedar.

In addition, the facility has had a catalytic effect on funding for the organisation. Funding has been secured from sources such as Awards for All; Newry Mourne and Down District Council, John Moore's Foundation, Landfill Tax, Mercy Sisters to the value of £54,000. Evidently, the Space & Place Project aligns closely with Priority 6 (Developing Collaboration): Outcome 1 and 2 (Strategic Approach to Health and Wellbeing, Strengthened Collaboration for health and wellbeing).

TBUC: Together Building a United Community

Shared space is integral to government policy in NI. 'Our Shared Community' is one of the four key priorities of the Together: Building a United Community (OFMDFM, 2013) strategy. The Strategy sets out actions and commitments for government departments, communities and individuals to achieve change against four strategic priorities:

- **Our Children and Young People** - continue to improve attitudes amongst our young people and to build a community where they can play a full and active role in building good relations.
- **Our Shared Community** - to create a community where division does not restrict the life opportunities of individuals and where all areas are open and accessible to everyone.
- **Our Safe Community** - to create a community where everyone feels safe in moving around and where life choices are not inhibited by fears around safety
- **Our Cultural Expression** - to create a community, which promotes mutual respect and understanding, is strengthened by its diversity and where cultural expression is celebrated and embraced.

The Together: Building a United Community Strategy outlines a vision of **"a united community, based on equality of opportunity, the desirability of good relations and reconciliation - one which is strengthened by its diversity, where cultural expression is celebrated and embraced and where everyone can live, learn, work and socialise together, free from prejudice, hate and intolerance."** The Strategy reflects the Executive's commitment to improving community relations and continuing the journey towards a more united and shared society.

Several the projects funded under Space & Place align closely with the priorities and aims of the TBUC strategy, for example:

- **The Resurgam Trust (Lisburn)** has been awarded £350,000 to redevelop a derelict site on two properties within Lisburn's Historic Quarter. The Welcome House will consist of five single let units for assisted accommodation and one multi-functional community social enterprise unit in which a range of services can be delivered including; information and guidance, education, arts and crafts workshops and, 'dropin' recreational space. The facility will be supported by 'The Welcome Project' as an anchor tenant, this group is funded by the NI Executive Minority Ethnic Development fund to provide language support, inclusion and cohesion services for minority ethnic communities. The delivery of monthly village fetes and provision of a European coffee shop within the social enterprise will embed it as a multi-cultural, shared space that creates positive impacts on local cohesion objectives.

- **The North Valley Fermanagh Park** project involves a partnership between Ederney Community Development Trust, Kesh Development Association and Fermanagh and Omagh District Council. In their application to Space & Place, the groups report that a lack of communication between Ederney and Kesh (derived from the NI Conflict) has been compounded by fear, jealousy and hate. The use of Irish signage in Ederney and the strong display of loyalist flags in Kesh does much to stereotype both areas. a **£1,000,000** funding award to pave the way for the development of a new park which will see planting schemes, a mountain bike track, walking trails, a community green, allotments and a space for public events across the two villages of Ederney and Kesh on a shared basis. This collaboration has already sought investment from TBUC through its summer camp scheme, demonstrating considerable strategic alignment.

Community Planning - Derry City & Strabane District Strategic Inclusive Community Plan – Making it Happen (2017 to 2022)

In April 2015, the reform of Local Government resulted in the creation of 11 new councils. The new councils were designated an obligation of leading the community planning process for their district. The Local Government Act (NI) 2014 states that Northern Ireland Departments must promote and encourage community planning and have regard for Community Plans in the exercise of their departmental functions.

The concept of community planning is based on a foundational principle of improving connectivity between various tiers of government and wider society to jointly deliver better outcomes where they are needed most. Community plans are designed to identify long term priorities for improving the social, economic and environmental wellbeing of respective districts and the people that are identified as being in need. Community planning partnerships have been established comprising a range of statutory bodies, who it is thought, through collective planning and shared ownership of the plan, will be able to collectively resource interventions to deliver intended outcomes.

A consistent emerging theme from Space & Place Projects is the catalytic effect of facilities in terms of introducing new services and opportunities for local communities. The following example sets out the draft community plan in Derry City & Strabane District Council and the potential impact of some of the Space & Place Projects.

The Community Plan sets the Council’s vision of ‘a thriving, prosperous and sustainable City and District with equality of opportunity for all.’ The document describes the Council’s purpose to improve the social, economic and environmental wellbeing of the City and District and to do so in a sustainable way. The Community Plan is built around eight primary outcomes and a further 26 supporting outcomes, displayed on the next page:

OUTCOMES

| SOCIAL WELLBEING | ECONOMIC WELLBEING | ENVIRONMENTAL WELLBEING |
|--|--|---|
| We are actively engaged in the decisions that affect us – building a shared, equal, and safe community | There is a good job for everyone in a strong, competitive, entrepreneurial and innovative economy. | We connect people and opportunities through our infrastructure. |
| We live long, healthy and fulfilling lives. | Our young people and our workforce are better skilled and educated. | We live in sustainable communities with strong environmental stewardship. |
| Our children and young people have the best start in life. | We are the cultural destination of choice. | |

SUPPORTING OUTCOMES

| SOCIAL WELLBEING | ECONOMIC WELLBEING | ENVIRONMENTAL WELLBEING |
|---|---|---|
| We are more actively engaged and can influence decisions which affect us. | Meaningful and rewarding employment is available to everyone. | Our Local Development Plan contributes to the development of sustainable communities and to meeting housing need. |
| We have safer communities. | We are more entrepreneurial, creative and business ready and have grown our economic base | We benefit from well designed and managed green space. |
| We have access to quality facilities and services. | Our economy is better connected and more prosperous. | We have stronger environmental stewardship. |
| We have improved physical and mental health. | Our young people have improved attainment levels. | We have a secure and affordable energy supply. |
| Health inequalities are reduced. | As a North-West Learning Region, we have increased training and learning opportunities. | We have grown our Zero Waste circular economy. |
| We are more physically active. | We have a better skilled and educated workforce. | We have more integrated, sustainable and accessible transport |
| We age actively and more independently | | Our water is cleaner and more effectively managed. |
| Our children and young people are safer, healthier, more respected and included | | |
| Our children and young people are better able to fully realise their potential and become active, responsible citizens. | | |

The Space & Place Programme has invested in 4 projects within the Derry City and Strabane District Council area, each of which will make a considerable contribution to the main & supporting outcomes within the community plan, for example:

- **Destined** have been awarded £997,000 to develop a North-West Learning Disability Centre on the site of the Foyle Valley Railway Museum providing a centralised resource for the whole community. It will adopt a Healthy Living Centre model and will have several key functions including the provision of education, training, employment, as well as social and recreational activities for the learning-disabled community.
- **Derry City & Strabane District Council** in partnership with Drumahoe Community Association, Waterside Neighbourhood Partnership, Tullyally Community Partnership, Education Authority Western Region, and Drumahoe Primary School collaborated on plans for the development of a new park on the site of the old Faughan Valley School and seeks to reclaim and transform the existing derelict space for the benefit of local communities. New facilities include a play environment, play garden and meeting space as well as a synthetic pitch and changing facilities. It will also feature increased access to Drumahoe pitches and a biodiversity element with a wildflower meadow and walking trail along the River Faughan.
- **Irish Street Youth & Community Association** has been awarded £187,000 to deliver the reimagining of a derelict, underused and inaccessible space into a fully functional, accessible and inclusive outdoor community green space which will be used as a casual outdoor meeting space, as well as an area to run various programmes and activities. The only use which the land currently has is during the summer months, when part of it is used as a bonfire site.
- **Strabane Community Project Ltd** purchased and renovated a house in the centre of Strabane which is their new base as well as a meeting place and a resource for the community. The new facility creates a permanent meeting place for the community, act as an educational base and an area for social enterprise, which links people to advice and support workers. The group lease a large plot of land behind the house and transformed it into a community vegetable garden and community allotment scheme – providing a safe, enjoyable learning environment for the community.

Collectively, these projects align with a considerable number of outcomes and sub outcomes within the community plan. For example, Destined can deliver against key social and economic outcomes such as access to quality facilities & services, improved physical and mental health, improved attainment levels amongst young people, increased training & learning opportunities. The projects at Irish Street and Drumahoe align closely with key environmental and social outcomes within the community plan including children & young people are safer, healthier and better able to realise potential, improved access to facilities, more physically active, benefit from well designed and managed green space and have stronger environmental stewardship e.g. Similarly, the project in Strabane offers considerable educational, environmental and health related outcomes for beneficiaries.

The examples offer an indication as to the strategic contribution of Space & Place to community planning across NI. The examples represent contributions to 1 of the 11 community plans. Space & Place has funded projects in 8 of the 11 local authorities across NI (Antrim & Newtownabbey, Ards & North Down and Mid & East Antrim did not have successful bids).

