

**The National Lottery and  
Countryside Recreation**

2006 Seminar Proceedings  
of the  
Countryside Recreation Network

Edited by Melanie Bull  
Network Manager

Formatted by Katherine Powell and Natalie Baldwin  
Network Assistants

**Held at The Priory Rooms, Birmingham  
22 June 2006**



Published by CRN Countryside Recreation Network  
© 2006 CRN Countryside Recreation Network  
ISBN: 184387 239 0

Copies cost £15 and are available from:  
Countryside Recreation Network  
Sheffield Hallam University  
Unit 10, Sheffield Science Park  
Howard Street  
Sheffield  
S1 2LX

Tel: 0114 225 4494

Fax: 0114 225 2197

E-mail: [crn@shu.ac.uk](mailto:crn@shu.ac.uk)

Website: [www.countrysiderecreation.org.uk](http://www.countrysiderecreation.org.uk)



## CONTENTS

### PLENARY PAPERS

<b>Welcome and Introduction</b> <i>(Glenn Millar, British Waterways)</i>	6
<b>Heritage Lottery Fund</b> <i>(Anne Jenkins, Regional Manager, West Midlands)</i>	7
<b>Sport England Community Investment Fund</b> <i>(Paddy Herlihy, Head of Strategic Planning and Partnerships, South-East Region)</i>	10
<b>Arts Lottery Fund - Arts Council</b> <i>(Ian Danby, Head of Resource Development)</i>	14
<b>The Big Lottery Fund</b> <i>(Jane Puzey, West Midlands Regional Policy Adviser)</i>	17

### CASE STUDIES

<b>HLF Funding - Kennet &amp; Avon Canal Restoration</b> <i>(Terry Kemp, British Waterways)</i>	19
<b>Sports Lottery Funding - Summerhill, Hartlepool</b> <i>(Tony Davidson, Manager)</i>	25
<b>Arts Lottery Funding - Route to Heath</b> <i>(Jason MacLean, District Forester, Forestry Commission England and Lisa Shephard, Arts Development Officer, Cannock Chase District Council)</i>	29
<b>HLF Funding - Divis and Black Mountains, Belfast</b> <i>(Dave Morton, Community Engagement Officer, The National Trust)</i>	33

### SUPPORTING PAPERS

<b>Annex A - Programme</b>	36
<b>Annex B - Speaker / Workshop Facilitator Biographies</b>	38
<b>Annex C - Delegate List</b>	44
<b>Annex D - Slide Handouts from all speakers</b>	47

## **Countryside Recreation Network Seminar**

### **'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

#### **WELCOME AND INTRODUCTION**

Glenn Millar  
Economic Development Manager  
British Waterways

Each year over £1 billion is raised by the National Lottery and shared between 4 good causes – arts & film; heritage; sport; and charities, environment, health and education. All these causes are relevant to countryside recreation in some way and over the years many projects related to the sector have been supported by Lottery funds. The five causes are fixed until 2009 and they will continue after that period. However a major national consultation has recently taken place to decide details of the distribution of funding between arts & film, heritage and sport, post-2009.

We know that total funding for the 4 causes will fall in the future, due to plans to support the 2012 Olympics through new Lottery games. Also the merger of the charities and environment / health / education causes in to a single fund – the Big Lottery Fund – has created new programmes with a potential to fund countryside recreation activities.

The aim of this Seminar was to bring the Lottery providers together with actual and potential recipients of funding. Delegates learnt of how Lottery funding and programmes are changing and what the opportunities are for countryside recreation through a series of presentations from the Lottery providers – Arts, Heritage, Sports and the Big Lottery Fund. At the same time they heard from a series of successful Lottery-funded projects and learnt about good practice in developing and managing Lottery-funded projects.

Despite the changes taking place, no doubt the National Lottery will continue to be a significant supporter of countryside recreation and related activities in the future. It is hoped that this Seminar will generate more and better quality countryside recreation projects, supported by Lottery funds, in the future.

## **Countryside Recreation Network Seminar**

**'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

### **HERITAGE LOTTERY FUND**

Anne Jenkins  
Regional Manager  
Heritage Lottery Fund West Midlands

#### **The National Lottery**

##### *The Lottery Pound*

Each £1 played on the National Lottery is divided up as follows:

- 50p Prizes
- 28p Good Causes
- 12p The Treasury
- 5p Camelot (½p profit)
- 5p The Retailers

The 28p for Good Causes is divided amongst the various Lottery distributing bodies as follows:

- 49.9% Big Lottery Fund
- 16.7% Sport
- 16.7% Arts
- 16.7% Heritage Lottery Fund

##### *The Future*

Following a recent public consultation exercise, the Secretary of State for Culture Media and Sport announced on 21 June 2006 that:

- The current Lottery shares for arts and film, sport and heritage would be retained for 2009-2019.
- The Olympic funding package would consist of £750 million from new Lottery games and £410 million from existing good causes after 2009.

Funding priorities for the period 2009-2019 would include:

- Increasing participation in sport and culture for those who don't currently benefit.
- Inspiring young people – awakening their interest and involvement with an emphasis on activity and health.

- Involving local communities – fostering local community initiatives which bring people together and enrich the public realm.
- Supporting volunteers.
- Encouraging new talent, creativity and developing new skills.

What these priorities mean for individual Lottery distributors is yet to be determined.

## **Heritage Lottery Fund**

### *Aims*

Heritage Lottery Fund (HLF) was established at the start of the National Lottery in 1994 to distribute funding to heritage good causes. To date, some £3 billion has been offered to over 18,000 projects across England, Northern Ireland, Scotland and Wales. Our current Strategic Plan runs up until 2008 and the key aims are:

- To encourage more people to be involved in and make decisions about their heritage.
- To conserve and enhance the UK's diverse heritage.
- To ensure that everyone can learn about, have access to and enjoy their heritage.

We also aim to bring about a more equitable spread of our grants across the UK.

### *What is heritage?*

Rather than providing a prescriptive definition of heritage, HLF invites applicant organisations to explain why their project is important to the UK's heritage. We fund a diverse range of heritage sectors including:

- Historic buildings
- Records and collections
- Oral history
- Language heritage
- Countryside and habitats
- Designed landscapes
- Objects linked to our industrial, maritime and transport heritage
- Culture and local traditions

### *Who can apply?*

Anyone can apply to HLF but we prioritise applications from public or not-for-profit organisations such as:

- Community or voluntary groups
- Local authorities
- Other public sector organisations
- Parish councils
- Charities/Trusts



All organisations need a bank or building society account and a constitution or set of rules.

### *Grant programmes*

Our current grant programmes are as follows:

- Awards for All            For grants between £300 - £10,000
- Your Heritage            £5,000 - £50,000
- Young Roots             £5,000 - £25,000
- Heritage Grants        £50,000 plus
- Repair Grants Scheme for Places of Worship (in partnership with English Heritage)
- Townscape Heritage Initiative
- Parks for People (in partnership with the Big Lottery Fund)
- Landscape Partnership Scheme
- Project Planning Grants

Programmes most relevant to the countryside recreation sector are likely to be: Heritage Grants, Your Heritage, Young Roots, Landscape Partnership Scheme and Parks for People. HLF also offers Project Planning Grants of up to £50,000 to help organisations with some of the specialist reports needed to pull together a Heritage Grant, Landscape Partnership Scheme or Parks for People application.

Full details of these programmes together with information about how to apply can be found on HLF's website: [www.hlf.org.uk](http://www.hlf.org.uk).

### *Pre-Application Advice*

All HLF country and regional teams have development staff that can provide advice and guidance on making an application to HLF. It is strongly recommended that anyone thinking of putting together a bid should get in touch to discuss their project before putting together an application. Details of how to contact regional and country teams can be found on the website.

## **Countryside Recreation Network Seminar**

'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'

### **SPORT ENGLAND COMMUNITY INVESTMENT FUND**

Paddy Herlihy

*Head of Strategic Planning and Partnerships, South East Region  
Sport England*

#### **Money, Money, Money**

This paper will aim to highlight the processes and considerations required to bid for a Sport England funding application.

##### *Attitude*

Ensure you have the right attitude:

- No 'grant chasing'
- Ensure you start with a development plan
- Ask yourself the questions - can you deliver and can you sustain delivery?
- Focus on 'getting stuff done'
- Make the links now
- Start delivering now

##### *Project Process*

To ensure the success of a project there needs to be a process - you need to think about the following points:

- What you are already doing?
- What are you not doing?
- What would you like to do?
- How could you do it?
- What would you need to do it?
- Who could help you do it?
- What spare resources do you have?
- What else do you need?

##### *Development Plan*

Always have a specific and detailed development plan that states your desired outcomes and how you will prove you have delivered these outcomes. Include information on your strategic links, e.g. who else wants these outcomes, and are there possibilities of partnerships that could be further developed?

Further considerations in your development plan should include the following:

- What methods will be used to deliver the proposed outcomes?
- Is this project for everyone or are there equity considerations to be thought about?
- How will the project be financed in the future - is it sustainable?
- What resources will you need?

- What resources can you get and where from?
- Always use best practice examples to get ideas and guidance!

### *Strategic Links*

When completing your application for grant funding always highlight your strategic links by showing any partnerships or links with the following:

- Governing Body of Sport - Regional and National Development Strategies
- Local Authorities Leisure Strategies and Sports Development Plans
- The Regional Sports Board's strategies - Mission Impossible
- Other strategies - for example, the Primary Care Trusts etc.

### *Local Need*

In your application there should be evidence of 'local need' proving the demand for the project; who will use it or take part in the project and how often it will be used; evidence to show that you have considered whether it will adversely affect similar facilities in the area; information on why the project is needed and what would be the outcome if the project did not go ahead. This should all be highlighted with hard evidence from many different types of sources.

### *Who Can Help?*

If you are struggling to write your bid or want further input from other organisations then consider who can help you? I have highlighted a list of possible "helpers" below:

- County Sports Partnership
- Community Sports Networks
- Club Members
- Sports Development Officers
- Governing Body
- Local Authority Lottery Link Officer
- Consultants (this is likely to be at a cost!)
- Sport England Regional Staff

### *Funding Partners*

Consider involving other funding partners, no matter how large or small their contribution could be, every little helps! Ideas for possible funding partners or extra income could be:

- Local authorities
- Foundation for Sport and the Arts
- Playing Fields Association
- Governing bodies
- Charities
- Sponsorship
- Fundraising
- Bank loan

## **The Sport England Community Investment Fund**

### **Background**

Sport England invests in projects which help people start, stay and succeed in sport. There are two funding streams - community and national.

Community Investment Fund - Decisions about Sport England funding grants over £10,000 are made locally by the nine regional sports boards. Eligible projects will be assessed against the priorities laid out in each region's sports plan and the National Framework for Sport.

It is extremely important that you consider the priorities for your region before deciding whether to approach Sport England with your idea.

Once you are ready to proceed, the first step is to find out whether your project meets our basic criteria. There is an online enquiry form to do this.

There is also a link for guidance notes that can be located at:

[http://www.sportengland.org/index/get\\_funding/how\\_funding\\_works/guidance\\_templates.htm](http://www.sportengland.org/index/get_funding/how_funding_works/guidance_templates.htm)

### **Increase Participation**

In the South East, the focus is to increase participation in sport by 1% per annum. Therefore the projects that we fund must help us to achieve this goal and also the projects must propose to deliver significant year on year increases in participation and be sustainable. Some consideration in your application needs to show how you will make this sustainable, how you will deliver it and also how it will be measured.

### **Links to Sport England Strategies**

In the South East, projects must demonstrate links with the South East Plan for Sport and the Framework for Sport. The regional plan "Mission: Possible" is a wide ranging document and you must be delivering against one of the priorities;

Links to relevant documents:

For "Mission: Possible" see the link below:

[http://www.sportengland.org/contrast/mission\\_possible\\_priorities\\_for\\_action.pdf](http://www.sportengland.org/contrast/mission_possible_priorities_for_action.pdf)

For National Framework for Sport see the link below:

<http://www.sportengland.org/national-framework-for-sport.pdf>

### **Partnership Funding**

Sport England is looking for applicants to provide more than 65% of the partnership funding from their own sources.