This section highlights the strategic contribution of the Space & Place funded projects to a range of policies and strategies. The geographic spread of projects ensures contributions are made locally, regionally and nationally.

PROGRAMME CHALLENGES AND REFLECTIONS

The Space & Place programme has faced a number of challenges over its lifespan, with varying impacts on overall delivery. The key challenges are highlighted in this section along with detail on how they have been overcome and key lessons learned

This section also presents the learning process and key findings from direct engagement with the CFNI team, steering group members and grantees. Beyond the delivery of capital projects, participation in the overall process has inferred learning and capacity building opportunities for all stakeholders. This section provides a thematic analysis of the programme impact at an organisational and stakeholder level and how this contains key lessons for policy makers, commissioners and future funded programmes

Introduction

In summarising the key challenges and reflections, a thematic analysis of all consultation data was carried out and thus this section is presented under the following key headings:

- 1) Application Process
- 2) Programme Criteria and Focus
- 3) Programme Management and Administration
- 4) Space & Place Delivery Model
- 5) Impact, Outcomes and Theory of Change

1. APPLICATION PROCESS

The application process evolved considerably across the programme lifespan. Applications to the programme were initially requested on a rolling basis, but the Space & Place team identified at a very early stage that this would create a considerable administrative challenge. Thus, a series of fixed deadlines were introduced by the Space & Place team within months of the project becoming operational. Applicants would now be received across 4 clearly defined funding tranches:

- Tranches 1-3 requested applications for medium or large projects
- Tranche 2 requested applications for flagship projects

The decision to introduce fixed deadlines made the process more manageable, particularly in light of the commitment to offer site visits for applicants and the subsequent resources required for this. The actual application form evolved a number of times across the various tranches, this was based on ongoing feedback from applicants and reviews by the staff team, steering committee and grants panel. The Stage 2 application form reduced considerably from Tranche 1 - 4 as it was felt that much of the information was a duplicate of the business plan. The Space & Place NI team reflect that the quality of application increased considerably from tranche 1 to tranche 4, with particular reference to the level of community consultation that was demonstrated by latter applicants.

A number of reasons are attributed to the improved quality of application, such as:

- The site visits conducted between July 2013 and December 2015. This hands-on support resulted in several applications 'deferring' to the next tranche of funding, enabling time to implement recommendations that strengthened their bid and allowed them to secure funding in a later tranche. More than 1/3 of all successful grantees had previously had an application rejected by S&P or were deferred following site visit.

- Further engagement with potential applicants in the form of information workshops was hosted in March 2015. Applicants were encouraged to focus their attention on direct consultation with beneficiaries as the primary method of evidencing a need for a project. This aligned with wider Big Lottery policy and provided important guidance for potential bidders.
- The introduction of additional group and individual meetings for stage 2 applicants in tranche 2, 3 and 4 is regarded as a key contributor to the enhanced quality of bid overall.

These decisions, alongside the introduction of 2 day grant aid agreement training, ongoing review and streamlining of assessment processes, document gathering, and technical advice helped to streamline submissions and provided additional space for assessments and technical support to take place. This formative and reactive approach adopted by the S&P NI team has been a positive aspect of delivery.

Grantee Experience

Generally, the application process was deemed to be very challenging for most groups, especially at the second stage. Despite this, three quarters of grantees consulted agree that the application process was proportionate to the amount of funding requested. There was wide consensus that the site visits conducted by the Space & Place team were crucial in terms of advising groups what they needed to do, providing some guidance around ambitions, plans for the site and general advice.

This was of relevance for several tranche 3 grantees who had been rejected during tranche 1 but took on board feedback and advice from the Space & Place team and subsequently succeeded with their proposal. These organisations would typically have been discouraged from re-applying but felt that the feedback and advice was valuable enough to encourage another attempt. This was regarded as a capacity building outcome within relevant organisations as the feedback was utilised to inform future bids.

Technical Support

The provision of technical support for grantees and the ability to apply and succeed despite not being "spade ready"³ was a key enabler for voluntary groups who may not otherwise have had the resources to access architectural/legal or other technical advice. This is consistent with an overarching programme ambition of "80% of the grant recipients will be drawn from and/or led by constituted organisations in the community and voluntary sector".

The high level of demand for technical support and requirement for guidance from grantees was underestimated at the outset. Challenges presented by applicant groups at the earlier stages of the programme were related to weak community consultations and overall lack of technical capacity, this was evident from Space & Place NI site visits. Key challenges included:

³ Spade ready is a term used by organisations to describe a state of readiness for capital funding. It usually means that technical drawings, planning permission and technical documentation is already in place when applying for funding.

- Tenure – collating the legal information required to prove ownership and leasing arrangements. The time required to do so was greatly underestimated
- Data collection – gathering information from the applicants and grantees was difficult such as agreeing the outcomes for the grant aid agreement.
- Financial capacity – the Space & Place team encountered difficulties getting financial records from grantees to process claims and awards.

This resulted in long delays in assessment of early applications and considerable pressure on the Groundwork NI team in providing technical assistance to grantees. Projects therefore incurred additional costs and price increases from point of application to appointment of contractors. Planning and conservation were also challenging, time consuming and increased costs on some projects.

Thus, for many of the volunteer led applicants, the provision of technical support was “crucial” in advancing and delivering their project. For other grantees, particularly those with experience of managing capital projects and therefore experience of engaging architect and design teams, the experience of technical support was not as positive.

Administrative requirements

The level of administration, audit and paperwork was considered one of the major challenges for grantees, particularly those that operate without any paid members of staff.

This has resulted in a considerable ‘fatigue’ experienced by grantees. This was noticeable in grantees reaction and approach to monitoring requirements that were introduced in January 2016. Grantees expressed conflicting views relating to paperwork and audit. In some cases, primarily for voluntary based organisations, they felt that whilst frustrating at times, they appreciated that following a ‘rigorous’ process would “keep

The fine detail on the paperwork throughout the procurement process was a nightmare and caused massive delay on the project build commencing
(Grantee)

Overall, the availability of ongoing support, advice and continuous site visits by CFNI staff has been well received by grantees. At the shared learning conference in Armagh (February 2017), grantees were praiseworthy about the role of the CFNI staff in helping to overcome hurdles such as increase in project costs, negotiation with landowners, engagement with legal teams, support with procurement processes. Without this practical support, it is unlikely that all the projects would have had the capacity to deliver.

Legal issues were challenging and time consuming but not insurmountable. Additional costs and price increases from point of application to appointment of contractors. Planning and conservation were challenging, time consuming and increased costs
(Grantee)

them right”, particularly considering that the capital development process was new to a lot of them. In other cases, grantees with greater levels of capacity and resources

demonstrated frustration with the perceived lack of flexibility in the process, feeling that the funder “should have more trust in the organisation”. Several grantees referenced that other funders require less paperwork despite requesting a greater level of fund.

There is consensus amongst most of the grantees that they underestimated the variables associated with a capital project, the entire process is widely regarded as a learning curve for groups. For many, dealing with legal, tenure, valuations, landowners, purchase has been really challenging. One group suggested that the involvement of solicitors and land registry was a contributing factor to the delay in their project commencing. The same group were grateful of the support for the Space & Place team in helping to find a solution to their problem by **“utilising the provision of an indemnity bond rather than delaying the project further by waiting on a charge on the site”**.

In trying to manage and reduce the timeframe from letter of offer to completion, the Space and Place team reduced the time period for successful applicants to provide all mandatory supporting documents from 6 weeks in tranche 1, to 4 weeks in tranche 2 and further to 2 weeks in tranche 4. Despite an additional administrative burden for grantees, the average completion time from launch to completion of capital build was considerably shorter (approximately 6 months) in tranche 3 and 4 projects compared to tranche 1.

At the time we really weren't prepared for the work load as a voluntary organisation with no staff BUT this project has expanded our experiences and capacity building 100%. Now in reflection it was totally worth the amount of hours we put in to make it happen
(Grantee)

Despite their fatigue, there is recognition of ‘a wealth of knowledge and experience that could be harnessed and shared with other CVS organisations’. Groups have developed an understanding of the myriad of variables associated with capital schemes (land ownership, planning permission, building control, legal considerations) and acknowledge the considerable support from the Space & Place staff team as invaluable. Whilst many of the issues and challenges are outside of the control of the funding body, grantees report a need for S&P and other funders to recognise and be flexible that plans change within a long process. Despite the challenges and barriers, 100% of grantees report that the level of work involved, and commitment required in administering the grant and delivering the project is worth it.

2. PROGRAMME CRITERIA AND FOCUS

Project Type

Initially, Space & Place targeted projects across 3 strands of medium (£50,000 - £100,000), large (£100,000 - £350,000) and flagship (£350,000 - £1,000,000). The original aspiration for the programme is that it would fund up to 100 projects, with a considerable number falling under the 'medium strand'.

It became apparent at an early stage that demand for medium projects was minimal, most applications focused on large grants. Thus, of the 30 successful projects, 27 are large projects and 3 are flagship projects.

During the evaluation consultation, both the Space & Place stakeholders and grantees reflect that the scope of a medium grant would have been too small to enable works of sufficient scale to be delivered that would make a meaningful contribution to the Space & Place outcomes. Feedback from those consultations indicating that the medium grant strand would only likely have enabled a 'facelift' for most projects.

Reflecting on the context for the Space & Place programme, there was a desire to fund projects that were defined as 'contested' or 'difficult' spaces. These referred to spaces that had a good relations challenge or potential to build relations in divided communities. A limited number of early applications sought to develop contested or difficult space, and the absence of a clear definition of 'difficult' space meant that the project has ultimately

funded a smaller number of spaces that had a 'cross community challenge' than originally anticipated. The steering group and grants panel agreed to provide higher weighting towards projects that were outdoor and contested in tranche 3 and 4, this enabled an element of rebalance in the final list of funded projects.

There is limited detail on the origins of the rationale for the various strands of medium, large and flagship. During year 4, the staff team and steering group sought an amendments and flexibility on these ranges to enable projects to proceed. For example, the Space & Place team secured agreement from the Big Lottery that applicants could apply for slippage monies to deal with cost inflations, whilst a decision was also taken to allow 50% of contingency costs to be called in by applicants to enable projects to proceed. As a result, 7 projects that were originally funded as 'large' projects, secured more than £349,000 from the programme and therefore would technically fall under the defined range of a 'flagship' grant (of which there was to be no more than 4 originally). This formative approach and willingness to review and amend throughout is one of the strengths of the programme delivery.

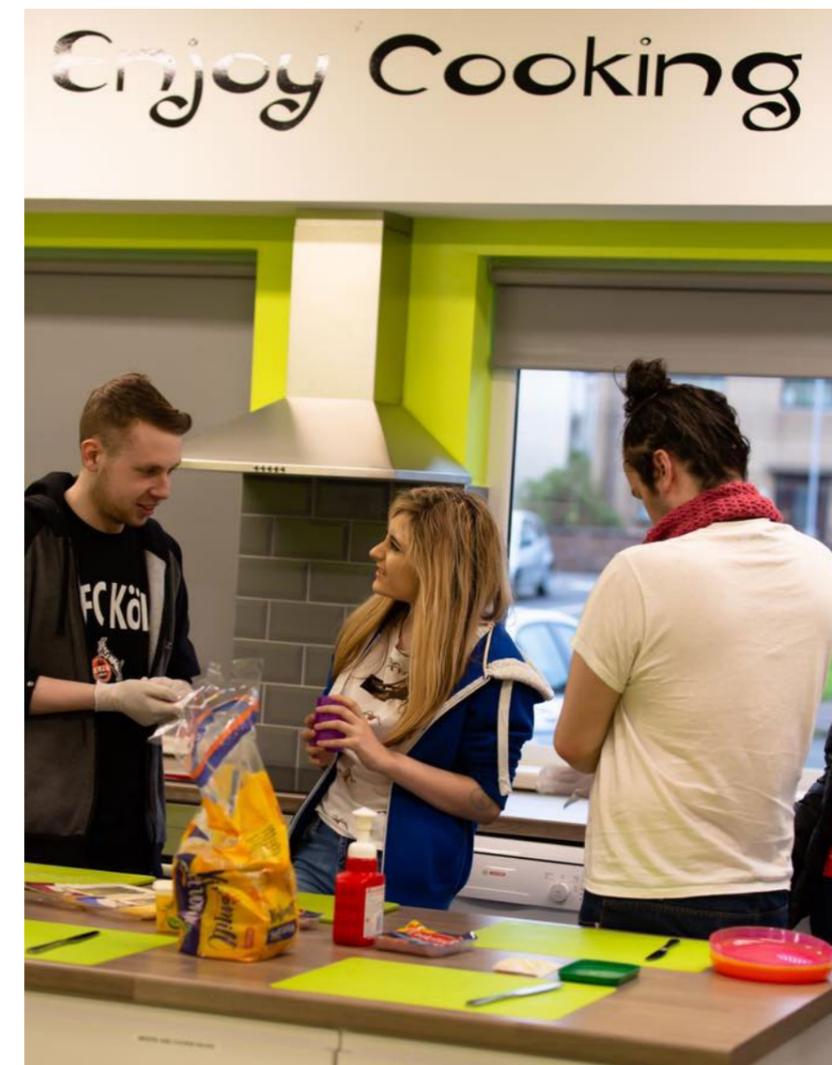
Project Guidance

In the original programme guidance notes, one of the criteria for prospective applicants in early tranches was that the Big Lottery (via Space & Place) should be the majority funder of any project, majority defined as making a minimum contribution of 55% of the total project costs.

In the large grant category, this meant that the maximum Space & Place grant of £349,000 should represent a minimum of 55% of the overall project cost, meaning that any potential applicant could only apply for Space & Place support if the total cost of their project was less than £634,545.45. This criterion resulted in numerous projects being considered ineligible during tranche 1 despite their apparent alignment with the main outcome and sub outcomes. It is also impossible to tell how many other projects were deterred from applying in the early stages because of the criterion. This criterion was amended by the Big Lottery on recommendation of the Space & Place team & steering group for latter tranches.

In addition, the experience of grantees during tranche 1 was that 5% of the grant request was withheld until such times as grantees had submitted their post project evaluation. Cognisant of cashflow and organisational limitations (particularly voluntary groups), the regulation of holding back a final payment (e.g. 5%) meant that many of the projects risked drop out in the early stages and placed grantees in jeopardy of governance, finance and sustainability risks.

Although this approach is common and is present within Big Lottery, Heritage Lottery Fund and Arts Council for Northern Ireland standard terms and conditions. The S&P NI team and steering committee took a decision to review this requirement and reduced the 'hold back' to 2.5% for active grantees. This is reflective of a wider commitment from the S&P NI and the Steering Group to work proactively with applicants to deliver projects



3. PROGRAMME MANAGEMENT AND ADMINISTRATION

Resources and Time Commitment

The approach adopted by Space & Place was a resource intensive model. The team had identified the need for two community project officers at the outset, however only one was appointed owing to budgetary restrictions. As a result, the Programme Co-Ordinator had a key role in the project assessments in the early stages, this included delivering site assessments and feedback meetings (often 3 per day), as well as the provision of telephone and technical email support. The volume of applications received meant that this required a considerable investment in time (the team often block booked weeks of time to service all the site visits), as well as preparation and reporting on each.

This contributed to long delays between stage 1 and stage 2 in the earlier tranches and therefore to a delay in project spend. The introduction of a second Community Projects Officer in 2015 resulted in a significant reduction in time taken to progress through the application process in later tranches. The team and the steering group underestimated the time delays that would be incurred by projects once a grant decision had been made. Procurement processes were widely considered to be the biggest contributor to delays in project progression which in some cases resulted in variance in project costs because of the impact of inflation.

Space & Place Team Approach

Robust, detailed, efficient are common descriptors of the programme management and administration function of Space & Place NI. A majority of grantees reference the role of the Space & Place NI team as key enablers in the delivery of their project. Whilst most acknowledge that they felt frustrated at various times throughout the process and identified that systems and processes were "rigorous", there is a general understanding and consensus that the approach was effective in getting projects over the line and an acknowledgement that the team "went above and beyond" to support those that were shortlisted by the grants panel for financial support.

In the evaluation survey distributed to grantees, when asked about the key successes and enablers for their project, the following comments emerged:

Face to face meetings with S&P staff

To date all parties working together, site meetings, emails, advice and guidance, good communication, additional funding sources, strong community involvement

Support and Mentoring from the Space & Place Team, architects. Good relations with the contractor throughout the project

As well as the funding, the overall support we received from S& place, the confidence to spend that amount of money was great.

Key successes: Project delivered on time and on budget. Creation of innovative service for brain injury including pub with no beer. Expansion of services and increase of membership. Enablers include Dawn Shackels and Michael Hughes, our own volunteers and our own leadership

We have met members of each of these bodies and they were always excited and positive for our project to succeed which was very encouraging

For both CFNI & Groundwork we have had encouragement, constructive feedback, advice and recommendations, support with funding, claims, monitoring & evaluation.

CFNI were very helpful at all times with our project

We were so lucky to work with such well-trained people, that also understood how little we knew about the project, and each question got a positive answer, we could never spend that kind of money again without the support we got.

Our experience with CFNI was very active and we found them very supportive, inclusive and all in all a great organisation to work with.

We will never be able to thank the staff enough for their help, support and respect for what they did for us, the confidence building that took place within the community is clearly apparent. Thank you

An absolutely amazing programme and a joy to work with Michael Hughes and his team.

Further, in Interim report 2 (2017), the external evaluation team noted the following:

The evaluators have attended the grant aid agreement days, shared learning conference and launch events for the various tranches. One of the key observations is the affinity developed between CFNI and the successful applicants. This is also apparent in update meetings with CFNI team who demonstrate a clear will and eagerness for projects to progress. This is reciprocated by groups (particularly those voluntary groups) who appreciate the ongoing support to deliver their project. This is a key strength of the programme.