### **Other Strategies**

Projects should be specifically referenced in governing body and local authority strategies.

### **Likely Maximum Awards**

Sport England is unlikely to grant awards over £400,000 and the minimum is likely to be £50,000 capital and £30,000 revenue.

### **Sustainability**

Projects must demonstrate sustainability in project development, business planning and environmental impact.

### **Innovation**

Projects must be innovative and multi purpose or multi activity. They should aim to increase participation across all sections of society and be used as much as possible. Sport England would wish to see the optimum usage of facilities funded by them - all day everyday if possible.

### **Finances**

Sport England South East has £4million to last for the next 3 years. There is a population of 8 million in the region which equates to £1.6 million per year. This amount is for capital and revenue.

### **How to Apply**

There is a phone enquiry line - 08458 508508 or there is an "express interest on line" link at: <http://www.sportengland.org/funding>.

The application is then considered by the Regional Sport Board

### **Final Thoughts**

Don't forget, throughout the whole process of developing and implementing a project just what it is that you are attempting to achieve. It is very easy as you get advice from all sides, including this paper, to lose track of where you are going.

You are the ones who are going to have to deliver what you promised, day in, day out, and you will have to account for your success. So be sure that you really want other people's money, and the responsibilities that this will bring, and make sure that you are all passionately committed to the work you are undertaking.

**Countryside Recreation Network Seminar**

**'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

**ARTS LOTTERY FUND - ARTS COUNCIL**

*Ian Danby  
Head of Resource Development  
Arts Council*

Arts Council England is the national development agency for the arts, funded directly from government and the National Lottery.

We believe that the arts have the power to change lives and communities, and to create opportunities for people throughout the country

Arts Council England works to get more art to more people in more places. We develop and promote the arts across England, acting as an independent body at arms length from government.

The arts are one of the core good causes supported by the National Lottery. Since the National Lottery began in November 1994, it has transformed the landscape for audiences and artists.

By September 2004, the lottery had injected almost £2 billion into the arts, supporting thousands of projects, both large and small. Audiences around the country enjoy new and refurbished arts buildings, and a huge range of arts activity.

Lottery money supports our Grants for the arts for arts organisations and people using the arts in their work. This includes events; activities for people to take part in; equipment, improvements to facilities and buildings; and touring. Grants are from £200 upwards, though most are under £30,000.

Grants for the arts are for individuals, arts organisations and other people who use the arts in their work. They are for activities that benefit people in England or that help artists and arts organisations from England to carry out their work.

**Grants for the Arts Individuals**

Grants are available to individuals including:

- artists
- performers
- writers
- promoters
- presenters
- curators
- producers

- groups of individuals, and
- other individuals working in the arts

Grants to individuals normally range from £200 up to £30,000, and can cover activities lasting up to three years. The average grant to individuals in 2004/05 was £5,000.

### **Grants for the Arts Organisations**

Grants are available to organisations including:

- arts organisations
- local authorities and other public organisations
- partnerships and collectives
- regional and national organisations
- organisations whose normal activity is not arts-related, including voluntary and community groups, and
- groups of organisations

By organisation we mean a single group of people working towards a shared or common goal. This can take many forms, for example, a limited company, a charity or an unincorporated group. If you are applying to Grants for the arts as an organisation, you should have a bank account with two people who can sign in the organisation's name.

Grants to organisations normally range from £200 up to £100,000, and can cover activities lasting up to three years. The average grant to organisations in 2004/05 was £18,000.

### **Assessment Criteria**

- Artistic quality of the activity or its on-going effect on artistic practice (or both)
- How the activity will be managed and its on-going effect
- The financial viability of the activity and its future effect
- How the public will benefit from the activity, immediately or in the longer term
- The contribution of the activity to meeting the aims of Grants for the Arts

Grants up to £5,000 will be assessed within 6 weeks and for more than £5,000 please allow 12 weeks.

### **Activities ineligible for grant funding**

- Activities that are not arts-related
- Activities, including buying goods or services, which take place or start before we would be able to decide on your application
- Activities, equipment or events that double up (duplicate) what already exists
- Costs that are already covered by other funding
- General running costs and overheads that are paid for by other income, including your own funds

- Ongoing overheads related to equipment or buildings, such as insurance and maintenance costs
- Activities that do not benefit people in England or that do not help artists and arts organisations in England to carry out their work
- Self-promotional activities which do not provide public benefit, either immediately or in the longer term, or where the person applying does not have an artistic track record
- Activities in a formal education setting for educational purposes necessary by law
- Film or video production and cinema exhibition, unless it is in support of artists' work in the moving image (including film and video)



**Countryside Recreation Network Seminar**

**'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

**THE BIG LOTTERY FUND**

*Jane Puzey  
West Midland Regional Policy Adviser  
The Big Lottery Fund*

Big Lottery Fund is the newest distributor of Lottery funding to good causes (our predecessors were New Opportunity Fund and Community Fund).

We are interested in activities which lead to stronger and healthier communities, people having better chances in life, and improved environments. These four 'outcomes' underpin all our funding programmes. We try not to be prescriptive about the type of activity we will fund – instead we want applicants to tell us how their project will benefit the community. For instance, if a group is planning to refurbish a community centre, we will be less interested in the 'bricks and mortar' detail, but will want to know what difference it will make to the community.

These are some of funding programmes for England (there are similar funding programmes in Scotland, Wales and Northern Ireland):

**Breathing Places** – a BBC campaign to *'inspire a million people to create and care for thousands of green spaces across the UK.'* Big Lottery Fund has set up a 'Breathing Places' funding programme for community involvement in local green spaces with a total of £5m across the UK. Grants of £300 - £10,000 are available to community groups. Phase One is linked to BBC Springwatch and ends on 26 July 2006. Phase Two will be linked to Autumnwatch and will launch in October 2006 (to be confirmed).

**People's Millions** – grants of up to £50,000 for environmental improvements by community groups. A shortlist of projects is filmed for broadcast on Regional ITV programmes and a public vote decides which projects should be funded. Vote for your favourite in November and look out for application packs when the programme re-opens in Spring 2007.

**Community Buildings** – capital grants to refurbish, extend or build community buildings. This programme opens summer 2006 and is likely to be over-subscribed. Applicants will need to demonstrate the value of the building to the community and that this is the best way of providing that service.

**Children's Play** - Big Lottery Fund is investing £124 million across England to support 'free play': *what children do when they follow their own ideas, in their own way and for their own reasons.* We have asked local authorities to lead on developing a Play Strategy for their locality in consultation with users, families, communities, and partners. From this Play Strategy will come an action list including a Portfolio of Projects which we will assess for

funding. If you have an idea which could be considered, contact the children's play lead for your local authority (list on [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)).

**Playful Ideas** – a funding programme for innovative projects which encourage children's play. Eligible bodies: voluntary and community groups, town and parish councils, and social enterprises only. Grant size: £10,000 - £250,000 for capital and/or revenue costs.

**Reaching Communities** – our most wide-ranging programme for groups which has a local solution to a local problem which would lead to one of our outcomes. Aimed at voluntary and community groups (statutory bodies are eligible if they are working with the voluntary sector) and grants are available from £10,000 - £500,000.

More information on [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk)

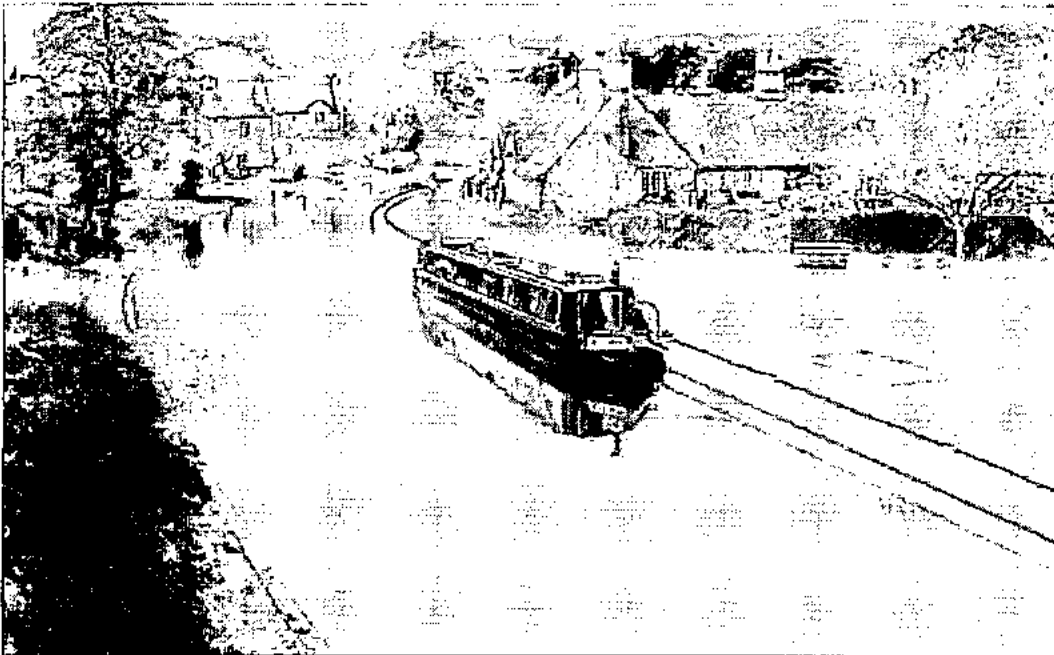
**Countryside Recreation Network Seminar**

**'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

**CASE STUDY: HLF FUNDING - KENNET & AVON CANAL RESTORATION**

*Terry Kemp  
Economic and Social Development Officer  
British Waterways*

**Creating a Sustainable Environment**



Terry was the Project Coordinator for the lottery project on the Kennet and Avon Canal . He therefore saw the process from the big idea through to today. His paper provides an insight into an early lottery project and shares some of the lessons learnt that are still relevant today.

**In the Beginning**

The Kennet & Avon Canal is one continuous waterway linking the River Thames at Reading to the River Avon at Bath, but it was built as three individual navigations.

The Kennet Navigation, which opened in 1723, made the River Kennet navigable westwards from Reading to Newbury by the construction of 20 locks, the majority of them with sloping turf sides rather than brick or stone-lined chambers, and over 11 miles of artificial cuts. The River Avon was made navigable between Bath and Bristol in 1727.

The 57-mile long canal joining these two separate river navigations was not completed until 1810. John Rennie was both the engineer and architect, responsible for the dramatic 29 locks at Devizes and the fine architecture of many of the structures and buildings.

Sadly, however, its heyday was short. In 1846, the Great Western Railway Company took over its running. Maintenance standards declined and traffic was discouraged by the levying of high tolls. By the turn of the century, little canal traffic remained and further contraction followed the growth in road traffic after the First World War.

In response the Kennet & Avon Canal Trust was formed - originally as the Kennet & Avon Canal Association - and in 1956 successfully petitioned against closure of the canal.

These early days signalled the start of the momentous restoration of this dramatic and beautiful waterway, but it was not until 1961 that the Inland Waterway Redevelopment Committee recommended that restoration work on the canal should begin.

In 1963, the newly-formed British Waterways Board took over responsibility for the canal and a number of restoration projects were begun with the assistance of the Kennet & Avon Canal Trust.

Many years of vigorous and determined fund raising by the Kennet & Avon Canal Trust, plus financial assistance from the local authorities along the route of the canal, have contributed the funding for the restoration works achieved.

By 1970, the flight of locks at Bath had been reopened with financial help from Bath City Council; in 1973 the canal was reopened between Hampstead Marshall and Hungerford with financial assistance from Newbury and Hungerford Rural District Councils, followed in 1976 by the opening of the section between Padworth and Tyle Mill.

Job Creation programmes from the mid 1970s made full restoration of the canal a real possibility. The major task of relining the Limpley Stoke fissured section was achieved, and in 1983 a consortium of Berkshire County Council, British Waterways, the Kennet & Avon Canal Trust, Manpower Service Commission and Newbury District Council was set up to organise the major task of lock rebuilding.