The level of detail on project spend, project activities, monitoring reports and project information provided by the S&P team is reflective of strong programme management and attention to detail. This is considered one of the key enablers and strengths of the programme overall.

Steering Committee and Grants Panel

The role of these two bodies in respect of the overall programme were:

- The Space & Place NI Steering Committee was established from the outset of the contract, its remit to help devise and define the programme, provide a strategic focus and take an operational role in agreeing required changes to the programme, including liaising with the Big Lottery.
- A Grants Panel was established by CFNI on the advice of the steering committee to assess applications and make awards. The grants panel was given decision making powers on grant applications that could not be overridden by the steering committee.

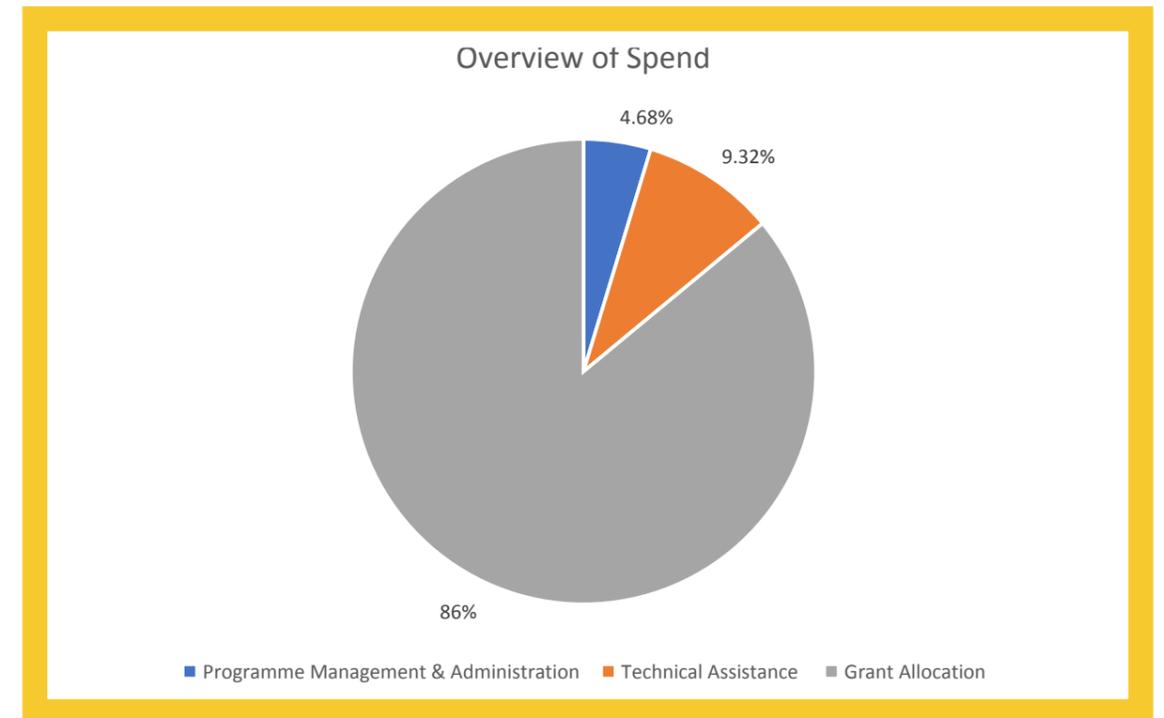
The steering committee offered a useful sounding board and strategic oversight body for the Space & Place team, staff reported in a thorough and timely manner and the steering committee felt engaged, prepared and productive with time whilst striking an appropriate balance between challenging and supporting the staff team. Consortium members also commented that involvement in Space & Place increased their awareness of the work of other Consortium members and that this has supported the development of better working relationships which has the potential to support future collaborative working.

The Grants Panel (established as a subcommittee of the steering group) emerged as the most important body because of its decision making role. There was also a large element of duplication in terms of membership of both bodies. There is a feeling that the steering group lost some of its prominence as a result and the presence of two bodies created additional workload for staff. The role of the steering group therefore became a key area of focus for the project from 2016 onwards, members noted challenge in redefining their role once all grant decisions had been made and projects were moving through the capital development phase. On reflection, one oversight body (grants panel) may have been sufficient to oversee the delivery of the programme

Space & Place Programme Finances

CFNI was awarded a grant of £15,000,000 from the Big Lottery to manage and administer the Space & Place programme, the following chart highlights the proportion of spend allocated to capital grants, programme management and administration and technical assistance.

the information presented here is taken from financial records provided to BLF by CFNI



A 4.6% allocation to programme management and administration (employment of programme staff, contribution to organisational overheads etc.) is low in comparison to other programmes (the Social Investment Fund for example).

9.32% of the overall funding allocation is attributed to technical assistance, most of this allocation (91%) funded Groundwork NI to provide architectural, planning and design support to grantees. The remaining technical assistance allocation enabled CFNI to buy in specialist support to assist where projects were experiencing challenge (legal assistance for example). A total of £12,900,000 was

allocated across 30 organisations to deliver 30 capital projects. During the lifespan of the programme, 2 projects that had been allocated funds failed to complete (issues over site conditions and security of tenure), the subsequent underspend was reprofiled and allocated across existing grantees that had incurred extra costs for fit out, capital build or site purchase.

4. SPACE & PLACE MODEL

The approach adopted by the Space & Place programme has emerged as a potential model and offers learning for policy makers and grant/funding providers. The model can be defined as having three distinctive components:

Consultation and engagement -

A common thread has been the value of the community consultation process advocated and required by the Space & Place application. This was promoted by the Space & Place NI team as the primary method for establishing and evidencing the need for a project, superseding traditional approaches of statistical analysis and multiple deprivation data. Grantees reported that this process helped to inform new ideas and recognise the needs of underrepresented groups in their communities. Grantees also reported that the need to have flexible and multiple layers of engagement from door to door to focus groups or surveys to informal meetings – created buy in and engendered a spirit of ownership as well as helping to gather opinion from different groups e.g. young people who don't normally have a say. An effective consultation was found to have 'broken down barriers' and engaged many groups who have not previously been involved with the group or activities. Additionally, grantees indicated having considerable increased knowledge of issues affecting the community within which they operate e.g. mental health issues, integration of new communities, social isolation. The consultation and engagement processes undertaken by successful groups is also attributed to increased participation and engagement in activities and programmes delivered in operational facilities and is therefore seen as a contributing factor to the sustainability and impact of the facilities funded by the programme.

Technical assistance –

this refers to the provision of technical support on issues such as legalities and governance, tenure, planning, architects & design. Space

(the consultation) Enriched the life of the project – sense of ownership throughout the consultation. People now have confidence to voice opinions.
(Grantee)

& Place provided access to this support for applicants at a cost of **£1,397,932.00**. Groundwork NI provided architectural and design support whilst the team at CFNI were able to commission external specialist expertise to assist with specific challenges relating to tenure/legal issues etc. There are individual grant cases where the support provided was not a positive experience, however most grantees reference the 'crucial' support. The sum of money allocated to the technical assistance component is significant. The programme was wholly reliant on delivery partner Groundwork NI to provide architectural and design support. During stage 1 assessments, grantees were provided with a recommended allocation of support from Groundwork NI (number of days) to assist the project move towards design, planning and procurement of contractors.

The delivery partner (Groundwork NI) experienced a high turnover of staff during the delivery of the programme which created challenges in terms of consistency and continuity and contributed to a delay in projects progression. Some of the grantees attribute this delay to an increase in capital costs – the nature of construction/cost of materials such as steel, cost of labour all increased during the time period whilst the grant award remained fixed. In addition, the programme criteria referenced earlier (BLF as the lead funder for example) coupled with the cost increase created significant challenges

for some projects and placed them under threat. In some instances, grantees took on social finance debt to enable the project to proceed.

On reflection, the decision to offer technical support as part of the programme was an important enabler for the large number of volunteers led organisations that were able to access grant support. The technical assistance fees can be a considerable barrier for community and voluntary groups, particularly those that are volunteer led and rely on small fundraising efforts to sustain ongoing services or activities – most grantees would not have been able to deliver their projects in the absence of this support. Reflecting on the original letter of offer for the programme, one of the primary targets was that at least 80% of the organisations supported would be community and voluntary sector groups.

The decision therefore to include technical assistance is consistent with the original target and aspiration for the programme. However, the model adopted to administer and deliver technical assistance may not have been the most effective. Alternatives may have been the appointment of in-house architects, development of a select list of providers to share the workload or provision of funding to groups to appoint their own architect (providing appropriate procurement was undertaken).

This experience offers learning for any future capital investment initiatives that specifically look to support community and voluntary sector groups. Similarly, this programme offers learning and good practice for community and voluntary organisations with capital ambitions, both in terms of the financial commitment required to bring a project to a 'state of readiness' as well as the likely time and administrative commitment incurred as a result.

Site Visits -

this refers to the use of site assessments to get a comprehensive view of the project proposal. The Space & Place NI team conducted 251 site visits to projects across NI. Only 13% of those receiving site visits ultimately accessed funding through the programme, however the information provided during site visits was both specific to the Space & Place application but could also be transferred and utilised to inform future bids to S&P or to other funders. Of the 17 unsuccessful applicants that responded to an evaluation survey, 8 have subsequently delivered their project through alternative funding sources such as rural development programme and local authority investments. In addition, of the 30 organisations that have delivered projects funded by Space & Place NI, 20% had applied to the programme in earlier rounds and attribute feedback from site visits as a crucial capacity building and learning process that provided guidance on how to take their project forward.

The provision of site visits was a considerable resource and time commitment from the Space & Place NI team. The rationale of their inclusion driven by a) the quality (of lack of) application received in the early stages and b) an underlying assumption that by targeting 80% community and voluntary organisations, many would not have the experience or capacity to deliver a capital project without some additional support. The approach is therefore consistent with the targets and objectives of the programme and the provision of site visits is an approach that could be used by other funders (both capital and revenue programmes) in their assessment of applications. One member of the Steering Committee (Belfast Health Development Unit) has already utilised learning from participation in site visits for grant awards within their own organisation.

Whilst the provision of site visits is largely regarded as a positive component of the model, it is a resource intensive approach and the project could have benefitted from the earlier appointment of a second community projects officer, in line with the original thinking of the Space & Place team.

In addition, the volume of visits creates risk of unintentional bias. This is reported by unsuccessful grantees who note negative experiences of site visits:

We would have benefited from more support and guidance from the S and P team on various aspects of our application and community consultation process.

The program had a backlog of previous proposals that had assessment feedback from prior phases which had been resubmitted/assessed and therefore had a much stronger more advanced community consultation evidence.

The assessment team must be made up of equal numbers from both communities, assessments will be based on the information provided on the advice pack (nothing else) and a neutral appeals process (no one from the Space & Place team) be in place. Finally, record all conversations you have with S&P representatives.

The Space & Place team mitigated the risk of bias through a robust and multi review assessment process involving multiple members of staff and the grants panel, this was an important inclusion and helped safeguard the organisation and the overall programme from allegations of bias. Future delivery models that propose to include site visits should include mechanisms to minimise the risk of bias.

Impact, Outcomes and Theory of Change

The implementation of impact measurement practice within the programme has been challenging. The award of funding relates to both the capital build of a facility, as well as the delivery of activities from this facility that contributes to some (or all) of the outcomes and indicators identified of the Space & Place NI programme.

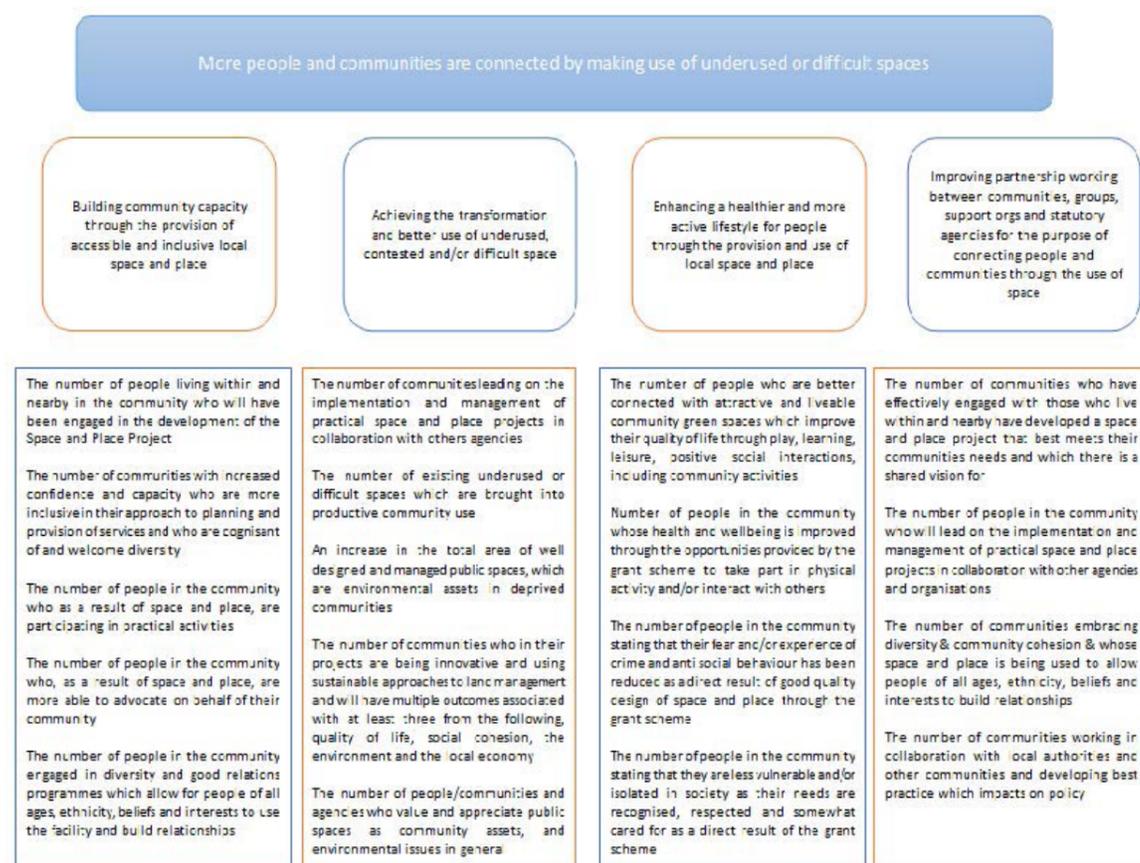
There appears therefore to be two distinct monitoring requirements (capital build & activities). At the time of appointing the external evaluation team (October 2015), there had been limited progress on monitoring and impact measurement systems. The S&P staff team had prepared draft monitoring forms to be completed by grantees, however there appeared to be limited connectivity between the information requested and the outcomes to be measured (although none of the projects had completed at this stage so they were of little relevance).

The interim report (2016) highlighted the challenges encountered by groups in relation to monitoring fatigue and their lack of understanding of the sub outcomes and existing monitoring systems. It chronicled the work of the evaluation team in supporting the S&P team to review and update its monitoring systems to address this.

The Big Lottery, alongside the Space & Place team had developed a series of indicators that formed a grant aid agreement between grantees and the Space & Place programme. These were intended to enable a measurement against the programme outcomes.

In attempting to better understand the existing monitoring systems, the external evaluation team mapped and aligned these indicators to the four sub outcomes of the programme (see diagram below). However, some of the indicators were not considered to be adequate measures of the sub outcomes. In addition, there was limited guidance for grantees about how and when these indicators should be recorded and measured. This caused confusion amongst grantees who were already investing time and resources trying to understand and manage the capital development process.





Space & Place Grantees were also tasked with completing a 'Post Project Evaluation' (PPE) monitoring form which reported on activity indicators. The requirement to submit a PPE was triggered by the completion of the capital build process. However, the evaluators noted that the programme indicators required from grantees could only be gathered once the building or project was open and delivering activities. Meanwhile, the programme was withholding a proportion (5% initially) of the grant until the PPE was submitted. This demonstrates the disjointed nature of monitoring and evaluation processes.

The evaluation team therefore recommended during Interim report 1 (2016) that the programme adopt a dual approach to monitoring and evaluation including:

- 1 Monitoring of the capital build process – this includes financial reporting and reporting on all technical aspects of the capital build (legal, tenure, financial, contractors and procurement). This monitoring period should end the same day that the capital build is complete. Given the delays in build for some this was an important mechanism for monitoring progress towards completion.
- 2 Monitoring of impact – this includes reporting quarterly on the activities delivered (both outputs and outcomes) once facilities are operational. This includes a requirement to collate surveys/case studies and other data that help to evidence impact.

The Space & Place NI team adopted these recommendations and worked with the independent evaluators to design a new quarterly monitoring form template for grantees. The revised monitoring form included limited data on the capital build and focused more on the capturing information relating to the delivery of activities once buildings/projects became operational. These monitoring reports have been used by grantees and have informed some of the content of the final evaluation.

Support was made available to grantees through the training and capacity building activities with mentoring provided to develop tools, systems and skills to measure the impact of their activities relative to the four sub-outcomes of the Space & Place programme. This included for example the development of bespoke (or use of existing standardized) questionnaire(s), identified as part of the mentoring to enable a project to measure its impact. Despite this support, there remains a considerable capacity challenge in relation to impact measurement. Grantees referenced difficulty with language, processes and differentiating between outcomes, outputs and the plethora of impact models.