By 1984, British Waterways had relined Dundas Aqueduct and removed a landslip at Avoncliff, reopening the navigation from Bath Eastwards to Bradford-on-Avon. Then in 1989 the six locks at Crofton were completed along with much of the Devizes Flight.

The first phase of this great restoration project ended in August 1990 when HM the Queen declared the 87-mile canal reopened to navigation. Although open to boating between Bristol and Reading, much still remains to be done to complete the canal's full restoration.

The project was therefore conceived in 1995 to apply to the then newly formed Heritage Lottery Fund for the necessary funds to secure a sustainable future for the waterway.

The project totalled some £29 million of which the application to the HLF was £25 million at that time (and still is) the largest grant awarded. The work content of the project included –

major engineering works, access improvements, visitor improvements and conservation project.

### **People, Paper, Pressure**

Projects always have their fair share of people involvement, paperwork and pressure and the Kennet and Avon Canal project definitely had all three.

At the top level the main people grouping was the Kennet and Avon Canal Partnership Group.

This was made up of representatives of local government officers and members, The Kennet and Avon Canal Trust and the Association of Canal Enterprises. Behind this group there was a smaller project group to deliver the bid. Of course after the bid was granted this project group expanded to be the project team.

The issues within the project in respect of people was interesting and sometimes challenging. These issues fell into five categories-

**Partnership dynamics** – Each authority had a parochial view of the required outcomes and these would sometimes be in conflict with others.

**Project Team dynamics** – Who leads, who chairs, who has what as a project team title.

**Responsibilities** – Who does what in respect of the real work .

**Ownership** – The need for one group to own the project and with it its liabilities.

**Assumptions** - There are always assumptions about a variety of things. A key one that this project faced was the view that the bid should be capped at a lesser figure than that required as it was assumed the bid would be refused if too high.

The bid paperwork evolved as a business plan and an enormous file of the backup information.

During the project delivery the paperwork involved the writing of a Conservation Plan to guide the project works. Additionally the plan was to be a lasting inheritance to assist the waterway and its management into the future. More on this later.

The pressures were:

**Time** – being a canal wide bid there was a lot of information required.

**Quantifying the outputs** – hard facts were required

**Quantifying the outcomes** – difficulties in qualifying the softer outcomes

On top of that there was the need to achieve a balance between Time / Cost / Quality ( The normal Project Managers dilemma) Additional, as with any countryside project when the business is still open, there was the balance between Operations/ Heritage /Environment that is required. Much of this was achieved.

## **Making it Happen- Funds, Flexibility, Fixed Time**

Managing the funds had two main controls – Grant conditions and finance systems, neither were an issue though again much evolved as the project progressed.

One issue in respect of funding was that many of the people we had to deal with in the negotiations in respect of land use or purchase thought they had won the lottery. They considered that as we had such a large grant we could be generous...

Flexibility was key in all aspects of the project both in its delivery and development of the bid. Most reasons for this are obvious but the greatest reason is that 'the world does not stop so you can complete your project'.

The issues of time have been referred to but whatever the difficulties peoples expectations of the time of delivery should not be disappointed.

## **What Next – Managing, Maintaining and Monitoring**

One important outcome from the project has been a management process of sustainability monitoring.

The management approach is based on an understanding of the environment, social and economic significance of the waterway both nationally and locally, and seeks to conserve and enhance this significance, for the benefit of future generations. The Conservation Plan, a Public Transport and Visitor Management Strategy and other supporting documents, established a benchmark for the waterway's significance and its value to the local community and waterway users. The Conservation Plan, although not a statutory document was adopted by all members of the Canal Partnership and was approved by English Heritage, English Nature and the Countryside Commission.

An integrated management and monitoring programme, set out in the Conservation Plan, provides information on change and seeks to provide further understanding on the interrelationship between different sectors of sustainability (e.g. the impact of visitors on the environment and of different management decisions and techniques). The multi-disciplinary programme covering environment, heritage, visitor numbers, visitor experience, community values and economic benefits to the adjacent communities, is guiding the vision and day-to-day decision making of the SW Business Unit. This ensures that development and change are managed within acceptable limits and in an informed and 'joined up' manner. This will ensure benefits are delivered across all aspects of sustainability.

The monitoring programme is enabling:

- lessons to be learnt about the sustainability of previous work undertaken on the canal, particularly through the canal restoration, in order to inform future projects both of the Kennet & Avon Canal and other waterways.
- any deterioration in the environment or socio-economic value to be identified, so that remedial action can be taken to prevent progressive deterioration of value or irreversible loss, as well as opportunities for enhancement

- the development of a greater understanding of the robustness of the waterway environment to visitor pressure and change, its response to different management regimes, and the inter-relationship of aspects of the environment.
- an indication to be provided of the Partnership's performance in conserving the built and natural heritage, the value of the waterway to the local communities, and as a visitor attraction.

A summary report is prepared each year which sets out the survey findings, trends and recommendations for management change or further survey work. In some cases it is still too early in the monitoring programme to be able to identify significant trends, but emerging themes have been documented which are already influencing future plans as well as the management of current works.

The outcome from monitoring data allows detailed planning and management to occur, in order to ensure further improvements along the canal network which will continue to increase and manage visitor use, and preserve the canal's habitats, landscapes and associated uses for years to come.

The initiatives have raised the profile of sustainability issues at a local level and are influencing and changing the Waterway General Works Programme.

#### **Key Lessons – For Success**



The K & A Project was a while ago but lessons learnt during the process are still relevant today –

- Get public involvement - understanding of dynamics
- Understand and justify need
- Ask for what is needed not what you think you might get...
- Find a Champion to hold the project together
- Understand the world has not stopped just so you can complete your project
- Monitor and manage the results



## **Countryside Recreation Network Seminar**

### **'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

#### **CASE STUDY: SPORTS LOTTERY FUNDING - SUMMERHILL, HARTLEPOOL**

*Tony Davidson  
Manager  
Summerhill*

Summerhill is a new Country Park that was created on a network of 8 fields in low-grade arable use. Work started in late 1997 the completed scheme was launched by the Minister for Sport and Tourism in 2003. As well as a Country Park, Summerhill can be viewed as an outdoor sports centre. Summerhill is owned and managed by Hartlepool Borough Council.

The Sport England Lottery Fund was one of the key supporters to help realise the vision for Summerhill.

#### **Background**

The idea for Summerhill was developed in the mid 1990's. This involved the following stages;

- A partnership was established between Hartlepool Borough Council, Tees Community Forest, The Countryside Agency, The Forestry Commission and Sport England.
- Partners recognised the potential for creating a 'Primary Gateway' site within the Community Forest on the edge of Hartlepool at the area known as Summerhill.
- The proposal for Summerhill was developed by a number of guidance documents including a feasibility study by ASH Consultancy.
- The development work was supported by community consultation through public meetings and surveys.
- To guide the sporting aspect of Summerhill the 'Summerhill Sports Partnership' was formed. This comprised of local, regional and national sporting bodies. Some of these bodies were directly connected to the key sports provided for at Summerhill, others recognised and supported the wider value of what was being suggested for the site.

#### **Funding**

Summerhill was a £2.2million capital project supported by 15 different funders. The funding from Sport England Lottery Fund was the largest at £934,228. The bid to the Sport England Lottery Fund had the effect of tying the whole funding package together. As well as the Sport England Lottery Fund key supporters were;

- European Regional Development Fund
- Countryside Agency

- Hartlepool Borough Council
- The Capital Challenge Scheme
- The Woodland Grant Scheme
- The Countryside Stewardship Scheme
- Health Action Zone funding
- Community Safety funding
- Private funding

Additionally Summerhill received a donation of 27,000 trees from a paper recycling company!

The funding make up was a complicated package of different supporters each with different objectives and timescales. Some schemes (ERDF) had very tight timescales linked to the calendar year, others were longer term. One funding package, the Countryside Stewardship Scheme, is still active based as it was on a 10-year programme of works.

### **How the money was spent**

The two primary aims for Summerhill was to make improvements for conservation and outdoor sports. Conservation included new tree planting, meadow and wetland creation, hedgerow management and the preservation of sites of archaeological interest. Although the sporting side of Summerhill has created the biggest public impact, the fact that the site has established new woodland in an area of very low woodland cover has resulted in a key contribution being made to local nature conservation, a fact recognised by Summerhill's designation as a Local Nature Reserve in 2004.

For the sporting side of Summerhill 8 key sports were identified. They were

- Rambling
- Horse riding
- Cycling
- Cross country running
- Exercise and fitness
- Orienteering
- Archery
- Rock climbing

Facilities for each of these sports are provided for at Summerhill in some way.

The vision for Summerhill also involved creating a new access road and car park and building a Visitor Centre. Due to the sporting nature of Summerhill the Visitor Centre includes changing rooms. There are also a number of arts features including sculpted metal insects and the Longscar Sound Beacon. Located at the far end of the site when you stand under the Beacon it plays an especially composed song ('I'll be watching the shore').

Finally, as part of Summerhill a Forest Mobility scheme was developed. Working with the Hartlepool Access Group (a group of people with disabilities based in Hartlepool) Forest Mobility aims to provide facilities and features that enable people with disabilities to enjoy

Summerhill and the wider countryside. We currently have 3 mobility scooters for use free of charge.

In effect the development of Summerhill was a series of sub-projects from larger construction projects such as the Visitor Centre to hedgerow restoration under the Countryside Stewardship Scheme. The sub-projects were undertaken in a variety of ways. For the principle sporting facilities, such as the Boulder Park, a design working group was formed. The group set a design brief and staged a design competition involving 3 specialist manufacturers. A budget was set so everyone had to submit a design to that amount (£140,000 – in 1998). Other developments were lead by sporting organisations, the orienteering for example, being worked out in conjunction with the Cleveland Orienteering Klub. The Visitor Centre and main landscape design were designed and contract managed 'in-house' by the Council's architects.

### **Key features**

- Outdoor open access Boulder Park – the largest of its type in Europe
- Open access BMX course, now developed to competition standard
- Shared 'Multi user route' around the site for cyclists, horse riders and walkers
- Routes for cross country events (cycling and running)
- The whole site has been mapped for orienteering and a permanent and 'Trail O' course set
- Indoor archery in the Visitor Centre with summer outdoor provision
- Junior Play area and Junior Adventure and Fitness Area (JAFA) combining play with exercise
- Trim trail around the site
- High Level Ropes course

### **Progressing and managing the funding**

The funding bid to the Sport England Lottery Fund was clear as to what the fund would and would not support. Some elements (the trim trail) were totally funded from the Sport Lottery award, others (the Boulder Park) were split between the Sport Lottery and other funders (in this case the ERDF).

Clearly there were elements of Summerhill that the Sport Lottery could not fund. This included the tree planting and meadow management. These elements were funded by other schemes.

A key part of the bid was to demonstrate not only what we were planning to do but how it would be managed and effectively used in the future. This included indicating areas where some income would be generated. Essentially charges are made for use of some facilities, for groups undertaking activities and for public events. Whilst the principle of making some income was accepted it was clear that Summerhill should be seen as essentially a community facility with charges part-supporting the running costs.

Hand in hand with the work to create Summerhill was work to encourage and support the use of the facility. To enable this to happen Hartlepool Borough Council made a large commitment in terms of revenue and staffing budget, the latter in part involving a minor staff restructure.

### **Lessons learnt**

- Partnership working is vital
- Having a vision and being able to work towards the vision
- Establish clear priorities with funders, in the case of the Sport Lottery we had to demonstrate that Summerhill was a major sporting initiative as well as a Country Park.
- Certainty of ownership and a major commitment from Hartlepool Borough Council to provide the revenue costs to enable Summerhill to be maintained, used and developed in the future
- Strong links established with the Council's Sports Development team as well as the Countryside team.
- Some ideas on the bid required revising in conjunction with the sponsors – be flexible! In the case of archery the original idea was to provide an outdoor facility. This was revised with the construction of the Visitor Centre where archery could be accommodated indoors. Now archery is one of the most popular sports!
- Expect it to take a bit of time – Summerhill took about 10 years from the initial thoughts to the final launch.