Impact of Projects against Outcomes

This report has referenced the initial long delays between award of grants and the completion of capital build projects. The timeframes were underestimated by all stakeholders. The delays were largely a reflection of projects still requiring planning permission, site acquisitions or transfers, procurement process or legal challenges, many of which were outside of the control of the Space & Place programme.

The outworking of these delays is that only 14 of the 30 projects are complete and operational at the time of final evaluation report. Of the 14 completed projects, only 9 have been completed for a sufficient period to enable receipt of monitoring forms and therefore a reasonable assessment of the activities and thus the impact of facilities.

However, the early indications of achievement against outcomes based on the monitoring returns and our questionnaires are encouraging as illustrated in the OBA card. Underused, difficult and contested spaces have been transformed. People who felt vulnerable and isolated and who otherwise would not have had the opportunity to access

facilities and activities within their own communities are doing so and the benefits are evident through outcomes such as reduced isolation and improved health and well-being.

Diverse communities are now using and sharing spaces at a capacity that would not have been possible without the Space & Place programme. This journey of change is captured overleaf which illustrates that many of the programme outcomes, albeit at a very early stage are being achieved.

Given that a significant proportion of the mentoring time was allocated to impact measurement it is important that projects can embed this learning into their core processes which will augment future funding applications and increase the evidence base for the impact of the S&P programme. (See Recommendations).

BEFORE

Derelict and underutilised space

Contested or difficult space

Low levels of community engagement

Lack of inclusivity in planning & delivering community services

Low levels of advocacy

Lack of diversity in community involvement and planning

Shortage of community facilities

Lack of recognition of community spaces as public assets

Low levels of innovation and collaboration

Lack of connectivity between diverse demographics within the community

Feelings of isolation and marginalisation

SPACE & PLACE PROJECT

£12,900,000 allocated across 30 projects.

£1,300,000 invested in technical assistance.

The transformation and better use of underused, contested and difficult space

Increased number of existing, underused and difficult space which are brought into productive community use

Increased number of well-designed and managed public spaces in deprived communities

Improved perception and appreciation of community green spaces

AFTER

Additional funding leveraged

Enhanced knowledge and resilience for future applications among both successful and unsuccessful applicants.

Reduced vulnerability and isolation for 2953 people

Increased connectivity with community green spaces for 757 people

Stronger community leadership with 174 leading in project development and collaboration with external agencies

Increased connectivity with community green spaces for 757 people

Increased capacity including advocacy for 9353 people through using accessible and inclusive community space.

Improved health & well-being for 8162 people

Increased multi -agency cross sectoral partnership & collaboration with 57 different agencies across the spectrum of projects.

Enhanced diversity and social cohesion with 10,323 people expressing improvements in these areas

Improved community relations through consistent use of facilities by people of different community backgrounds

Reduced fear of crime and anti-social behaviour for 1360 people

Improved relationships between people of different age, belief and ethnicity through multipurpose use of facilities.

CONCLUSIONS & RECOMMENDATIONS

Considering the key findings in this report including: review of actual delivery, outcomes and impact of projects, analysis of the key contributors to success and effectiveness of the programme, this section provides concluding thoughts on the programme and recommendations/considerations for policy and practice. A series of key learning points/recommendations are provided aligned to the original evaluation questions from the terms of reference.

Conclusion

Concluding thoughts on the programme are structured around the key evaluation questions as set out in the terms of reference.

1. Are we doing what we said we would do?

(Internal Validity - process used in the delivery and implementation, are we achieving the vision, are we meeting the outcomes?)

The programme set out to fund and support up to 100 projects ranging from £50,000 - £1,000,000 that would:

- **Create** or increase access to new high quality local spaces with a range of activities for local community use;
- **Reclaim** and re-use derelict and neglected land to create more attractive and useable green spaces;
- **Promote** an integrated approach to sustainable development through commitment to social, economic and environmental outcomes.
- **Enable** community involvement and skills development resulting in projects that are initiated, designed, managed, and run by the local community.
- **Improve** community cohesion and build new relationships within and between communities so that residents can appreciate, gain respect for and support the needs of others.
- **Develop** strategies and approaches to enable change for communities that will inform debate and influence policy and practice.
- **Enable** communities and individuals to develop healthier lifestyles by taking part in physical activities due to increased accessibility to affordable recreational spaces.
- **Tackles** structural and societal social exclusion addressing power imbalances at a local level.

Of the 368 stage 1 applications received, the programme has ultimately funded and supported 30 projects across NI. 29/30 which are led by community and voluntary sector organisations, exceeding the intended target of 80%.

Of the 30 projects awarded funding, these include a mix of outdoor green space, community buildings, transformation of contested space, re-use of derelict space and each contain or propose a range of activities linked to health, education and capacity building, thus, aligning to original objectives. A series of 4 application calls ('Tranche') were used to request applications to the programme, these were subject to a rigorous assessment process by a dedicated staff team and grants panel and ongoing advice, guidance and feedback was provided by dedicated project officer staff.

The systems and processes evolved during the course of programme implementation, this was in line with issues and challenges that emerged, as well as in response to the needs of grantees/applicants and of the programme targets and outcomes.

This was a new programme so there were no pre-existing structures, templates and processes (although CFNI had vast experience of managing and administering grant programmes). The evolution of systems and processes was guided by the programme steering group which offered valuable strategic oversight to the staff team. It has delivered what it set out to deliver and has overcome a series of operational, administrative and implementation challenges along the way.

Key changes to processes included the introduction of phased deadlines and tranches, the introduction of pre contract checks at an earlier stage, amendments to the application form to streamline information, reduction of the 5% PPE grant retention from grantees to 2.5% to address cash flow challenges and the introduction of additional information workshops to guide potential applicants on community consultation as a key requirement of any proposal.

Changes implemented by the programme resulted in a significant improvement in the quality of application from tranche 1-4, reduction in the time spent on the administration of projects and a considerable reduction in the time taken to move projects from grant award to construction from tranche 1-4. In addition, the steering committee and team continuously reviewed the operational and staffing structure for the programme and certain roles (Community Projects Officer in March 2018, Digital Communications Officer 2017) became redundant as the programme moved through its various phases of delivery.

Overall the Space & Place NI is a successful programme, characterised by efficient and effective programme management and administration. This is evidenced by the low % of the overall grant that was attributed to programme management and administration.

2. Are we making any difference?

(Impact Assessment - in terms of effectiveness and in terms of our vision and outcomes?)

The overarching programme vision is:

**“ TO CREATE BETTER SPACES AND PLACES
TO CONNECT MORE PEOPLE, AND MORE
COMMUNITIES, TOGETHER**

30 awards have been made, resulting in the better use of both internal and external spaces, thus the programme is achieving its vision. The following tables provide some narrative on the potential contribution of the programme to the overarching outcome, sub outcomes as well as the overall programme theory of change:

Sub Outcome - Building community capacity through the provision of accessible and inclusive local Space & Place

Theory of Change - The provision of facilities in disadvantaged communities will promote and enable greater levels of engagement and participation

Anecdotally, grantees have consistently referenced the 'learning curve' associated with the capital development process, with reference to the technical requirements, administrative requirements and time commitment required to deliver the project. Consultations informing the evaluation have found stronger community leadership overall with 174 individuals leading in project development and collaboration with external agencies

Of the grantee sample that participated in the evaluation survey:

- 85% agree or strongly agree that they have improved evaluative or impact measurement skills
- 95% agree or strongly agree that they have improved organisational governance
- 92% agree or strongly agree that they have improved understanding of delivering capital developments

In addition, monitoring reports for projects indicate significant capacity building and training activity taking place within operational projects (i.e. ESOL English class at Annadale, TWN Training programme at Helping Hands)

"MIDDLETOWN PARISH COMMUNITY HALL HAS PROVEN TO BE A GREAT SUCCESS AND IS AN EXCELLENT FACILITY. IT HAS ENABLED COURSES AND EVENTS TO TAKE PLACE THAT WOULD NOT HAVE BEEN MADE AVAILABLE TO ALL SECTIONS OF THE COMMUNITY AND ALL AGE GROUP"
(Grantee)

Sub Outcome - Achieving the transformation and better use of underused or difficult spaces

Theory of Change - Increased engagement and improvements at individual level will be reflected in improvements at the community level which will result in more active, cohesive and sustainable communities of engagement and participation

30 projects will be delivered by Space & Place with an investment of £12,900,000 in capital facilities (14 complete at the time of writing).

Grantees all claim that projects represent both a transformation and better use of an underused space. This is therefore the number of spaces that have been brought into productive community use. In relation to difficult space, 15% of the projects funded are classified as contested space improvements or interface revisioning. The contested/difficult spaces are primarily located in urban areas except for the North Fermanagh Valley Park, this partnership between Ederney and Kesh (which was facilitated by the Space & Place team) can be considered an example of good practice in the utilization of regeneration to unite previously divided communities.

Reflecting on one of the proposed indicators under this sub outcome, grantees report anecdotally about the level of pride and appreciation for the facility investment in their area – this was enhanced by the focus on community consultation that was promoted by the S&P team. In addition, a core part of the application process was to describe the projects approaches to sustainable development principles, this was reinforced by Groundwork NI in their support to grantees to ensure that projects aligned with quality of life, social cohesion, environmental and economic outcomes.

Sub Outcome - Enhancing a healthier and more active lifestyle for people through the provision and use of local space

Theory of Change - Increased participation in various initiatives will have benefits for the individual in different areas (health and wellbeing, education, sense of belonging, improved environment)

A review of the monitoring form submissions to date has indicated that the projects thus far have potentially resulted in improved health & well-being for 8162 people. In addition, of the projects that are operational to date, they report potential reduced vulnerability and isolation for 2953 people and potential increased connectivity with community green spaces for 757 people

This is achieved through the delivery of programmes and activities such as (not exhaustive): Upcycling for over 65's to reduce isolation at St John's Middletown, Vfit women's exercise classes at O'Neills Port Mor, Arm chair aerobics for older people at Strabane Community project, CLEAR outdoor exercise classes at Boho and the healthy eating programme at Little Rascals, Drumsurn.

The programme has funded several outdoor activity spaces with outdoor gym equipment/recreational walking and play opportunities whilst most community buildings include flexible/multipurpose provision for healthy activity.

Sub Outcome - Improving partnership working between communities, groups, support organisations and statutory agencies to connect people

Theory of Change - The availability of a substantial capital grants programme will encourage and facilitate multiagency/sectoral partnership approaches

Each of the projects has demonstrated considerable consultation and engagement in evidencing the need for investment. 12 of the 30 projects (40%) have evidenced cross sectoral and multi-agency partnership working in their delivery. This includes joint applications, leasing or transfer of tenure of land or commitment to jointly manage facilities or deliver activities and services onsite.

An assessment of the 11 monitoring forms provided for the period January – March 2018 highlight that the 11 grantees have collaborated with 57 different organisations relating to their respective projects. The organisations listed range from Health and Social Care Trusts, Education Authority, NIHE, Local authorities to local, regional and national charities and community & voluntary organisations. These collaborations are focused on the delivery of services, leveraging funding to the projects or the provision of information and advice.

This level of engagement suggests that the buildings and projects funded can be a catalyst for improved partnership working.

3. Are these the right things to do? (Reflective Learning, Strategic Relevance)

The volume of applications received at stage 1 (368) demonstrates the demand for the grant programme. The communications and marketing strategy implemented by the programme was successful in raising awareness, almost 400 organisations attended roadshows or information events and the programmes website and social media presence were active and continued to grow throughout. The programme demonstrated successful digital engagement with significant numbers of Facebook and Twitter follows and an active website.

Undoubtedly there are other projects that were of merit and could have made contributions to the overarching outcome and sub outcomes, however the projects selected demonstrated considerable community engagement and consultation – stipulated as the primary source of evidence to support the need for projects. In addition, the evidence gathered to date suggests contribution and alignment to the programme outcomes, indicating that the projects were the right projects to fund.

In any grant scheme programme there are inevitably unsuccessful applications, our engagement with these groups indicate that almost 50% (8/17) have subsequently delivered their programme through other funders. Several of these groups offered some level of attribution to the feedback and guidance provided by Space & Place NI staff during site visits, suggesting that this approach was not only valuable for S&P grantees, but also for unsuccessful applicants.

The project did not fund any projects under its original 'medium' category (£50,000 - £100,000). However, this is not regarded as a failing or weakness in evaluation terms, moreover it demonstrates a responsiveness to need and demand according to the applications received.

The project demonstrates significant strategic alignment, this is one of the key successes. This report has referenced a range of seminal policy documents at a local, regional and national level and linked outcomes and objectives to the activities and services delivered from within funded projects. The case of Brain Injury Foundation who have since been commissioned by their local health and social care trust to deliver services, is a flagship example of how a new space can extend the capacity and scope of an organisation, placing it at the forefront of service delivery by aligning to core strategic objectives of the statutory service/funder.

The inclusion of technical assistance was regarded by the majority of participants as a positive resource and as a key enabler for volunteer led organisations to access grant funding. The majority of these organisations stating that they would not have the resources or capacity to deliver this project in the absence of this support. The inclusion of this support as part of the overall programme was effective.

The approach adopted was to allocate this technical assistance to 1 organisation (Groundwork NI) which created efficiency from an administrative perspective but also presented risk in terms of overreliance. Several grantees were very praiseworthy of the role played by Groundwork NI and reference their support as "crucial". However, several grantees had a negative experience of this technical assistance and attribute this to high levels of staff turnover at Groundwork NI or demanding workloads and time pressures which led to delays in procurement, design and planning or ultimately increased project costs.

On reflection, a framework of suppliers may have eased the workload and burden of supporting 30 (32 projects received support with two dropping out). In this approach, grantees may have been provided with a budget allocation for technical assistance, that could be used to access support from a number of different suppliers (chosen through an early stage procurement exercise).

Alternatively, the employment of 'in house' architects may have enabled this component to be delivered more effectively as part of the staff team.

The overall delivery model included a policy officer (funded by Esmee Fairbairn and employed by NIEL). The roles and responsibilities of the Policy Officer were monitoring & evaluation; development support & capacity building; encouraging shared learning; disseminating lessons to funders, grantees, applicants, the V&C Sector and Government, with the aim to influence wider policy. The outworking of this role included the development of useful resources that are accessible to grantees and other organisations on the Space & Place website, as well as valuable engagement with grantees to consult on skill deficits and capacity building requirements and the subsequent coordination of shared learning events and opportunities.

There were clear elements of overlap and duplication between the Policy Officer role and that of the external evaluation team, including for example an assessment of the strategic policy context and engagement with grantees. Towards the end of the programme, grantees clearly demonstrated considerable fatigue with the process and levels of motivation & enthusiasm for further workshops

and engagement declined. Most of this is attributable to the resource intensive workload associated with the capital build, administration and monitoring, compounded by communications with multiple organisations associated with the overall programme (i.e. NIEL and external evaluation).

Further, the external evaluation commenced in October 2015 (over 2 years into the programme), issues and challenges relating to programme indicators and monitoring

processes have been already highlighted. Reflecting on these experiences, the involvement of an evaluation team from the project outset, alongside the Policy Officer may have enabled roles and responsibilities to be clearly defined and offer greater complementarity. In addition, indicators, monitoring systems and processes could have been established and defined by the specialist evaluation team at the outset, ultimately streamlining contact with grantees and creating a more manageable series of engagements.

4. Legacy- what is the legacy of the programme? (In terms of the grantees, communities, learning for others?)

The 30 developed projects offer an obvious physical legacy for the programme. They have taken underused, disused, difficult and/or contested spaces and created a better community use. The buildings have given due consideration to sustainable development principles and therefore should carry an environmental as well as physical legacy for local communities.

For many of the grantees, their inflated status represents a key legacy outcome of the project. Having successfully navigated the capital development process, many grantees reflect on their role within their local community, one grantee reported “other groups look at us differently now”. There is an opportunity for grantees to become exemplars of good practice in terms of community engagement, consultation and delivery.

In addition, the consultation data identifies a skills and capacity legacy within grantees. For example, enhanced knowledge and resilience for future applications among both successful and unsuccessful applicants, improved evaluative and impact measurement skills among grantees, Improved grantee organisational governance, Increased grantee understanding of delivering capital projects.

12 of the 30 projects have also referenced enhanced partnerships on a multi-agency/cross sectoral level which are likely to continue once projects become operational. These partnerships are expected to result in increased service delivery, access to ongoing advice and support and increased funding being leveraged to local communities, therefore offering a strong legacy for Space & Place projects.

The Space & Place programme provides a successful delivery and implementation model that offers a programme legacy and learning opportunity for others. As noted in previously, the model is coalesced around 3 core components comprising:

- Consultation and Engagement
- Site Visits
- Technical Assistance

The evaluation report has offered a series of reflections and suggested improvements in how the model is implemented. Other notable strengths of the model include the development of an independent grants panel to make decisions on applications, information roadshows and front facing engagements with potential grantees and a steering group that is focused on providing strategic oversight and guidance.

The programme demonstrated efficiency in programme management and administration although consistent references to burdensome administration requirements and paperwork were referenced by grantees. A move to an online grant management system may have created space for further efficiencies for both the delivery team and for applicants/grantees.

Given the limited evaluation and impact data owing to delays in delivery, it is impossible to identify the impact/outcome legacy of facilities at this stage. Whilst the available data provides an indication that projects are aligning to the programme outcomes, longer term engagement with grantees and a summative review of facilities (up to 18 months postdelivery) would offer a greater sense of the impact and legacy of each funded project.

Recommendation 1 – Sustainability and Legacy

As buildings become operational, grantees are reporting anxiety regarding sustainability and operational management, many of the grantees have underestimated these aspects.