### ***Stop press!!***

The BMX course hosted its first regional event on Sunday 2<sup>nd</sup> July. Developed by a local group of riders (North East BMX), for details check [www.bmxtalk.co.uk](http://www.bmxtalk.co.uk) or [www.northeastbmx.co.uk](http://www.northeastbmx.co.uk)

## **Countryside Recreation Network Seminar**

**'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'**

### **CASE STUDY: ARTS LOTTERY FUNDING - ROUTE TO HEALTH**

*Jason MacLean  
District Forester  
Forestry Commission, England*

*and*

*Lisa Shephard  
Arts Development Officer  
Cannock Chase District Council*

#### **Summary**

The Route to Health is a one mile long easy access trail on Forestry Commission land at Birches Valley Forest Centre on Cannock Chase in Staffordshire. What makes the trail special is that it is lined with health themed artworks created by local and hard to reach community groups.

The project brings together artists, health care professionals and community groups in order to produce an art piece about a particular health topic. The process has led to the direct engagement of over 550 hard to reach participants, some of whom now regularly visit the trail to experience the health benefits of the great outdoors. Visitor numbers on the trail have increased significantly from 5,000 per year to over 50,000 per year, surveys and evaluation highlighted that 28% of these visitors had either been involved or know someone who has been involved in the project.

The project is delivered through a strong partnership and is described as being resource rich but cash poor. An important grant was awarded by the Arts Council England to a closely linked project to help continue and develop the aims of the Route to Health project. This important cash boost allowed the development of an additional 6 benches based around a variety of health topics in partnership with local community groups including

- Young offenders
- Young carers,
- Millennium Volunteers
- The Phoenix Club and various others.

The project has delivered outcomes far greater than its scale or its budget would suggest, especially for the community groups involved. It has also been used in a variety of national and regional publications to demonstrate partnership working, community engagement and links between health and the environment. The project contributed towards one of the partners achieving Beacon Status for healthier communities and was awarded the "Most effective small team or project" prize in 2006 by RegenWM.

## **Background**

The fourth annual launch is due on the 8th October 2006. The project aims to promote woodlands as a venue for health and wellbeing. The project partners all aim to encourage "hard to reach" audiences (such as people with mental health issues, sedentary, disabled, teenagers, elderly, minority or socially deprived) to visit the forest and enjoy both the physical and mental benefits associated with it. The project also aims to raise awareness of particular health issues to the groups most at risk and aims to sign post people onto health services and additional physical activity opportunities (such as longer walks, cycling, dancing, orienteering, local clubs and groups etc.) Art is used as the main tool for engaging people as it breaks down many barriers and is valuable and usable for all abilities and age ranges.

## **Partnership**

The three main partners are the Forestry Commission, Cannock Chase Primary Care Trust and Cannock Chase Council. The project has also received cash support from the Arts Council for England and from the Countryside agency.

## **Reality Check**

The Route to Health project and partnership was expanded for an Arts Council award into the Reality Check project. Although Reality Check is a much wider project covering Cannock Chase District and a range of health issues, the route to health has benefited from it in the shape of 6 community built benches that form part of the trail. This element of the Reality Check project is called "Walk to Win".

## **Process and Principles**

The principles behind the project are that by engaging targeted groups in art projects, which are linked with a health topic and health professional, they will learn about that topic. The artworks produced are then (some are produced on site) set out around the trail so that participants are able to come and visit them with friends and family and general visitors also learn about that particular health topic via the artwork and interpretation. It is the process rather than the final art piece that is most valuable. Art pieces are a mixture of semi-permanent and temporary pieces in order to keep the trail fresh and interesting. The trail is 1 mile of moderately well surfaced path on flat ground with plenty of rest stops.

### **Case study example**

A group of fourteen young people from the Millennium Volunteers and Princes Trust decided that a health topic of particular relevance to them was smoking. They explored the links between smoking and health in a practical way by undertaking activities such as cycling and by working with the smoking cessation team from the Primary Care Trust.

They undertook workshops with an artist and all contributed towards the design of the proposed bench. The artist then incorporated elements from the workshops into the final design, which was carved by chainsaw from an enormous piece of Redwood. The group then came back to hand carve the finishing touches before the bench was sited on the trail.

It depicts the negatives associated with smoking on one side and the positive impacts that giving up can bring on the other.

The group grew in confidence as the project developed and ended up arranging their own official opening and celebration event for the bench.

Many of the young people involved in creating the bench now visit the site to show the bench to friends and family. The total cash cost of this example was £1,700 paid for by the Arts Council. The total for all six benches was £6,900.

Tips for making a successful bid to Arts Council England

In order to be successful the application must meet the key aims of the Arts Council, your project is more likely to succeed if it is about people, aim to make a difference and address key issues. It is important that it meets or compliments the Arts Councils regional, sub-regional and County priorities, ensure a good strategic fit. It is always worth researching previous awards in your area, art forms, and best practice in order to avoid duplication and remain innovative.

Involve your Local Authorities, as they will often be asked to comment on applications, make use of the professional help available through the Arts Development Teams or equivalent. Work in partnership and involve local people, aim to build confidence by addressing things like equal opportunities, commitment from partners, experience, capacity to deliver and demand. Speak to your regional Arts Council staff at an early stage, build in comprehensive evaluation and be prepared to share best practice.

### **Some key findings**

The project has been extensively and independently evaluated throughout in order to demonstrate the role that art can play in engaging people and the link between the environment and health. A couple of the key findings are listed below to highlight how the Arts can be used by the countryside sector in order to meet a variety of objectives.

- 81% of people answering the Route to Health questionnaire agreed with the statement "The healthy themed artworks, combined with supporting information is a successful way of getting key information to people"
- 85% of people said that the Route to Health had made them think about their own health.
- 34% of people said that the artworks had informed them about a health issue, which they wouldn't normally read or think about.
- 32% were inspired to build physical activity into their life
- 29% said they were inspired to change something about their diet or habits.
- 63% of people agreed with the statement that "the artworks generate interest and provided a reason for walking the rest of the trail."

All of the people interviewed as part of the "Walk to Win" evaluation process talked about the walking trail and how they used the walking route:

**"Clients go back independently"** Spring Meadow Mental Health and Rehabilitation Therapy Unit

**"When we go on bike rides on the Chase we stop in front of the bench and explain to the young people that other carers made it!"** Young Carers



## **Countryside Recreation Network Seminar**

'THE NATIONAL LOTTERY AND COUNTRYSIDE RECREATION'

### **CASE STUDY: HLF FUNDING - DIVIS AND BLACK MOUNTAINS, BELFAST**

*Dave Morton*

*Community Engagement Officer*

*The National Trust, Divis and the Black Mountain*

#### **Introduction**

June was an interesting and hectic time in the life of the community engagement officer on the Divis site, the property was officially open to the public one year on the 26<sup>th</sup>, and far from slowing down, momentum and interest in the goings on the hill seem to increase weekly! Shared visions at various conferences and gatherings saw us saturated with inspiration and enthusiasm to see things change and improve.

The aim of this presentation was not to tackle the ins and outs of funding, Lottery or otherwise, that is after all down to the bean counters! It was instead to give some focus on what the fruits of their massive labours in churning out applications, justifications etc. actually has begun to achieve on the ground. How this funding translates from spreadsheets, graphs and documents to real projects that change the lives of those involved. Exciting times are afoot in the hills above Belfast!

#### **What and where are we?**

Divis is a 1500 acre upland site perched directly above North and West Belfast forming a dramatic and imposing backdrop to the classic areas of the Shankill and Falls Road that we all know of. The nature of the property provides huge opportunities as well as challenges for site management. On one hand we have the resource of a huge and stunning open space on politically neutral ground above the City, and on the other we have an urban fringe property bordering some of the UK and Europe's most troubled residential areas.

Part of the Divis vision was to turn these challenges and difficulties, with the help and support of our communities, into opportunities for involvement, and make the site and indeed the National Trust as a whole a community player in the gradual rebuilding of the City.

#### **Nature of the site?**

The Divis property comprises a rare mosaic of upland heath, blanket bogland and grassland rising to the summits of the Black Mountain and Divis at 1275ft and 1562ft respectively. In addition, the site is rich in archaeology, promising to possibly yield a new monument type for Ireland within the dozen or so sites found to date. On the infrequent and wonderful clear days on site, views extend across Belfast to Scotland, the Lake District, the Isle of Mann and even as far as Snowdonia, Wales.

## **How Much?**

Funding for the purchase of the site as well as the delivery of wardening and community engagement services came from three main sources.

Heritage Lottery c £1.3 million.

The National Trust c £1 million.

Environment and Heritage Service (English Nature equivalent) c £650 thousand.

Without funding from our partners and their shared faith in the overall vision of the project, purchase of the site and delivery of the project would have been impossible.

## **One year in, where are we coming from?**

Prior to purchase almost two years ago, the Divis site really was a model of worst practice in terms of access and conservation! The previous occupants, the MOD had for obvious reasons made the site as unwelcoming as possible with barbed wire and 'keep out' signs the order of the day. Also, along with the rest of the Belfast Hills, Divis had suffered from illegal landfill, fly tipping etc. An issue ignored for decades with the backdrop of the troubles, as environmental enforcement took very much a back seat position in the priorities of the law.

Overall in the Belfast hills we are inheriting a legacy of a ruined landscape above a troubled City. We only have a short time to secure and restore the lands, and ensure their protection for future generations before development moves in. It is worth noting at this point that in Northern Ireland we have no right of access to private land and as the enclosures act didn't exist here, no legacy of public footpaths, bridleways or rights of way.

## **What did we set out to do?**

In its broadest sense we set out to give the Mountain back to the people of the City and make it once again an extension of their community space. In addition, we aimed to take the National Trust and place this organisation at the heart of the local communities allowing us to be a true community partner across the City.

Through the appointment of a full time warden and a community engagement officer, we aimed to guide and educate local people to assist with the management and running of the site, taking ownership and responsibility for what happens there, and ensuring the long term protection of this resource.

From the start of the project we have operated an open door policy to those who would wish to be involved in any way, and have spent a great deal of time literally knocking on doors to promote this involvement. This has seen groups from all sections of the community involved in reclaiming their mountain, and also feeding ideas into how we can begin to develop education programmes, training schemes etc. once infrastructure is installed.

## **Barriers to success**

Each property faces its own portfolio of barriers to successful operation; some are universal while others can be quite site specific; some are easily solved while others, with the best will in the world, are simply impossible at that time.

With a combination of motivated staff and community input, we have set out to solve some of these problems. Issues range from wheelchair access, to the fact that the gate to the site is slightly closer to nationalist West Belfast, and therefore some members of the unionist North of the City, unable to safely pass through nationalist areas, feel unable to easily access to property.

The appointment of a dedicated community officer in this case allows The National Trust to sit on various City partnership boards, providing a face to face open contact to resolve these issues.

## **Involvement of all!**

It was essential that right from the start we on site were seen to involve all sections of the community. To us that meant more than the usual religious divide, and included ethnic minorities, young people, disabled groups etc. in both decision making and physical works.

A large part of this initiative was initially through volunteering with around two years work achieved in less than six months by local community volunteers. Adding to this was the involvement of disabled groups in informing access plans. Rather than designing a site and proposing how it should be navigated and interpreted, we proactively have begun to involve disabled groups to come up and use the site, and to let us know what the problems are, and help us look at workable solutions.

## **Why? To what end?**

From a personal point of view, one of the most important things the Divis site can facilitate is the reconnection of people, all people, to their natural environment. As staff and landscape professionals it is up to us to guide this reconnection and promote the physical, mental and community benefits that can arise. Divis certainly cannot solve the problems of the City or the problems of the individual, no project or space can do this, but with the help of our community partners, funders and others, we are able to play our part and at the same time protect a unique and stunning landscape for generations to come.