It appears that for some groups, the concept of income generation and sustainability was disregarded to an extent, with an attitude of “it will all work out ok”. The reality of income generation and sustainability is much more challenging than the concept of it. It takes considerable work, promotion, advertising, outreach and creativity. Whilst groups should ultimately be self-sufficient in this regard, there appears to be a skill/capacity gap. In addition, the capital build experience is creating considerable burn out amongst volunteers who have committed significant time, energy and effort into making the project happen. For many grantees, the reality sets in that running a building is more important than building it. To this end, surveys, consultation and engagement with grantees indicates that there are still capacity issues (indicative of capacity issues across the sector).

Key areas of consideration for capacity building include: sustainability, impact measurement, digital engagement and fundraising. CFNI and the Space & Place team should consider a follow up programme that is focused on capacity building and training for grantees but incentivises their participation through the provision of a small grant/revenue allocation to assist with the sustainability of projects.

- A Small grant allocation could enable a group to contract (on a self-employed basis) a facilitator/coordinator who is responsible for organizing and delivering events, services and programmes/securing rental income through PR & marketing etc./submit funding bids to enhance sustainability. A grant of £5000 would enable groups to commission someone for 10 hours per week @ £10 per hour for 50 weeks per annum. This is sufficient for many volunteers led projects to enhance activity programming and sustainability

One quote from grantees was **“why invest so much in buildings and then not provide them with the financial support to make sure they are going to be successful, it’s in everyone’s interest to now make them work”**.

This resource(s) could be supported by an accessible online portal for grantees to access a range of tools to help them with each of the identified areas of support. Moreover, guidance notes could be developed to offer grantees a simple and accessible information on issues such as governance, fundraising ideas or financial management. Several webinars or workshops delivered within the programme e.g. on impact measurement could be made available here allowing for ease of access that would reduce the potential ‘fatigue’ identified in the earlier evaluation of groups attending so many events.

Recommendation 2 – Impact Measurement

As noted earlier in the report, the evaluation process with grantees could have adopted a dual phased approach:

- 1 **Monitoring and Evaluation of Capital Build** – this could look at the cost of construction: how the cost splits across sectors of the economy, or across activity as well as direct impacts such as the jobs, Gross Value Added (GVA) and wages directly generated or sustained by the construction of projects down through the supply chain and induced impacts. It also includes tax revenue and unemployment savings as well as new rates for the local council;
- 2 **Monitoring and Evaluation of the Activities that occur once operational** - this phase is concerned with the catalytic impacts arising from the construction and development of a new spaces and places

Evaluation of capital builds was not part of the terms of reference for this evaluation but may be worthy of inclusion in future programmes. Further, one of the major challenges of the programme has been in underestimating the timeframe from letter of offer to completion of capital build. Many groups required significant technical assistance including drawings, planning permission, partnership agreements, security of tenure, legal advice etc.

The external evaluation contract concludes with the submission of this final report. At the time of writing, only 14 projects have completed and only 9 have submitted monitoring forms with activity data. Of these 9, the majority have only submitted 1 monitoring form as they are in the first few months of operation. The available impact data overall for Space & Place is therefore limited.

The Big Lottery, CFNI and the Space & Place team should therefore consider how they can work with groups to build evidence of their impact until the programme close in December 2018. In addition, in order to measure impact over a sustained period of time, it is recommended that projects are monitored for up to 18 months post capital build. The partners should consider an appropriate approach to long term monitoring and impact measurement within funded projects.

APPENDIX 1: LIST OF FUNDED PROJECTS

| | Project | Initial Award |
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| 1 | Annadale Haywood Residents Association Ltd The Annadale Haywood Residents Association are constructing a new community building that will serve to house and facilitate a wide range of activities and programmes. | £300,000 |
| 2 | Atlas Women's Centre The group intend to use their Space & Place grant to allow them to develop internal and external space to enhance their service provision for centre users | £349,070 |
| 3 | Benburb and District Community Association With their Space & Place grant, the group will develop a walking trail, fitness pods, social hubs, a Grow Wild area and fencing around an existing sports pitch. | £308,103 |
| 4 | Boho Community Association Boho Community Association will use their funding to develop a safe, accessible outdoor space for a range of sectors within the community. | £300,000 |
| 5 | Burren Vision Burren Vision are seeking to completely rebuild their existing youth club, which is approaching 40 years old, and to create a facility that can deliver a range of activities for the entire community and its neighbouring towns. | £346,008 |
| 6 | Cashel Community Association The project will upgrade and extend the existing Community Centre | £337,551 |
| 7 | Corran Community Association With the grant support from the Space & Place Programme, the group will be able to initially demolish the current building and construct a new community centre that still retains some of the character of the old hall. | £349,000 |
| 8 | Derry City & Strabane District Council The project will see the development of a new park on the site of the old Faughan Valley School and seeks to reclaim and transform the existing derelict space for the benefit of local communities. | £1,000,000 |
| 9 | Destined Ltd The Space & Place grant will enable Destined to develop a North West Learning Disability Centre on the site of the Foyle Valley Railway Museum providing a centralised resource for the whole community. | £997,000 |

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| 10 | Eire Og An Charraig Mhor Hurling and Camogie Club The funding will develop a multi-use community facility on the site of a previously contested space within the village. | £309,170 |
| 11 | Eoghain Rua Kilcoo GAC This project will lead to the development of a new-build community centre for the village within the grounds of the local GAC. | £349,791 |
| 12 | First Steps Women's Centre Their project aims to renovate and expand their current premises. | £343,730 |
| 13 | Friends of Glenariffe The project will see the development of a Community and Recreation Centre for the village on the grounds of Oisins GAC. | £350,000 |
| 14 | Helping Hands Autism Support Group Delivered by the Community Foundation, the Space & Place grant received by the group will transform a previously derelict Health Trust building into a dedicated Autism Resource Centre. | £350,000 |
| 15 | Irish Street Community & Youth Association This project will see the reimaging of a derelict, underused and inaccessible space into a fully functional, accessible and inclusive outdoor community green space | £187,549 |
| 16 | Killylea Silver Band The project will see the regeneration of the 19th Century Old School Hall, which is currently derelict, and will include the provision of one hall, with meeting and training rooms. | £339,573 |
| 17 | Little Rascals Community Playgroup Little Rascals Community Playgroup will replace their current premises with a new multi-functional facility - the Little Rascals Nurturing Families Centre. | £340,000 |
| 18 | Loughmacrory Community Development Association The project will see the construction of a 225m ² extension to their existing "Loughview Centre" | £350,000 |
| 19 | Michael Davitts GAC The development will take place on a current derelict and overgrown site that is the location for considerable anti-social behaviour including; criminal damage, theft, substance abuse and illegal bonfires. | £345,000 |
| 20 | Newry Street Unite With their Space & Place funding, the group will construct a new building and play park which means their programme of activities can run all year round, regardless of the weather. | £349,000 |

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| 21 | North Fermanagh Ulster Scots Association The proposals include the demolition of an existing extension to their building, the refurbishment of the existing structure along with the construction of a new hall and connecting block that accommodates the proposed new main entrance and sanitary facilities. | £349,036 |
| 22 | O'Neills GFC An Portmor O'Neills GFC An Portmor will be replacing their currently club facilities, creating a centre for the entire community to benefit from. | £350,000 |
| 23 | Scraghey & District Community Development Association The Scraghey & District Community Development Association are refurbishing and extending a recently closed primary school - allowing it to be used for a wide range of community activities. | £349,000 |
| 24 | Seagoe Football Club To create a 'community hub' and a safe, neutral environment for local people of all ages, from all walks of life and all backgrounds to participate in community activity. | £349,521 |
| 25 | Springfield Charitable Association The project will see the reconfiguration of a local building recently purchased by the group to provide a Day Resource Centre for older people | £350,000 |
| 26 | St John's Parish Church, Middletown St John's Parish Church, Middletown are constructing a multi-purpose hall which will act as a community centre for the residents of the local area - both sides of the border. | £300,000 |
| 27 | Strabane Community Project Ltd. Strabane Community Project Ltd will purchase and renovate a house in the centre of Strabane which will act as their new base as well as a meeting place and a resource for the community. | £317,000 |
| 28 | The Brain Injury Foundation The Brain Injury Foundation purchased and renovated a property which will provide a permanent, dedicated centre of excellence for brain injury survivors, their carers and family members. | £350,000 |
| 29 | The Ederney Trust in partnership with Kesh Development Association The Ederney Trust in partnership with Kesh Development Association will create a new park located between sites at Ederney and Kesh villages. | £1,000,000 |
| 30 | The Resurgam Community Development Trust With their Space & Place funding they will renovate buildings at 28-30 Bridge Street, Lisburn. The project is called 'The Welcome House' and is comprised of two distinct elements including: 5 x single let apartments for individuals in accommodation stress and 1 x multifunctional community & social economy space to be leased to the Welcome Project. | £350,000 |