**APPENDIX A**

## The National Lottery and Countryside Recreation Seminar

### PROGRAMME

**09.30 Registration and refreshments**

**10.00 Welcome by chair** - *Glenn Millar, British Waterways*

**10.10 Heritage Lottery Fund**  
*Anne Jenkins, Regional Manager, West Midlands*

**10.35 Sport England Community Investment Fund**  
*Paddy Herlihy, Head of Strategic Planning and Partnerships, South East Region*

**11.00 Refreshments**

**11.25 Arts Lottery Fund - Arts Council**  
*Ian Danby, Head of Resource Development*

**11.50 The Big Lottery Fund**  
*Jane Puzey, West Midlands Regional Policy Adviser*

**12.15 Question and Answer Panel Session**

**12.40 Lunch**

#### **Afternoon Case Studies**

**13.35 HLF funding - Kennet & Avon Canal Restoration**  
*Terry Kemp, British Waterways*

**13.55 Sports Lottery Funding - Summerhill, Hartlepool**  
*Tony Davison, Manager*

**14.15 Arts Lottery Funding - Route to Health Project**  
*Jason MacLean, District Forester, Forestry Commission and Lisa Shephard, Arts Development Officer, Cannock Chase District Council*

**14.35 Refreshments**

**14.55 HLF Funding - Divis and Black Mountains, Belfast**  
*Dave Morton, Community Engagement Officer*

**15.15 Question and Answer Panel Session**

**15.35 Summary (Chair)**

**15.45 CLOSE**

**APPENDIX B**

## **BIOGRAPHIES OF SPEAKERS**

**'The National Lottery and Countryside Recreation Seminar'  
The Priory Rooms,  
Bull Street, Birmingham  
22 June, 2006**

### **CHAIR**

**Glenn Millar  
Economic Development Manager  
British Waterways**

Glenn Millar is Economic Development Manager in the British Waterways Economic Research Unit.

Glenn has been with British Waterways since 1978, initially working in transport and then recreation & tourism research. Glenn now heads up a small unit responsible for:-

- assessing the economic and social impacts of waterway projects;
- securing external funding to support these; and
- developing and managing projects under various EU trans-national programmes.

From 1994 to 1998, Glenn was Vice-Chairman of the Countryside Recreation Network. He is currently a member of the PIANC (Permanent Association of International Navigation Congresses) Working Group concerned with Economic Studies on Inland Waterways and is one of British Waterways' representatives on Voies Navigables d'Europe (VNE), a consortium of European inland waterway authorities with interest in the development of canals and rivers for tourism and heritage.

Glenn holds a B.Sc.Hons. in Geography, an M.Sc. in Town & Country Planning, a Diploma in Management Studies and a Diploma in Marketing.

## **SPEAKERS**

### **Anne Jenkins Regional Manager, West Midlands Heritage Lottery Fund**

Anne Jenkins joined the Heritage Lottery Fund West Midlands Team as Regional Manager in April 2002. She had previously been Regional Manager for the East Midlands since November 1999.

Anne was previously a team leader at the Government Office for the West Midlands, dealing with, amongst other things, grants to industry for capital investment and innovation projects.

Anne read Medieval and Modern History at the University of Birmingham and has an MPhil in the early medieval socio-political history of South Staffordshire.

### **Paddy Herlihy Head of Strategic Planning and Partnerships South East Region, Sport England**

Padraig Herlihy is Head of Investment for Sport England South East. Paddy (as most people call him) works with Regional Director Sean Holt and Head of Sports Development (Delivery) Lisa O'Keefe as part of the Regional Management Team to help run the regional team.

Paddy has worked for Sport England for five years, joining as the Senior Development Manager (Facilities).

His role involves managing a team of ten colleagues, all of whom are involved in Strategic Planning, Development Planning, Facility Development, Business Support or the management of the newly devolved Lottery process within the Region.

Before joining Sport England Paddy worked in strategic planning, facility development and service management for Dartford Borough Council in North Kent, and found he was responsible for everything from priceless Anglo Saxon artefacts in the Dartford Museum to the removal of traveller's horses from Dartford Heath!

Before Dartford Paddy worked for Ashford Borough Council as Stour Centre Manager and for the Royal Borough of Kingston upon Thames in a number of facility management roles. He started his leisure career working for a pro basketball club as Club Administrator, but he never learned to play the game well!



When not at work Paddy paddles a kayak very slowly and sails an Enterprise dinghy very badly. He is Chairman of the British Quadrathlon Association, a tiny Governing Body which manages the equally tiny (and quite happy that way!) sport of Quadrathlon, in which a kayaking leg is added to the better known Triathlon format.

**Ian Danby**  
**Head of Resource Development**  
**Arts Council**

Ian has worked for the Arts Council England West Midlands since 2002, initially as the Officer for Creative Industries and Workforce Development and in his current position as Head of Resource Development for just over a year.

His team focuses on the development of partnerships with organisations and agencies traditionally not engaged with the arts. This includes working in the areas of health, regeneration, built environment and particularly with local authorities and rural working. He is a passionate believer in the role of the arts to generate positive experiences and deliver against other agendas.

Ian has previously worked for a number of organisations involved in the support of the Creative Industries including managing the Custard Factory arts and media centre and working as a creative business advisor for the Princes Trust. He is currently the chairman for the Birmingham and Solihull awards panel and a Princes Trust business mentor.

**Jane Puzey**  
**West Midlands Regional Policy Adviser**  
**The Big Lottery Fund**

Jane's career has been in the voluntary sector, working for several environmental and health care charities including The Wildlife Trusts, Transport 2000 and British Red Cross. She enjoys fundraising, working with partners to get projects off the ground and helping organisations develop.

Jane joined the Big Lottery Fund six months ago and sees her role as making sure Lottery funding makes a difference where it is most needed.

**Terry Kemp  
Economic & Social Development Manager  
British Waterways**

Terry Kemp is the Economic and Social Development Manager South West within British Waterways. He has varied and wide experience in waterways, community and funding projects both inside and outside British Waterways. He was the project coordinator for the £29 million grant application to HLF for the Kennet and Avon Canal and now leads a team that is looking at the sustainability monitoring of the waterway, post HLF funding. Now in his final year with British Waterways he will still be working on funding and community projects as advisor and consultant.

**Tony Davison  
Manager  
Summerhill**

Tony joined Hartlepool Borough Council in 1996 following a number of years with Groundwork. His initial role with the Council was working on Rights of Way and countryside projects throughout the Borough. Tony took up the position as 'Summerhill Development Manager' in 1997 at the beginning of the scheme - the site that is Summerhill today was at the time simply 8 fields in low grade agriculture.

Since 1997 Tony has overseen the development of Summerhill as a major Country Park specialising in outdoor activities. Today Tony has a staff team of 8 that help manage the Visitor Centre and site and run a wide range of activities. Additionally he oversees the Council's Beach Safety team including the lifeguard service and recently has taken temporary charge of the Boroughs Countryside Warden team.

**Jason MacLean  
District Forester  
Forestry Commission England**

Jason has worked for the Forestry Commission since 1997, initially in the Lake District and the North West and now in the West Midlands.

His current role is to oversee all of the social and environmental programmes in the West Midlands Forest District. His area includes over 100 publicly owned woodlands spread across 8 counties hosting an estimated 4 million day visitors each year. He also oversees the West Midlands conservation programmes including the reversion of 6,000 hectares of plantations to native broadleaved woodland and the management of 14 SSSI's.

Jason has previously worked for a number of organisations including the Wildlife trust, local authority and the private sector. He is a graduate in both Environmental Management and Recreational Land Management.

**Lisa Shephard  
Arts Development Officer  
Cannock Chase District Council**

Lisa has worked for over 5 years as an Arts Development Officer at Cannock Chase District Council. She has spent those years building strong partnerships with local external organisations in order that they embrace the arts as a tool to deliver difficult objectives. Her past experience of working as a community artist in many health environments has enabled her to embed arts and health within the Council's Arts Development Service Plan and to secure a dedicated post to this area of work.

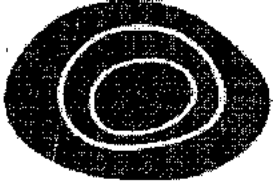
Her current role is diverse, from supporting individuals with their professional development to generating new initiatives with health service providers.

**Dave Morton  
Community Engagement Officer  
The National Trust, Divis and the Black Mountain**

Dave has worked with The National Trust in Belfast for around four years, initially as a countryside warden and now as community engagement officer on the newly opened Divis site.

Previous to working with the Trust, Dave studied Geography and Archaeology at Queens University, while working part time alongside families within the Maze and Maghaberry prisons.

**APPENDIX C**



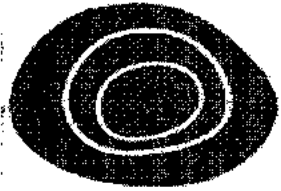
# Countryside Recreation Network

The National Lottery & Countryside Recreation

22 June 2006

Delegate List

Jon	Balaam	Bedfordshire County Council
Simon	Barnett	West Berkshire Council
Carl	Baron	Tameside Countryside Service
Alison	Boden	Wyre Borough Council
Paul	Catton	Forest of Marston Vale
Jo	Chaffer	Friends of the Lake District/Cumbria County Council
Gill	Cox	Loch Lomond & The Trossachs National Park
Steve	Crowther	Milton Keynes Council
Deborah	Davies	Wolverhampton City Council
Chris	Dean	Moors for the Future
Hannah	Dinneen	Loch Lomond & The Trossachs National Park
Lynne	Dunn	Cardiff County Council
Les	Ford	Trans Pennine Trail Project
Rob	Goodliffe	North Norfolk District Council
Clare	Gronow	East Dorset Countryside Management Service
Jo	Hale	Hampshire County Council
Malcolm	Hankey	The Civic Trust
Sheila	Hennings	Essex County Council
Alan	Hulme	Yorkshire Dales National Park Authority
Marie Eva	James	Kent County Council
David	Keeley	Wolverhampton City Council
Laura	Kitson	River Nene Regional Park
Phil	Lendon	The Countryside Agency
Neil	Lister	Suffolk Coast and Heaths Unit
Paul	Lonergan	Kent County Council



# Countryside Recreation Network

The National Lottery & Countryside Recreation

22 June 2006

Delegate List

Elliott	Lorimer	Lancashire County Council
Sarah	Manchester	New Forest National Park Authority
Kevin	Mann	British Waterways
Chris	Marsh	Environment Agency
Brian	Nicholson	Redcar and Cleveland Borough Council
John	Nuttall	British Waterways
Rebecca	Pell	Worcestershire County Council
Kate	Philips	Kent County Council
Rhonda	Pursglove	Peak District National Park Authority
Claire	Quigley	Environment Agency
Veronica	Reynolds	Countryside Agency
Sunny	Singh	Forestry Commission
Lee	Skinner	Isle of Wight Council
Petra	Slangen	North York Moors National Park
Nick	Smith	British Waterways
Martin	Stark	Environment Agency
Richard	Taylor	Derbyshire County Council
Mike	Thomson	Leicestershire County Council
Abigail	Townsend	Countryside Agency
Carly	Webster	Wyre Borough Council
Richard	Weston	University of Central Lancashire
Linda	Wilks	The Open University Business School
Helen	Wood	Worcestershire County Council
Alex	Woollen	Moors for the Future

**APPENDIX D**

## Heritage Lottery Fund

Anne Jenkins

Regional Manager, West Midlands



### Where does your Lottery £ go?

- 50p Prizes
- 28p Good causes
- 12p The Treasury
- 5p Camelot (0.5p profit)
- 5p Retailers



### Where does the good causes money go?

- 49.9% Big Lottery Fund
- 16.7% Sport England
- 16.7% Arts Council
- 16.7% Heritage Lottery Fund



### HLF Aims 2002-2008

- To encourage more people to be involved in and make decisions about their heritage
- To conserve and enhance the UK's diverse heritage
- To ensure that everyone can learn about, have access to, and enjoy their heritage

We also aim to bring about a more equitable spread of our grants across the UK



### What is heritage?

- Historic buildings
- Records and collections
- Oral history
- Language heritage projects
- Countryside and habitats
- Designed landscapes
- Objects and sites that are linked to our industrial, maritime and transport history
- Culture and local traditions



### Who can apply for a grant?

- Public or not-for-profit organisations such as:
  - Community or voluntary groups
  - Local authorities
  - Other public-sector organisations
  - Parish Councils
  - Charities/ Trusts





### Who can apply for a grant?

#### All organisations

- Need a bank or building society account and
- A constitution or set of rules.



### Grant Programmes

- Awards for All £500 - £5,000
- Your Heritage £5,000 - £50,000
- Young Roots £5,000 - £25,000
- Heritage Grants £50,000 plus
- Repair Grants Scheme for Places of Worship
- Townscape Heritage Initiative
- Public Parks Initiative
- Landscape Partnership Scheme
- Project Planning Grants



### Heritage Grants

#### Your project must:

- Conserve and enhance our diverse heritage; or
- Encourage more people to be involved in their heritage;
- Or both of the above.

#### All projects must also:

- Make sure that everyone can learn about, have access to and enjoy their heritage.



### Heritage Grants

- Activity and/or capital projects
- Grant request over £50,000
- Partnership funding requirement
  - 10% for grants of up to £1 million
  - 25% for grants of over £1 million
- Single Stage or Two Stage Process



North Arden Heritage Trail



### Your Heritage

Your project must either:

- Conserve and enhance our diverse heritage; or
- Encourage communities to identify, look after and celebrate their heritage

The project must also:

- Increase opportunities for learning about heritage; and
- Open up heritage resources and sites to the widest possible audiences



### Your Heritage

- Grants of between £5,000 and £50,000
- Decision within 3 months
- No application deadlines
- Contribution to the costs of the project either in cash or 'in kind' e.g. time, materials, premises and so on
- Activity and/or capital projects



### Young Roots

Projects should:

- Involve young people aged 13-20
- Relate to the UK's heritage
- Be delivered by partnerships between youth and heritage organisations
- Increase opportunities for learning about heritage
- Promote involvement in heritage for young people



### Young Roots

- Grants range between £5,000 and £25,000
- Projects last for up to 18 months
- Contribution to the costs of the project either in cash or 'in kind' e.g. time, materials, premises and so on



### Landscape Partnerships

For schemes which provide long term social, economic and environmental benefits for rural areas by:

- Conserving or restoring the built and natural features that create the historic character of the landscape;
- Conserving and celebrating the cultural associations and activities of the landscape area;



### Landscape Partnerships

- Encouraging more people to access, learn about, become involved in and make decisions about their landscape heritage;
- Improving understanding of local craft and other skills by providing training opportunities.



### Landscape Partnerships

- Partnership led projects including local, regional and national interests;
- Grants between £250,000 and £2 million;
- Partnership funding contribution a minimum of 10% or 25% for grant requests of below or above £1 million respectively;
- Stage 1 applications accepted 1 April and 1 October



### Parks for People

- Increasing the range of audiences;
- Conserving and improving the heritage value;
- Increasing the range of volunteers involved;
- Improving skills and knowledge through training;
- Improving management and maintenance.




### Parks for People

- Run in partnership with Big Lottery Fund
- Capital works for 3 years/activities for 5 years
- Grants between £250,000 and £5 million
- 25% minimum partnership funding requirement
- Stage 1 applications accepted 31 March and 30 September





 Heritage  
Lottery Fund

#### Project Planning Grants

Grants of £5,000 – £50,000 to produce specialist reports to help you plan your project. These include:

- Access plans
- Conservation management plans
- Audience development plans
- Other types of specialist reports

Non-public-sector organisations can use the grant to employ someone to help them plan their project


 Heritage  
Lottery Fund

#### Project Planning Grants

A Project Planning Grant should lead to a Heritage Grants or Special Programme application


Project Planning Grants are not for:

- Options appraisals
- Feasibility studies
- Business plans
- Market research or
- The cost of planning approvals

 Heritage  
Lottery Fund

#### Tips on making a good application to HLF

- Talk to us first!
- Read the guidance notes in the application pack before filling in the form – including the checklist
- Include all the information we ask for – use the checklist
- Do not assume prior knowledge on our part
- Be realistic!

 Heritage  
Lottery Fund

#### For more information or an application pack contact

Information Team  
Heritage Lottery Fund  
7 Holbein Place  
London  
SW1W 8NR

or  
Development Team  
Heritage Lottery Fund  
Bank House  
8 Cherry Street  
Birmingham  
B2 5AL

Helpline: 020 7591 6042

E-mail: [enquire@hlf.org.uk](mailto:enquire@hlf.org.uk)

Website: [www.hlf.org.uk](http://www.hlf.org.uk)

Tel: 0121 616 6870

 Heritage  
Lottery Fund

## Money, Money, Money



Padraig Herlihy  
Head of Investment,  
Sport England South East

SPORT ENGLAND  
The nation's biggest sports funder

## The right attitude

- No 'grant chasing'
- Start with a development plan
- Can you deliver?
- Can you sustain delivery?
- Focus on getting stuff done
- Make the links now
- Start delivering now

SPORT ENGLAND  
The nation's biggest sports funder

## The process of a project

- What you are already doing?
- What are you not doing?
- What would you like to do?
- How could you do it?
- What would you need to do it?
- Who could help you do it?
- What spare resources do you have?
- What else do you need?



SPORT ENGLAND  
The nation's biggest sports funder

## The Development Plan

- Must have a specific and detailed development plan
- Outcomes desired
- How will you prove you have delivered these outcomes?
- Strategic links – who else wants these outcomes?
- Methods to be used
- Equity considerations – is this for everybody?
- Partnerships to be developed
- Use best practice examples to get ideas and guidance
- How can you keep this going in the future?
- What resources will you need?
- What resources can you get?
- Where from?

SPORT ENGLAND  
The nation's biggest sports funder

## Strategic links

- Show the links with -
- Governing Body of Sport Regional and National development strategies
- Local Authorities Leisure Strategies and Sports Development Plans
- The Regional Sports Board's Strategies – Mission Possible
- Other Strategies – Primary Care Trust etc.

SPORT ENGLAND  
The nation's biggest sports funder


## Local need

- Evidence of demand for the project
- Who will use it or take part?
- How often will they use it?
- Programme of use
- Will it adversely affect similar facilities?
- What will happen if project doesn't happen?
- Concentrate on hard evidence – many sources and many types of evidence

SPORT ENGLAND  
The nation's biggest sports funder

## Who can help?

- County Sports Partnerships
- Community Sports Networks
- Club members
- Sports Development Officers
- Governing Body
- Local Authority Lottery Link Officer
- Consultants?
- Sport England Regional Staff

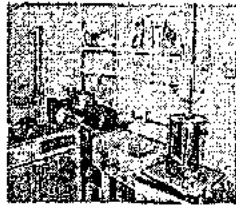


**SPORT ENGLAND**  
The nation's biggest sports agency

## Generating resources

How much have you got?

- Really?
- How much could you get?
- Other funders – why should they invest?
- What do they want?
- Can you provide this?
- Can you prove it?
- Do you want to provide it?



**SPORT ENGLAND**  
The nation's biggest sports agency

## Funding Partners

- Local Authorities
- Foundation for Sport and the Arts
- Playing Fields Association
- Governing Body
- Fundraising
- Charities
- Sponsorship
- Bank Loan
- Partners
- Every little helps!

**SPORT ENGLAND**  
The nation's biggest sports agency

## The Sport England Community Investment Fund



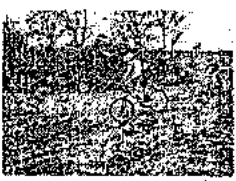
**SPORT ENGLAND**  
The nation's biggest sports agency

## Background

- Closed Community Capital Fund
- Game Plan
- £2 billion – did it work?
- Monitoring of schemes
- National Framework for Sport
- South East Plan for Sport – Mission Possible

**SPORT ENGLAND**  
The nation's biggest sports agency

## Community Investment Fund

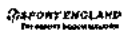


- Criteria – check the website!
- A few key messages-
- Best practice
- Innovation
- Willing to be a test case
- Extra-ordinary!

**SPORT ENGLAND**  
The nation's biggest sports agency

### Increase participation

- Projects must be helping us achieve our goal of increasing participation in sport by 1% per annum in the South East.
- We are looking for projects that will deliver significant year on year increases in participation.
- Better than 1% and sustainable!
- How are you going to measure it?



### Links to Sport England Strategies

- Projects must demonstrate links with the South East Plan for Sport and the Framework for Sport (available on our website).
- Our regional plan "Mission: Possible" is a wide ranging document. You must be delivering against one of the priorities.
- Use the language and the strategic links.



### Links to the Delivery System for Sport

- Role of County Sports Partnerships
- Role of Community Sports Networks
- Building Capacity
- Talent Development
- Increasing participation



### Partnership funding

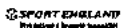


We are looking for applicants to provide more than 65% of the partnership funding from their own and other sources.



### Other Strategies

Projects should be specifically referenced in governing body and local authority strategies



### Likely maximum awards


We are unlikely to grant awards over £400,000 and the minimum is likely to be £50,000 capital and £30,000 revenue.



## Sustainability



Projects must demonstrate sustainability in both project development, business planning and environmental impact.

 SPORT ENGLAND  
The National Lottery Charities Board


## Innovation

- Projects must be innovative
- Multi-purpose or multi activity projects
- Increase participation across all sections of society.
- We want projects that will be used as much as possible.
- We want to see the optimum usage of facilities we fund - all day everyday if possible!

 SPORT ENGLAND  
The National Lottery Charities Board

## Finances

- £4 million to last for the next 3 years
- 8 million population in the region
- £1.6 million per year
- Capital and revenue
- 4 years ago = £2 million per MONTH
- If capital is (say) £1 million pa then perhaps half a dozen schemes each year? MAX!
- Many other sources of funds

 SPORT ENGLAND  
The National Lottery Charities Board

## How to apply


- Phone enquiry line 08458 508508 OR
- Express interest on line [www.sportengland.org/funding](http://www.sportengland.org/funding)
- Initial response on eligibility
- Send details to the Regional staff
- Encourage or discourage a bid
- Application
- Considered by Regional Sport Board

 SPORT ENGLAND  
The National Lottery Charities Board

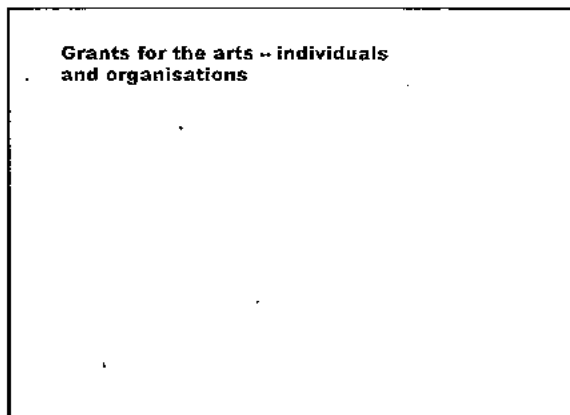
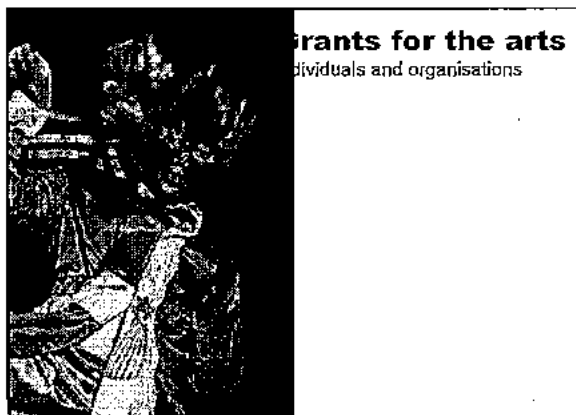
## Any questions?



- Paddy Herlihy
- 07799 348205
- [paddy.herlihy@sportengland.org](mailto:paddy.herlihy@sportengland.org)

 SPORT ENGLAND  
The National Lottery Charities Board





**Grants for the arts**

Our funding programme for:

- Individuals
- arts organisations
- people who use the arts in their work

**Our ambitions for the arts**

We use Grants for the arts to help us achieve our five ambitions for the arts. These are:

- supporting the artist
- enabling organisations to thrive, not just survive
- championing cultural diversity
- offering opportunities for young people
- encouraging growth

**Grants for the arts - individuals**

- Includes artists, performers, promoters, presenters, curators, producers, writers, groups of individuals and other individuals working in the arts
- Grants normally range from £200 to £30,000 and can cover activities lasting up to three years
- Average grant in 2004/05 - £5,000

**Grants for the arts - organisations**

- Includes arts organisations, local authorities, public organisations, partnerships, collectives, national organisations and organisations whose activity is not arts-related, including voluntary and community groups and groups of organisations
- Grants normally range from £200 up to £100,000 and can cover activities lasting up to three years
- Average grant 2004/05 - £18,000

**Examples of the type of activity we fund**

Arts-related activities including:

- commissions and productions
- organisational development
- projects and events
- research and development
- training and professional development
- buying assets
- touring
- education projects
- public art
- marketing and audience development activities

**Tips**

Read the guidance carefully to make sure:

- you are eligible
- the activity you are planning is eligible
- your application will be eligible
- you have given us enough time to reach our decision
- you fill in all the relevant parts of the application form
- you fill in the budget and it balances
- you include a written proposal following the headings we give
- you include a CV (if you are an individual)
- you enclose everything we have asked for

**Do some homework...**

- Look at our website. We have a range of information sheets that support Grants for the arts
- If you have questions about the application pack, your activity or your application, talk to us before you apply
- Research and plan your activity carefully
- Get someone else to read through your application to make sure it is clear and your budget balances

**Our approach to partnership funding**

- We expect you to find at least 10% of the total cost of your activity from other income sources
- In special circumstances we will provide a grant for the total cost of your activity. These circumstances could include bursaries for individuals or situations where there are few opportunities for raising money from other sources

**Investigate other funding sources**

Sport England [www.sportengland.org](http://www.sportengland.org) 08458 608608

Heritage Lottery Fund [www.hlf.org.uk](http://www.hlf.org.uk) 0207 591 6042

Awards For All [www.awardsforall.org.uk](http://www.awardsforall.org.uk) 0845 600 2040

Big Lottery Fund [www.biglotteryfund.org.uk](http://www.biglotteryfund.org.uk) 0845 410 2030

Screen West Midlands [www.screenwm.co.uk](http://www.screenwm.co.uk) 0121 766 1470

**How do we assess applications?**

- The artistic quality of the activity or its ongoing effect on your artistic practice (or both)
- How the activity will be managed and its ongoing effect
- How practical the activity is financially, and its future effect
- How the public will benefit from the activity, immediately or in the longer term
- The contribution of the activity to meeting our ambitions for the arts

**Too many good applications**

Priority will be given to:

- individuals or organisations that have not received funding from us before
- projects which will benefit areas of the country with social deprivation or communities at risk of social exclusion
- projects which will benefit areas of the country or communities that have limited cultural opportunities
- projects which will contribute to regional or national arts development

**Decision making**

- No one should be disadvantaged by the time of year they apply
- We aim to be clear about the issues we consider when making a decision

**In summary...**

- Do your homework
- Read the application pack carefully
- Make sure about eligibility
- If you need advice, speak to us before you apply
- Good luck!

But...

if you are not successful, get feedback from us

**How to contact us**

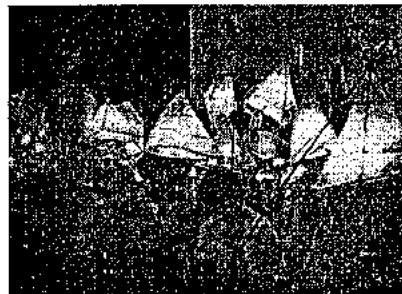
For general advice, contact our enquiry team:

- website: [www.artscouncil.org.uk](http://www.artscouncil.org.uk)
- phone: 0845 300 6200
- Textphone: 020 7973 6564
- email: [enquiries@artscouncil.org.uk](mailto:enquiries@artscouncil.org.uk)

**Examples of projects**




**Examples of projects**




Ian Danby  
Arts Lottery Fund - Arts Council


**Thank you**



## Big Lottery Fund



Jane Puzey  
Policy Adviser – West Midlands  
0121 200 3544 jane.puzey@biglotteryfund.org.uk



## Big Lottery Fund

- New (from New Opportunities Fund, Community Fund)
- Two-thirds of grants for voluntary & community sector (statutory bodies and social enterprises also eligible)
- All funding must be 'additional' to taxation
- 'Full-cost recovery' and 100% project costs
- Outcomes



### Outcomes

- People having better chances in life
- Stronger communities with people working together to tackle problems
- Healthier and more active people and communities
- Improved rural and urban environments



### Breathing Places

### Breathing Places

- BBC campaign to *'inspire a million people to create and care for thousands of green spaces across the UK'*
- Big Lottery Fund 'Breathing Places' programme for community involvement in local green spaces
- Grants of £300 - £10,000 (total £5m across UK)
- Two phases: Springwatch and Autumnwatch



### People's Millions

- Joint with regional ITV programmes
- Environmental improvements by the community
- Grants of up to £50,000
- Decision by public vote (November 2006)
- Re-opens spring 2007



### Community Buildings



- Opens summer 2006
- Capital: refurbish, extend, build
- Highly competitive (£50m across England):
  - why do you need a building?
  - how will it strengthen the community?
  - are there no other buildings you can use?



### Children's Play

### Children's Play

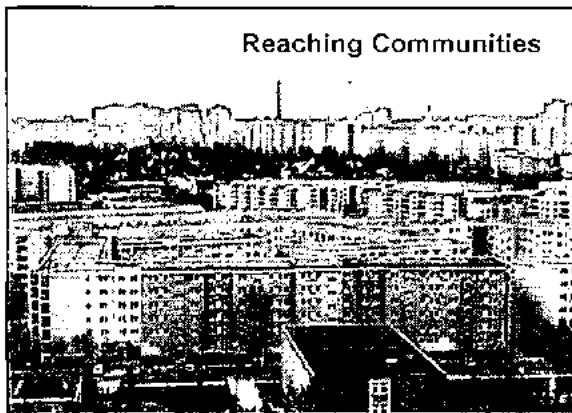


- £14 million across West Midlands for 'free play': *what children do when they follow their own ideas, in their own way and for their own reasons*
- Local Authorities to lead on developing a Play Strategy for their locality *in consultation* with users, families, communities, partners (start influencing!)
- Portfolio of projects from Play Strategy

### Playful Ideas



- Innovative projects which encourage children's play
- Eligible bodies: voluntary and community groups, town and parish councils, social enterprises
- £10,000-£250,000, capital and/or revenue

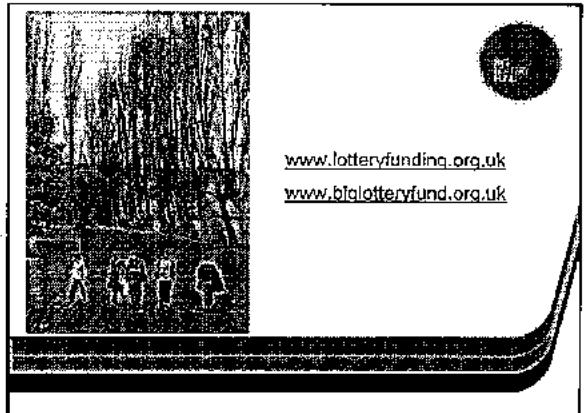


### Reaching Communities

### Reaching Communities

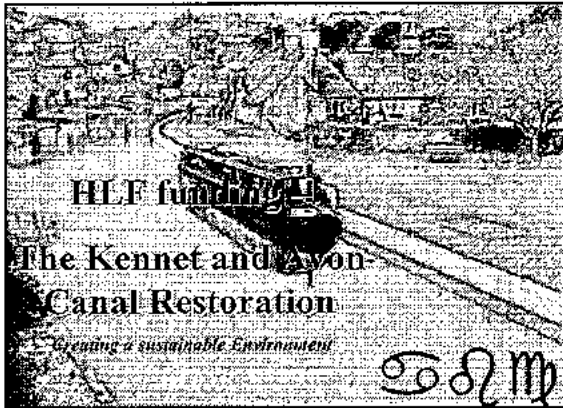


- Local solutions to local problems
- Very wide-ranging (motor access project, debt counselling, sensory garden, IT skills training)
- Aimed at voluntary and community groups (statutory bodies also eligible)
- £10,000 - £500,000 over 5 years (mainly revenue)





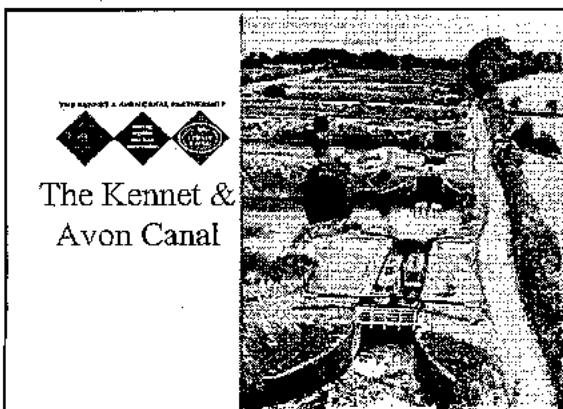
Terry Kemp  
HLF Funding - Kennet & Avon Canal  
Restoration



Terry Kemp  
Economic and Social Development Manager  
British Waterways South West

- In the beginning
  - People, Paper, Pressure
- Making it happen
  - Funds, Flexibility, Fixed time
- What then?
  - Managing, Maintaining and Monitoring
- Key lessons

### In the beginning



### The Kennet & Avon Canal

#### The Infrastructure

- 139km Bristol (River Avon) to Reading (River Thames)
- 104 Locks
- 215 Bridges
- 2 Major Aqueducts
- 203 Listed Structures
- 5 Sites of Special Scientific Interest

## The Kennet & Avon Canal

### The History

- 1794 - 1850 Active life
- 1850 - 1950 Decline - The Railways
- 1950 - 1990 Restoration to through navigation
- 1990 - 2002 Completion of restoration
- 2002 onwards Active life with sustainable future



## The Kennet & Avon Canal Partnership Project The Project

- Engineering
- Access
- Visitor Improvements
- Heritage
- Environment
- Ecology
- £29m - 5 Year Project
- £25m - Heritage Lottery Fund Grant
- £4m Match Funding from Partners



## THE PEOPLE



## The Kennet & Avon Canal Partnership Project The Partners

British Waterways  
Wiltshire County Council  
Bath & North East Somerset Council  
West Wiltshire District Council  
Kennet District Council  
West Berkshire District Council  
Reading Borough Council  
Bristol City Council  
The Kennet & Avon Canal Trust  
The Association of Canal Enterprises  
(representing 50 waterway businesses)

## People Issues

- Partnership Dynamics
- Working Group Dynamics
- Responsibilities
- Ownership
- Assumptions

## THE PAPER

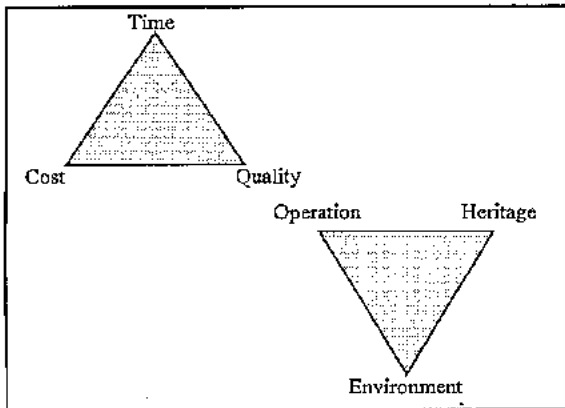



### The Kennet & Avon Canal


The Socio Economic Study Benefits

	Self Generated Income	Spend in the Community	Employment	Private Sector Investment
Existing (1994)	£400k p.a.	£10m p.a.	800	Nil
Potential (2002+)	£1m p.a.	£28m p.a.	2,600	£50m

- ### The Pressure
- Time
  - Partners
  - Quantifying the outputs
  - Quantifying the outcomes



-   
**The Kennet & Avon Canal Partnership Project**  
**THE CONSERVATION PLAN**  
Assessment of Significance
- Built Heritage
  - Landscape Heritage
  - Ecology
  - Water Quality
  - Visitor Amenity - Public Transport & Visitor Management Strategy

-   
**The Kennet & Avon Canal Partnership Project**  
**THE CONSERVATION PLAN**  
Monitors
- English Heritage
  - English Nature
  - Countryside Agency



### Managing the funds

- Grant conditions
- Finance systems
- Everyone thinks they have won the lottery!!

### Flexibility

- Remember the world does not stop so you can complete your project!

### Fixed Time

- Expectation by people to complete on time
- Expectation of funders also

### What then ?

- Maintaining
- Monitoring
- Managing



### The Kennet & Avon Canal Monitoring Sustainability

- Purpose - To measure changes in landscape / environment / heritage / visitor & user / economic indicators to enable appropriate and informed management response.

### The Kennet & Avon Canal Monitoring Sustainability

#### Monitoring Process

- To collect data of condition / content / visitor numbers / economic indications.
- To assess information in relation to context.
- To provide a system of management response through the Business Plan process.

## The Kennet & Avon Canal Monitoring Sustainability

### Principles

- Consider and recognise positive as well as negative impacts.
- To review data collection and its practical use regularly to ensure relevance.
- To presume against limits and carrying capacities but pursue acceptable ranges of change in context.

## Key Lessons- for success!



## Key Lessons

- Public Involvement-  
understanding of dynamics
- Understanding and justifying need
- Ask for what is needed not.....
- Find a Champion
- Understand the world has not stopped.....
- Monitor and manage the results

## Summerhill - Hartlepool

- 100-acre Country Park owned and managed by Hartlepool Borough Council
- Summerhill is a new Country Park that was created on a network of 8 fields in low-grade arable use. Work started in late 1997 the completed scheme was launched by the Minister for Sport and Tourism in 2003.
- The Sport England Lottery Fund was one of the key supporters to realise the vision for Summerhill as an 'outdoor sports centre'.

## Background

- A partnership was established between Hartlepool Borough Council, Tees Community Forest, The Countryside Agency, The Forestry Commission and Sport England
- Partners recognised the potential for creating a 'Primary Gateway' site on the edge of Hartlepool at the area known as Summerhill.

## Background work to help realise the vision

- The proposal for Summerhill was guided by a number of guidance documents including a feasibility study by ASH Consultancy.
- The development work was supported by community consultation through public meetings and surveys.
- To guide the sporting aspect of Summerhill the 'Summerhill Sports Partnership' was formed. This comprised of local, regional and national sporting bodies.

## Funding

- Summerhill was a £2.2million capital project.
- In total 15 different funders contributed to the development of Summerhill.
- The funding from Sport England Lottery Fund was the largest at £934,228. The bid to the Sport England Lottery Fund had the effect of tying the whole funding package together.

## Other key funders

- European Regional Development Fund
- Countryside Agency
- Hartlepool Borough Council
- The Capital Challenge Scheme
- The Woodland Grant Scheme
- The Countryside Stewardship Scheme
- Health Action Zone funding
- Community Safety funding
- Private funding

## How the money was spent

- The two key aims for Summerhill was to make improvements for conservation and outdoor sports.
- Conservation included new tree planting, meadow and wetland creation, hedgerow management and the preservation of sites of archaeological interest.

## Summerhill Sports

- For the sporting side of Summerhill 8 key sports were identified. They were
  - Rambling
  - Horse riding
  - Cycling
  - Cross country running
  - Exercise and fitness
  - Orienteering
  - Archery
  - Rock climbing

## Other aspects of Summerhill

- The vision for Summerhill also involved creating a new access road and car park and building a Visitor Centre. Due to the sporting nature of Summerhill the Visitor Centre includes changing rooms.
- The site also includes a number of arts features including sculpted metal insects and the Longscar Sound Beacon.

## Key features

- Outdoor open access Boulder Park – the largest of its type in Europe
- Open access BMX course
- Shared 'Multi user route' around the site for cyclists, horse riders and walkers
- Routes for cross country events (cycling and running)
- The whole site has been mapped for orienteering and a permanent and 'Trail O' course set
- Indoor archery in the Visitor Centre with summer outdoor provision
- Junior Play area and Junior Adventure and Fitness Area (JAFA)
- Trim trail around the site
- High Level Ropes course


## Progressing and managing the funding


- The funding bid to the Sport England Lottery Fund was clear as to what the fund would and would not support. Some elements (the trim trail) were totally funded from the Sport Lottery award, others (the Boulder Park) were split between the Sport Lottery and another funder (in this case the ERDF).
- Clearly there were elements of Summerhill that the Sport Lottery could not fund. This included the tree planting and meadow management. These elements were funded by other schemes.
- A key part of the bid was to demonstrate not only what we were planning to do but how it would be managed and effectively used in the future.

## Lessons learnt

- Partnership working vital
- Having a vision and being able to work towards the vision
- Certainty of ownership and a major commitment from Hartlepool Borough Council to the revenue costs to enable Summerhill to be maintained, used and developed in the future
- Some ideas on the bid required revising in conjunction with the sponsors – be flexible!
- It will take a bit of time! – Summerhill took about 10 years from the initial thoughts to the final launch


Route To Health







What is it?


- 1 mile easy outdoor trail on Forestry Commission land whereby community artworks based on a health theme mark the route.
- An initiative developed to encourage people to live a healthier lifestyle and for them to use their local open space as a resource.
- Is resource rich and cash poor initiative.







Partnership







Cannock Chase 

Primary Care Trust









Common Agendas


- To engage with the hard to reach, to encourage participation in walking and for experience the health benefits of being out doors.
- To encourage the local community to gain a better understanding of the positive health impacts of visiting their local resource -- Cannock Chase
- To raise awareness amongst service providers of the resource on their doorstep.






**Walk to Win Project**


Breaking down barriers.






Project Principles

- It is the process of taking part that is most important.
- The art pieces are merely the end product, an expression of what has gone before.
- By encouraging community ownership at an early stage the project will be more valuable and sustainable.







 Walk to Win

Millennium Volunteers  
 Princess Trust / YMCA

Tom Harvey

Smoking





 Walk to Win

Lindsey Mc Gowan  
 Angie Merriman

Chase Day Service

Healthy Eating





 Walk to Win

Phoenix Art Club

Rice Designs  
 Ali and Jason Nayler

Importance of being  
 active in retirement





 Walk to Win

Young Carers  
 CASS

John Whitehead

Personal Hygiene





 Walk to Win

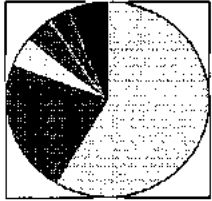
Staffordshire  
 Youth Offending Team

Tom Pearman


Benefits of Cycling



 PROJECT FUNDING





<input type="checkbox"/>	Community
<input type="checkbox"/>	Partnership Staff
<input type="checkbox"/>	Partnership cash
<input type="checkbox"/>	Funding Awards
<input type="checkbox"/>	Absorbed Costs
<input type="checkbox"/>	Arts Council of England



## Audience

- Launch Day 2005 - 2000+
- 50,000 people per year.
- Over 100 people involved.
- Increased diversity
- Artists opportunities






## General tips for applications

Involve your Local Authorities.

Make use of the professional help available through Arts Development Teams or equivalent.


Work with Partners

Make your project about people, aim to make a difference and address key issues.




## Tips for applications

- Research your regional, sub-regional and County priorities.
- Research previous awards in your area, art forms, and best practice.
- Be clear about Who? Why? When? What? And Where?
- Ensure Strategic fit.
- Aim to build confidence by addressing things like equal opportunities, commitment from partners, experience, capacity to deliver, demand etc




## Key success factors for applications

- **Be:**
  - Innovative
  - Challenging
  - Professional
  - Inclusive
- **Demonstrate**
  - Value for money
  - Sustainability
  - Partnership working
  - Marketing
- **Build in:**
  - Partnership development
  - Community ownership
  - Meaningful evaluation
  - Legacy
- **Identify**
  - Community need
  - Artist opportunities
  - Links to wider strategies

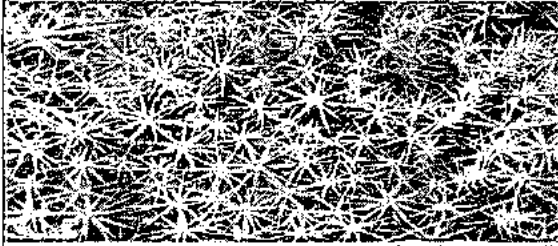


## Success factors ACE WM Walk to Win project

- Example of best practice
- Advocacy - non art
- Increase of 1st time applicants
- Confidence in partnership delivery
- Evaluation tool



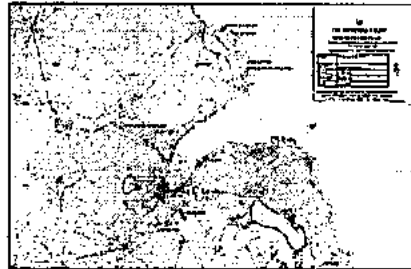
## The National Trust Divis.



David Morton  
Community Engagement Officer,  
Divis and the Black Mountain



## What and Where are we?



## Divis & the Black mountain



## How Much!?

- Circa 3 million over three years.
  - 1.3 million from Heritage Lottery.
  - 1 million from National Trust.
  - 650 thousand from EHS.

## A model of worst practise?



## Where we are coming from.



What we set out to do...



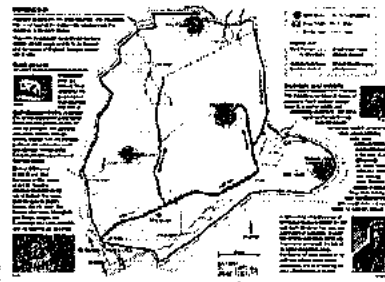
Looking at barriers to access.



Desire for access.



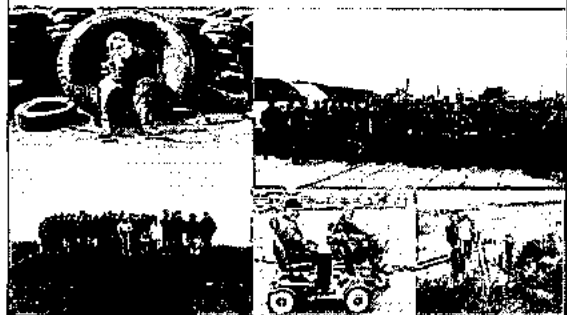
Proposed paths



Involvement.



Involvement – of everyone!



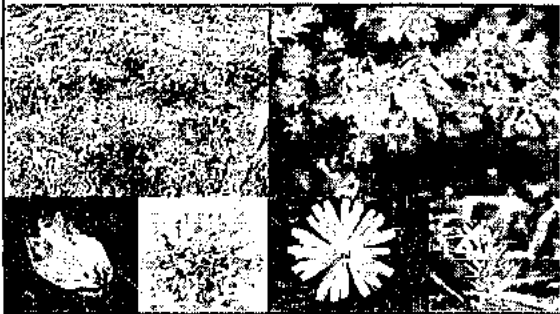
To what end?



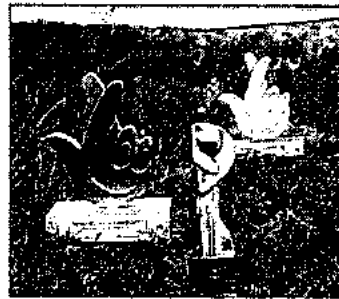
To what End – The senses!



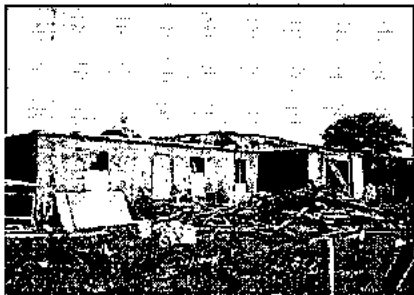
To what end?



All success?



The future?



Reason to smile!

